



2021-2023 BUDGET

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Message from the Mayor



This has been an exceptional year in many ways, as we continue to navigate the social and economic impacts of COVID-19.

In preparing and deliberating the 2021-2023 budget, Council and Administration were challenged to find an appropriate balance between delivering on Council's priorities without increasing pressure on residents and local businesses.

The focus for our budgets and plans this year is to maintain and enhance our current infrastructure while ensuring we continue to provide the quality service and programming that Cochrane has come to expect. We are also able to deliver a number of exciting new projects for our community, including a significant shift to address improvements to the Highway 1A corridor to alleviate traffic congestion.

To minimize the financial impact to all citizens, the 2021 budget includes no increase to the municipal portion of property taxes.

This ensures that we continue to deliver on our municipal services while planning and preparing for the future needs of our community.

A handwritten signature in black ink, which appears to read "Jeff Genung". The signature is stylized with a large, sweeping "J" and a long, horizontal stroke extending to the right.

Jeff Genung
Mayor, Town of Cochrane

Message from the Interim Chief Administrative Officer



The Town of Cochrane 2021-2023 budget outlines the work of every Town department and the important services they provide to our community. This budget document demonstrates how we will continue to invest in our community, deliver quality municipal services and implement Council's strategic priorities.

2020 has been a very challenging year and in developing the 2021-2023 budget, Administration carefully considered the social and economic impacts of COVID-19. In response, we focused on the delivery of core Town services, sought increased organizational efficiencies and proposed critical capital projects that will help address some of the community's most pressing needs, all while minimizing the impact on taxpayers during a particularly challenging time.

Despite the challenges of 2020, I'm proud of the collaborative work that went into developing this budget and finalizing it with Council. The budget contains details on services, programs and projects for residents, businesses and visitors and outlines our strategic approach to planning for Cochrane's future.

I'm also proud of the work done by Town staff every day to serve and make a difference in our community. Whether they are plowing your street, mowing the grass in a park, making sure we have clean water or answering your phone calls and emails — our Town staff take pride in ensuring we all continue to enjoy a high quality of life in Cochrane.

A handwritten signature in blue ink, appearing to read 'D. Hyndman'.

Drew Hyndman, Interim CAO
Town of Cochrane

Breaking down the budget

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

Once these estimates are made and plans are set, staff develop the budget for Council's consideration. The budget can be broken into two categories: operating and capital.

Operating budget

The operating budget includes the anticipated expenses to keep the municipality operating on a daily basis. This portion of the budget is used to ensure that essential day-to-day services are provided to residents – from water to business licences to public transit.

Capital budget

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

Balancing the budget

The goal of Council and Administration is to maintain or improve services, while anticipating and planning for future community needs.



Executive Summary

2021-2023 budget

The guiding principles of this budget are:

- Align and support Council's strategic priorities
- Align and support Council's policies and directions
- Maintain existing service levels
- Manage growth
- Create a proactive infrastructure renewal plan

This budget includes a significant emphasis on addressing transportation-related issues and investing in new infrastructure to support our growing community, including:

- Highway 1A Improvements
- Centre Avenue improvements
- Transit Hub and Innovation Centre
- Quigley Drive Upgrades – Phase 2
- Detailed Design and Servicing Horse Creek Sports Park
- Highway 1A/22 Utility Relocation

A 0% property tax increase net of 2% growth in 2021 (2.5% in 2022 and 3.5% in 2023) is needed to deliver on the guiding principles of this budget.

Year	% Tax increase (net of growth)	Taxes on average home	Annual increase	Cost per month
2020 (approved)	1.93%	\$2,274	\$43	\$3.58
2021	0.00%	\$2,274	\$0	\$0
2022	1.90%	\$2,317	\$43	\$3.58
2023	2.52%	\$2,376	\$59	\$4.92

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. Given the anticipated economic impact of COVID and slowing growth, the 2021 capital reserve contributions as a percentage of property taxes has been decreased, then slowly increased in 2022 and 2023.

The proposed budgets include capital reserve transfers as follows:

	2020 Approved	2021 Projected	2022 Projected	2023 Projected
Tax-supported reserve transfer	\$3,375,965	\$3,420,465	\$3,798,665	\$4,238,865
% of property taxes	11.78%	11.76%	12.51%	13.16%

Included in these transfers are amounts contributed to an Infrastructure Gap Reserve. The 2021 budget includes a 4.19% (2020; 4.27%) property tax transfer to an Infrastructure Gap Reserve, with additional transfers of 4.99% in 2022 and 5.64% in 2023. While the 2021 contribution as a percentage of property taxes has decreased due to economic conditions, the gradual increase to the annual Infrastructure Gap Reserve contribution in 2022 and 2023 will enable the Town to contribute more than \$30 million over the next 10 years to specifically address the infrastructure gap.

Debt

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

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

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

The 2021-2023 budget includes some new debt, including off-site levy (OSL) supported debt:

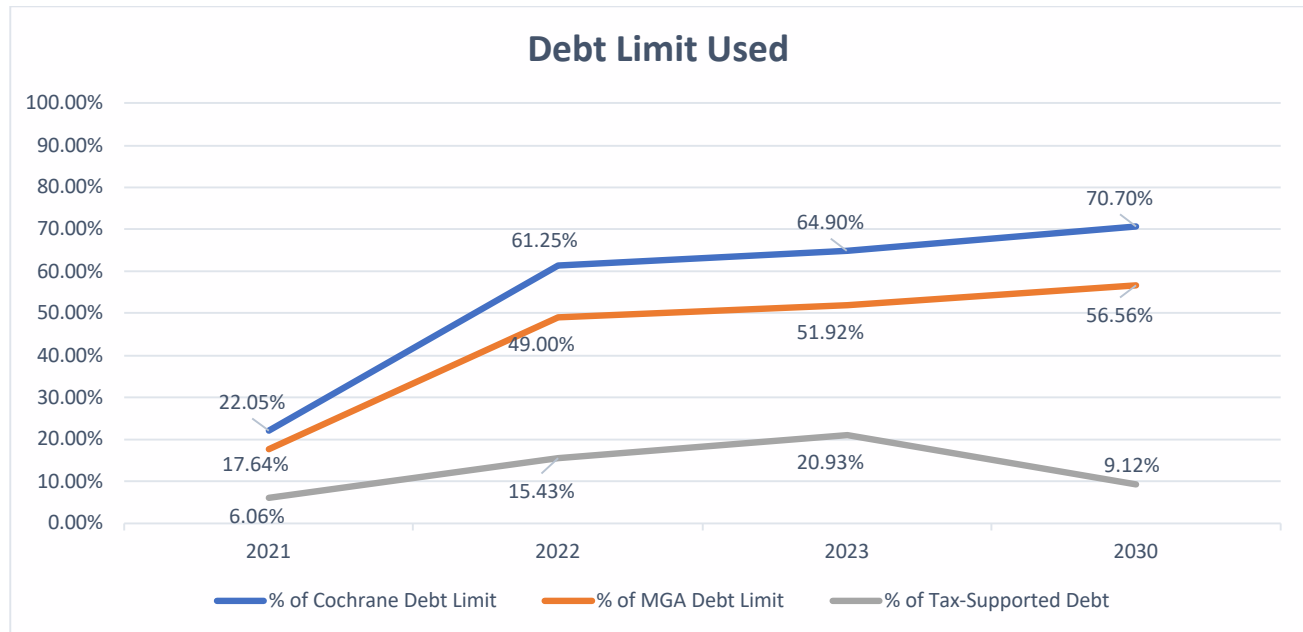
- 2021: \$23 million for the new Protective Services building (primarily user fee-supported)
- 2021 & 2022: \$16.5 million for Centre Avenue and Highway 1A improvements (primarily OSL-supported)
- 2023: \$3.6 million for Horse Creek sport park utility servicing (tax-supported)

LONG-TERM DEBT FOR 2021-2023 & 2030 PROJECTION

Debt Type	2021	2022	2023	2030 Projection
Total Outstanding	\$47.4 million	\$ 51.7 million	\$ 52.6 million	\$ 65.7 million
Tax-Supported	\$2.9 million	\$ 8.0 million	\$ 11.0 million	\$ 6.0 million
OSL-Supported	\$21.2 million	\$ 21.2 million	\$ 19.6 million	\$ 41.6 million
User Fee-Supported	\$23.0 million	\$ 22.5 million	\$ 22.0 million	\$ 18.1 million
Utility Rate-Supported	\$ 0.3 million	-	-	-
% of Cochrane Debt Limit	22.05%	61.25%	64.90%	70.70%
% of MGA Debt Limit	17.64%	49.00%	51.92%	56.56%
% of Tax-Supported Debt	6.06%	15.43%	20.93%	9.12%
New Debt 2021 - 2023	\$ 32.4 million	\$ 7.1 million	\$ 3.6 million	

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

DEBT LIMIT USED



*These projections are subject to several assumptions, risks and uncertainties including available grants, scope changes and market conditions. Key assumptions include: 3% average growth over the 10 years, borrowing costs between 3 and 5%, estimated capital costs of projects subject to changes, and MSI capital grants at 2018 levels (\$2.4 million annually).

Cochrane's tax-supported debt is projected to range between 6.06 and 20.93% of the total debt over the next 10 years. At the end of the 10-year period, 9.12% of the Town's debt will be tax-supported debt, and total debt will be at 70.7% of the Council-approved debt limit (80% of Municipal Government Act (MGA) debt limit) or 56.56% of the MGA debt limit.

Staffing

The proposed 2021 budget includes no new staff positions, and no cost of living or performance increases for all management, and non-unionized staff. Cost of living adjustments will not be made to Council's 2021 remuneration.

Given slowed development growth, a sluggish Provincial economy, and the impact of COVID-19, it was important to Council that tax increases be minimized. As a result, the 2021 budget includes 10.5 Full-Time Equivalent (FTE) fewer positions than were included in the 2020 budget.

During 2020, after the budget was approved, the Province reduced grant support for a variety of community and social support programs, resulting in an additional 6.3 fewer FTE.

These staffing changes will result in the discontinuation of family support, neighbourhood and community development, culture, and environmental education programs. In addition, park maintenance service levels will be reduced and an organization-wide asset management program will not commence.

Note: References in the document to SWB are to salaries, wages, and benefits.

Service fees

While most Town service fees will remain the same, the following areas will increase or are new in 2021:

- Base sewer fee charges
- Water radio metres
- Waste and recycling collection fees

- Additional waste cart fee
- Planning subdivision endorsement fees
- RancheHouse Events Centre room rental fees
- *New: Fee for disposal of branches (bundle / truckload)
- Safety Codes fees for interior renovations increased and there is now a minimum charge for permit extensions

The following services fees decreased for 2021:

- Fire Technical Rescue fee for responding to an incident that includes, Surface water (lake or still water), Swiftwater River, Ice, Rope - low and high angle.
- Fee for disposal of microwaves and hot water tanks

Summary

The proposed 2021-2023 budget delivers on Council's strategic priorities, invests in the infrastructure required for our growing community, and ensures continued service delivery at a sustainable tax increase.

Average residential annual costs (assessed at \$470,100)	2020	2021	\$ Annual increase	% Increase	\$ Monthly Increase
Total municipal taxes	\$2,274	\$2,274	\$0	0%	\$0
Average water bill per year (assumes 15 cubic metres/month) (base rate \$7.65 + \$1.23 per cubic metre)	\$311.40	\$313.20	\$1.80	0.58%	\$0.15
Average sewer bill per year (assumes 15 cubic metres/month) (base rate \$9.75 + \$2.26/cubic metre)	\$502.80	\$523.80	\$21.00	4.18%	\$1.75
Storm sewer fee (\$4.92/month)	\$56.28	\$60.52	\$3.94	6.96%	\$0.33
Waste & recycling collection fee (\$23.58/month)	\$269.76	\$282.96	\$13.20	4.80%	\$1.10
Eco Centre fee (\$5/month)	\$60.00	\$60.00	\$0	0.00%	\$0
Total cost	\$3,474.24	\$3,514.48	\$39.94	1.15%	\$3.33

10-year financial plan

The 10-year financial plan is funded by reserves (built through property taxes and utilities), grants (primarily Municipal Sustainability Initiative, Basic Municipal Transportation, Federal Gas Tax Fund, Municipal Sustainability Program and Green Trip grants), off-site levies and debt.

The 10-year financial plan implements actions to support Council's Strategic Priorities, respond to the Town's significant growth over the past 10 years, and rehabilitate existing assets. Based on Council's first Strategic Priority – multi-modal transportation initiatives — the 10-year plan includes investments of \$72 million in transportation-related projects, including:

- **Centre Avenue and Highway 1A Improvements:** To be completed in 2023 to mitigate traffic congestion and enable intersection improvements along Highway 1A and a widened Centre Avenue to reduce peak traffic delays.
- **James Walker Trail Connections:** Connections from the Jack Tennant Memorial Bridge through to Southbow.
- **Highway 22 Extension and utility relocation:** The extension of the double lane on highway 22 from the 1A intersection to Sunset Boulevard, including relocation of utilities.
- **Quigley Drive Updates – Phase 2:** Upgrade the asphalt surface from West Edge to West Point in 2023.
- **Horse Creek CPR Vehicular Crossing:** To be constructed in 2024 to improve the connection between Heartland and West Valley.
- **Upgrade Township 262:** In 2023 upgrade to road from Horse Creek Road to RR43 due to the anticipated closure of access to RR43 from highway 22.
- ***Additional \$26.9 million in road improvement projects over the next 10 years.***

Other significant projects anticipated include:

- Construction of a Transit Hub and Innovation Centre (2021)
- 5th Avenue site development strategy (2021)
- Construction of a Protective Services Building (2021-2023)
- Planning for the development and utility servicing of Horse Creek Sports Park (2021-2023)
- Twinning of the wastewater pipe to Calgary (2024-2030)
- Construction of a water reservoir in River Heights (2024-2025)

10-year capital plan

Town of Cochrane Ten Year Capital Strategy - updated November 2019	Estimated Town cash outflow to 2030	Budgets to 2023	Project Timelines	Major sources of funding
Centre Avenue & 1A Improvements	19,970,000	19,970,000	2021 - 2023	Provincial grants/Offsite levies/Debt
James Walker Trail Connections	10,686,600	1,920,000	2021-2024	Provincial grants/Offsite levies
Highway 22 Extension & utility relocation	5,210,000	5,210,000	2021	Provincial grants/Town reserves
Quigley Drive Updates - Phase 2	2,090,000	2,090,000	2023	Provincial grants
Horse Creek CPR Vehicle Crossing	2,025,000	-	2024	Town reserves/Offsite levies
Upgrade Township 262	5,430,000	5,430,000		Provincial grants
Existing road network improvements	26,878,000	2,088,000	continuous	Provincial grants/Offsite levies/Town reserves
Total Transportation projects	72,289,600	36,708,000		
Wastewater Pipeline Twinning	12,995,000	-	2024 - 2030	Offsite levies/debt
Protective Services Building	23,000,000	23,000,000	2020-2021	Debt
Horse Creek Sports Park	16,000,000	4,000,000	2021-2030	Town reserves, Offsite levies, fundraising
5th Avenue Site Development Strategy	100,000	100,000	2021	Town reserves
Transit Hub & Innovation Centre	4,850,000	4,850,000	2021	Provincial grants
River Heights Water Reservoir	11,483,000	-	2024-2025	Offsite levies
Glenpatrick Drive North Infrastructure	3,600,000	3,600,000	2023	Town reserves
Fleet, Equipment, and Facility life cycling	27,947,000	6,382,000	continuous	Town reserves
Water capacity upgrades	4,250,000	-	2024 - 2030	Offsite levies/debt
Utility infrastructure life cycling	19,812,614	6,400,200	continuous	Town reserves
Wastewater capacity upgrade	4,250,000	-	2024 - 2030	Offsite levies/debt
Parks projects	5,334,000	1,174,000	continuous	Town reserves
Arts/Culture/Library Centre	TBD	TBD	TBD	Community Revitalization Levy (CRL)
Total capital spending to 2029	205,911,214	86,214,200		

*These projections are subject to a number of assumptions, risks and uncertainties including grants available, scope changes and market conditions. Key assumptions: 2% average growth over the 10 years, borrowing costs between 3 and 5%, estimated capital costs of projects subject to changes, and MSI capital grants after 2022 at 2018 levels (\$2.4 million annually).

Workforce

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

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

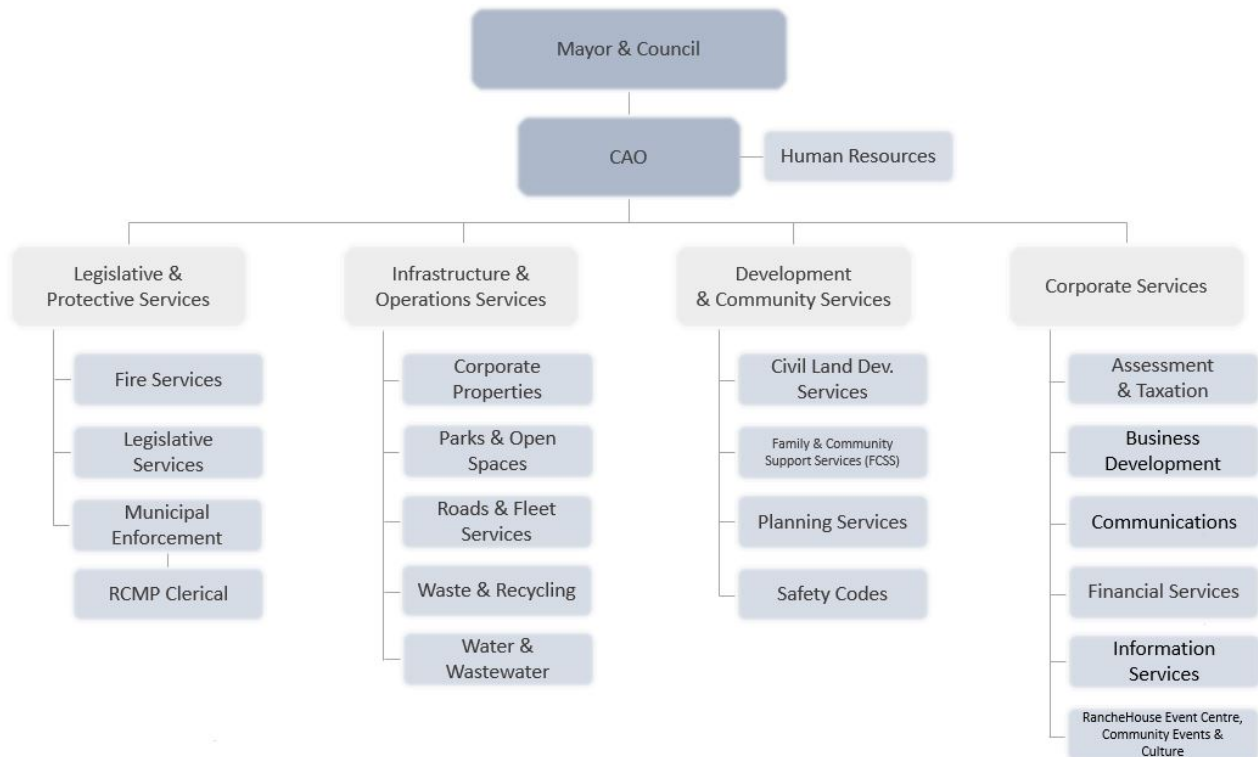
The 2021-2023 budget includes no new staff positions.

Town staff

FULL TIME EQUIVALENT (FTE)	2020	2021	2022	2023
Office of the Chief Administrative Officer	12.86	10.86	11.86	11.86
Corporate Services	40.99	38.96	39.96	44.96
Development & Community Services	48.15	38.06	39.06	40.06
Legislative & Protective Services	56.76	56.40	56.40	57.40
Infrastructure & Operational Services	67.46	65.14	65.98	70.06
Total	226.22	209.42	213.26	224.34

Organizational structure

Town of Cochrane – Organizational Chart



Town Council



Cochrane Town Council (*pictured left to right*): Councillor Susan Flowers, Councillor Patrick Wilson, Councillor Morgan Nagel, Mayor Jeff Genung, Councillor Marni Fedeyko, Councillor Tara McFadden and Councillor Alex Reed.

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

The Mayor is the chief elected official. The Deputy Mayor is appointed on a four-month rotation.

Together they are responsible for establishing corporate policy, adopting bylaws and setting strategic priorities for the community.

This Council was elected on October 16, 2017. The next municipal election is October 18, 2021.

COUNCIL'S STRATEGIC PRIORITIES: 2020-2022

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

Community Connectivity

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

- Continue to work with Alberta Transportation on the design & construction of the Highway 1A/22 interchange. (2020-2022)
 - Relocate the municipal utility infrastructure as required by the Province to facilitate the first phase of interchange completion. (2020)
- Advocate for highway 1A improvements, including Centre Avenue & 5th Avenue intersections. (2020-2022)
- Facilitate construction of second access to Sunset Ridge. (2020-2022)
- Design & construct improvements to Centre Avenue. (2020-2022)
- Implement smart traffic management technology to assist in improving local traffic flow. (2021)
- Improve, plan and advocate for local and regional pathway networks that connect all communities. (2020-2022)
 - Upgrade asphalt pathway from Mitford Park west through West Terrace Park. (2021)
 - Complete the Riverfront Park bridge replacement. (2020)

Community Development and Planning

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

- Develop and implement a water strategy; upgrade wastewater and water infrastructure to accommodate future growth. (2020-2022)
 - Complete the Stormwater Master Plan (2020-2021)
- Review and update the Municipal Development Plan, implementing an annual review and update every five years. (2021-2022)
- Prioritize commercial and industrial development, while broadening residential housing options. (Ongoing)
- Focus on development of the Regional Management Growth Plan and Servicing Plan. (2020-2022)
- Initiate work to update the Cochrane Sustainability Plan (CSP), following adoption of the MDP. (2022)
- Upgrade the Railway Street West infrastructure to ensure future service capacity for this important service corridor. (2020)
- Implement the 10-year business development strategy. (2020-2022)
- Complete the River Heights reservoir. (2023)

Community Engagement

Focus on improved community engagement opportunities.

- Establish engagement strategies for key community issues and projects, including:
 - Municipal Development Plan (2021)
 - CMRB Growth and Servicing Plans (2020-2022)
- Establish engagement opportunities with youth, seniors, neighbouring communities and First Nations. (ongoing)
- Focus on improved communication to residents about community safety programs and services, achieving solutions through education and awareness. (ongoing)
- Implement the recommendations Social Recovery Task Force. (2020-2022)
- Implement the recommendations of the Economic Recovery Task Force. (2020-2022)
- Create and implement a provincial and federal advocacy strategy. (2020)
 - Centre Avenue and Highway 1A interchange (2020-2022)
 - Advocate for a regional mass transit system. (2020-2022)

Community Facilities and Services

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

- Construct the new Protective Services Building. (2021-2022)
- Complete the Tri-Site implementation strategy:
 - Design and construction of the former Esso Bulk Station site:
 - Transit Hub & Innovation Centre (2019-2020)
 - At-grade pedestrian crossing to connect Historic Downtown and Quarry commercial area (2021)
 - Consult with user groups and finalize concepts for future development of the Library / Innovation Centre / Arts and Culture site and 5th Avenue site. (2021)
 - Complete design for old Town Hall site. (2021)
- Develop an effective asset management system. (2021)
- Focus on achieving organizational efficiencies. (Ongoing)

OPERATING BUDGET



cochrane
HOW THE WEST IS NOW



Operating Budget Summary

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Office of the CAO	(102,099)	-	-	-
Development & Community Services	(3,991,300)	(3,477,860)	(3,322,986)	(3,157,607)
Corporate Services	(3,647,577)	(3,878,641)	(3,980,713)	(4,095,488)
Infrastructure & Operational Services	(20,762,194)	(21,210,284)	(22,027,836)	(22,659,313)
Legislative & Protective Services	(1,483,458)	(1,527,808)	(1,462,808)	(1,484,908)
Town Partners	(655,476)	(1,087,000)	(500,000)	(500,000)
	(30,642,104)	(31,181,593)	(31,294,343)	(31,897,316)
Expenses				
Council	545,397	602,736	612,268	639,161
Office of the CAO	2,199,762	1,817,182	1,959,544	1,996,901
Development & Community Services	6,912,267	6,445,175	6,378,134	6,321,183
Corporate Services	8,255,937	8,433,913	8,771,403	9,721,025
Infrastructure & Operational Services	24,328,631	25,354,273	26,122,916	27,071,885
Legislative & Protective Services	13,898,686	14,158,382	14,337,885	14,845,064
Town Partners	3,166,892	3,608,710	3,636,295	3,664,756
	59,307,572	60,420,371	61,818,445	64,259,975
Tax levy and requisitions	28,665,468	29,238,778	30,524,102	32,362,659
Cost per capita	979.11	998.69	1,042.60	1,105.40
Number of full time equivalents	226.22	209.42	213.26	224.34

Budget variance highlights

Total expenses are budgeted to increase by \$1,112,799 (2%). Tax levy and requisitions are budgeted to increase by \$573,310 with growth in assessment covering all of the increase. Refer to departmental sections for explanation of variance.

Council



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

Action plan

- Support administration in delivering on Council's strategic priorities.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Expenses				
Salaries and benefits	365,326	381,781	392,408	407,161
Materials, goods and supplies	180,071	220,955	219,860	232,000
	545,397	602,736	612,268	639,161
Net cost of / (surplus from) operations	545,397	602,736	612,268	639,161
Cost per capita	18.63	20.59	20.91	21.83
Number of full time equivalents	-	-	-	-

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of Cost of Living Adjustments (COLA) per Council's remuneration Policy. Increase in materials, goods and supplies reflects increased budget for new Council orientation and Council / SLT planning retreats.

Office of the CAO



	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Chief Administrative Officer	(102,099)	-	-	-
	(102,099)	-	-	-
Expenses				
Chief Administrative Officer	1,045,442	636,564	643,947	649,782
Human Resources	1,154,320	1,180,618	1,315,597	1,347,119
	2,199,762	1,817,182	1,959,544	1,996,901
Net cost of / (surplus from) operations	2,097,663	1,817,182	1,959,544	1,996,901
Cost per capita	71.65	62.07	66.93	68.21
Number of full time equivalents	12.86	10.86	11.86	11.86

Office of the CAO

Chief Administrative Officer

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

Action plan

- Continue to deliver on Council's strategic priorities.
- Focus on achieving organizational efficiencies.
- Complete a long-term visioning plan and support updating the Cochrane Sustainability Plan (CSP).
- Develop and implement a Provincial and Federal advocacy strategy.
- Engage employees through various employee events.
- Develop orientation strategy to onboard new Council.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Grants	(102,099)	-	-	-
	(102,099)	-	-	-
Expenses				
Salaries and benefits	845,642	478,844	486,227	492,062
Contracted and general services	120,000	100,000	100,000	100,000
Materials, goods and supplies	63,800	43,720	43,720	43,720
Other expenditures	16,000	14,000	14,000	14,000
	1,045,442	636,564	643,947	649,782
Net cost of / (surplus from) operations	943,343	636,564	643,947	649,782
Cost per capita	32.22	21.74	21.99	22.19
Number of full time equivalents	5.00	3.00	3.00	3.00

Budget variance highlights

Grant revenue has decreased as in previous years part of the MSI grant was used to fund a fiber contractor, which has not been continued in 2021-2023. The MSI operating grant has been moved to the General Revenue department and will be used to fund other qualifying expenses. The variance in salaries and benefits is as a result of a 2020 reorganization that resulted in the elimination of the Deputy CAO and Senior Manager, Community Services positions. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. Contracted services is for assistance with intergovernmental, strategic planning, and advocacy work.

Office of the CAO

Human Resources

From a place of neutrality, members of the HR Team aspire to advise and support over 250 people. We foster growth, connection, and belonging by offering the following: total compensation; payroll and benefits; employee and labour relations; health and safety; recruitment and engagement; and people growth.

Action plan

- Ensure our people are advised and supported by refining our HR structure and practices.
- Create a multidimensional framework that includes on the job learning opportunities and manager support, to strengthen employee competencies.
- Revitalize appreciation programs to reflect and embody the Town's values and help our people recognize and acknowledge each other.
- Foster a healthy culture through an ethical framework and creating conditions that allow our people to feel valued as human beings while also being empowered and supported resulting in safe and exceptional work for our residents and community.
- Re-design and implement our performance appraisal practices within our HRIS system to reflect the Town's values, goals, and strategic plan using a strength-based approach.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Expenses				
Salaries and benefits	790,332	812,700	948,179	979,551
Contracted and general services	142,500	142,500	142,500	142,500
Materials, goods and supplies	218,488	222,418	221,918	222,068
Other expenditures	3,000	3,000	3,000	3,000
	1,154,320	1,180,618	1,315,597	1,347,119
Net cost of / (surplus from) operations	1,154,320	1,180,618	1,315,597	1,347,119
Cost per capita	39.43	40.33	44.94	46.01
Number of full time equivalents	7.86	7.86	8.86	8.86

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. Other increases in expenses are as a result of an increase for legal contract support, organizational training, inflation, and the addition of a Labour Relations Business Partner position in 2022.

Corporate Services

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Assessment & Taxation	(270,000)	(240,000)	(250,000)	(260,000)
Business Development	(378,500)	(366,500)	(366,500)	(371,500)
Financial Services	(253,100)	(249,500)	(249,500)	(250,500)
Information Services	(199,900)	(10,200)	(10,400)	(9,400)
General Revenue	(1,487,121)	(1,859,085)	(1,931,457)	(2,008,732)
RancheHouse & Community Events	(1,058,956)	(1,153,356)	(1,172,856)	(1,195,356)
	(3,647,577)	(3,878,641)	(3,980,713)	(4,095,488)
Expenses				
General Manager Corporate Services	194,781	198,325	204,938	214,027
Assessment & Taxation	830,982	887,504	921,044	1,078,579
Communications	444,521	468,697	486,557	660,339
Business Development	490,103	508,689	505,642	624,914
Financial Services	1,047,022	1,004,221	1,050,910	1,216,417
Information Services	2,247,271	2,327,047	2,425,951	2,403,173
General Revenue	1,420,644	1,488,200	1,622,660	1,907,660
RancheHouse & Community Events	1,580,613	1,551,230	1,553,701	1,615,916
	8,255,937	8,433,913	8,771,403	9,721,025
Net cost of / (surplus from) operations	4,608,360	4,555,272	4,790,690	5,625,537
Cost per capita	157.41	155.59	163.63	192.15
Number of full time equivalents	40.99	38.96	39.96	44.96



Corporate Services

General Manager Corporate Services

Corporate Services provides overall management for the Town's business development, communications, Ranchehouse, community events, financial, and information technology service departments.

Action plan

- Support managers with the implementation of their action plans.
- Review and update current corporate services policies and processes to gain efficiencies, clarity, and build a strong financial framework.
- Update the 10-Year Financial Plan.
- Update the Off-Site Levies Bylaw.
- Prepare and deliver a Town financial orientation to Council after the election.
- Focus on operational efficiencies in the delivery of corporate services.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Expenses				
Salaries and benefits	178,601	182,045	188,358	197,147
Contracted and general services	2,500	2,500	2,500	2,800
Materials, goods and supplies	9,680	9,780	9,880	9,880
Other expenditures	4,000	4,000	4,200	4,200
	194,781	198,325	204,938	214,027
Net cost of / (surplus from) operations	194,781	198,325	204,938	214,027
Cost per capita	6.65	6.77	7.00	7.31
Number of full time equivalents	1.00	1.00	1.00	1.00

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid.

Corporate Services

Assessment & Taxation

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

Action plan

- Review and update the Tax and Assessment Policy.
- Utilize technology to improve assessment transparency.
- Support educational requirements for staff development and succession planning.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(80,000)	(70,000)	(70,000)	(70,000)
Other	(190,000)	(170,000)	(180,000)	(190,000)
	(270,000)	(240,000)	(250,000)	(260,000)
Expenses				
Salaries and benefits	606,673	625,269	646,609	801,869
Contracted and general services	30,000	10,000	10,000	5,000
Purchases from other governments	5,500	5,500	5,500	5,500
Materials, goods and supplies	118,525	133,335	143,435	144,710
Other expenditures	70,284	113,400	115,500	121,500
	830,982	887,504	921,044	1,078,579
Net cost of / (surplus from) operations	560,982	647,504	671,044	818,579
Cost per capita	19.16	22.12	22.92	27.96
Number of full time equivalents	6.00	6.00	6.00	7.00

Corporate Services

Assessment & Taxation

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. With historic growth in the number of parcels to assess, there is a need for more assessors, but given the current fiscal reality, no staff have been added in 2021. The 2023 budget, however, includes the reclassification of an existing assessor position to a Senior Assessor and a new Senior Assessor position. Sales and user fees in the form of supplementary tax revenues are anticipated to be lower due to the slower growth in new development. In the interests of financial and staff time efficiencies, the Town will be outsourcing its mailing and stuffing. This will save postage, staff time, and equipment costs, but does result in increased costs for this service, as reflected in the increased general supplies costs. Other expenditures have increased as a result of decreases to the Provincial contribution to municipalities for grants in lieu of taxes.



Corporate Services

Communications

Town Communications staff advise Council and senior leadership on communications strategy and promote Town programs, services, events, opportunities and governance through the Town website, social media, advertising, publications, media relations and more. Communications also leads Let's Talk Cochrane, the Town's public engagement efforts, including engagement strategy and process, event coordination and marketing.

Action plan

- Roll out changes to the Town advertising strategies for legislated and non-legislated requirements.
- Launching multi-media Town Talks specific to Town departments service deliveries.
- Review internal communication processes, programs and procedures to assess efficiencies.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Expenses				
Salaries and benefits	323,661	331,337	341,197	508,229
Materials, goods and supplies	117,510	134,010	142,010	148,760
Other expenditures	3,350	3,350	3,350	3,350
	444,521	468,697	486,557	660,339
Net cost of / (surplus from) operations	444,521	468,697	486,557	660,339
Cost per capita	15.18	16.01	16.62	22.55
Number of full time equivalents	3.00	3.00	3.00	4.00

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. The 2023 budget also includes the addition of a manager position. Materials, goods and supplies have increased to reflect increased costs for developing and launching multi-media Town Talks highlighting Town services.

Corporate Services

Business Development

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

Action plan

- Prioritize and implement projects from the updated 10-year Business Development Strategy.
- Support the Innovation Centre build and Incubator operational plan.
- Transition staff to the Innovation Centre.
- Support the Innovation Centre opening and general day-to-day operations.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(361,500)	(366,500)	(366,500)	(371,500)
Other	(17,000)	-	-	-
	(378,500)	(366,500)	(366,500)	(371,500)
Expenses				
Salaries and benefits	287,087	295,894	305,878	423,135
Contracted and general services	15,000	15,000	15,000	15,000
Materials, goods and supplies	107,016	106,995	117,110	117,215
Transfers to organizations	77,000	86,800	63,654	65,564
Other expenditures	4,000	4,000	4,000	4,000
	490,103	508,689	505,642	624,914
Net cost of / (surplus from) operations	111,603	142,189	139,142	253,414
Cost per capita	3.81	4.86	4.75	8.66
Number of full time equivalents	3.26	3.26	3.26	4.26

Corporate Services

Business Development

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. Grants to organizations are the funds supporting the Cochrane Tourism Association at 3% higher than the previous years' base funding. 2021 does include an additional \$25,000 to help match a CARES grant opportunity. In 2020 a draw from reserves was used to fund a temporary increase in funding support that is not being repeated in 2021 - 2023. The 2023 budget includes an additional business development officer to support the anticipated increased need for support to businesses as the Innovation Centre incubates and launches new local businesses.



Corporate Services

Financial Services

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

Action plan

- Develop and implement streamlined processes for procurement and other financial processes, including leveraging technology to reduce inefficiencies.
- Review financial policies and provide education and support to Town departments regarding them.
- Continue to refine and enhance the budget process.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(11,100)	(8,500)	(8,500)	(8,500)
Other	(242,000)	(241,000)	(241,000)	(242,000)
	(253,100)	(249,500)	(249,500)	(250,500)
Expenses				
Salaries and benefits	721,612	668,912	699,730	844,109
Contracted and general services	22,000	41,000	39,037	40,075
Materials, goods and supplies	225,210	219,109	235,343	253,833
Bank charges	74,000	71,000	72,500	74,000
Other expenditures	4,200	4,200	4,300	4,400
	1,047,022	1,004,221	1,050,910	1,216,417
Net cost of / (surplus from) operations	793,922	754,721	801,410	965,917
Cost per capita	27.12	25.78	27.37	32.99
Number of full time equivalents	9.00	8.00	8.00	9.00

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. Consulting and annual audit fees budgets have increased based on historical actuals. The Asset Management Coordinator position budgeted for in 2020 but postponed, is no longer included in the planned budgets. The 2023 budget does include a Fund Development and Evaluation position to help find, apply for, and report on grant funds across the organization.

Corporate Services

Information Services

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

Action plan

- Launch a public Geomatics interactive web portal.
- Focus on the backlog of projects and support requests currently underway to reduce wait times for IS support across all departments.
- Continue to ensure the security and integrity of information systems while implementing and supporting IS solutions to increase efficiencies across the organization.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(900)	(1,000)	(1,000)	-
Other	(199,000)	(9,200)	(9,400)	(9,400)
	(199,900)	(10,200)	(10,400)	(9,400)
Expenses				
Salaries and benefits	964,637	971,674	1,046,396	1,120,913
Contracted and general services	904,320	939,129	954,751	855,066
Materials, goods and supplies	132,299	163,244	167,574	169,964
Other expenditures	246,015	253,000	257,230	257,230
	2,247,271	2,327,047	2,425,951	2,403,173
Net cost of / (surplus from) operations	2,047,371	2,316,847	2,415,551	2,393,773
Cost per capita	69.93	79.14	82.51	81.76
Number of full time equivalents	8.00	8.00	9.00	10.00

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. Revenues in 2020 included a draw from operating reserves which will not reoccur in 2021 - 2023. The 2022 budget includes a new service desk technician position to be hired half way through the year to help clear the backlog of support requests and a new project manager position in 2023 has been added to help with the backlog of projects. Both positions will also aid in implementing and supporting IS solutions to increase organizational efficiency. Increases in contracted and general services and materials, goods and supplies are to support increased licensing fees.

Corporate Services

General Revenue

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

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(400,000)	(400,000)	(400,000)	(400,000)
Grants	-	(220,000)	(220,000)	(220,000)
Other	(1,087,121)	(1,239,085)	(1,311,457)	(1,388,732)
	(1,487,121)	(1,859,085)	(1,931,457)	(2,008,732)
Expenses				
Salaries and benefits	-	(125,000)	(135,000)	(150,000)
Materials, goods and supplies	355,271	333,356	333,356	333,356
Other expenditures	1,065,373	1,279,844	1,424,304	1,724,304
	1,420,644	1,488,200	1,622,660	1,907,660
Net cost of / (surplus from) operations	(66,477)	(370,885)	(308,797)	(101,072)
Cost per capita	(2.27)	(12.67)	(10.55)	(3.45)
Number of full time equivalents	-	-	-	-

Budget variance highlights

The revenue includes the MSI Operating grant, which will be allocated to support qualifying operating expenditures, an unchanged portion of investment interest, and transfers from rate-supported departments to help fund their portion of administrative services such as finance, information services, human resources, and communications. Included in "Other Expenditures" are contributions towards the Infrastructure Gap Reserve in 2021 at the same level as 2020, with a \$300,000 increase in each of 2022 and 2023. An adjustment to the method used to calculate the cost of benefits for family versus single coverage is included in this department as a reduction to benefit costs. Due to COVID-19, it is anticipated that in 2021 many conferences will be held virtually but it is not known which departments' conferences will be affected. Therefore, conference expenses have been reduced by \$44,460 in 2021 and accounted for in General Revenue rather than in specific departments.

Corporate Services

RancheHouse & Community Events

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

Action plan

- Continue to respond to a changing events venue market and adapt the services of the RancheHouse to maximize revenue opportunities and improve service to the community.
- 2020 saw a large increase in wedding bookings prior to COVID shutting the event centre down. 2021 currently has 60 weddings booked - recording yet another increase. We plan to establish marketing plans to target additional clientele such as corporate and community bookings to continue to maximize the room revenue.
- Community Events - Continue to evaluate the permit procedure to ensure that the process is clear and accessible to our clients. Continue to work with community event planners to ensure they have successful, safe events. Connect with and promote Cochrane as a film friendly destination. Transition to assist with administering Community Grant programs.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(1,044,356)	(1,153,356)	(1,172,856)	(1,195,356)
Grants	(14,600)	-	-	-
	(1,058,956)	(1,153,356)	(1,172,856)	(1,195,356)
Expenses				
Salaries and benefits	879,028	872,830	843,846	873,556
Contracted and general services	89,000	80,000	83,000	86,000
Materials, goods and supplies	397,185	381,200	392,555	404,960
Other expenditures	215,400	217,200	234,300	251,400
	1,580,613	1,551,230	1,553,701	1,615,916
Net cost of / (surplus from) operations	521,657	397,874	380,845	420,560
Cost per capita	17.82	13.59	13.01	14.36
Number of full time equivalents	10.73	9.70	9.70	9.70

Corporate Services

RancheHouse & Community Events

Budget variance highlights

Total revenue is budgeted to increase by \$94,400 (9%). Total expenses are budgeted to decrease by \$29,383 (2%). Net cost of / (surplus from) operations is budgeted to decrease by \$123,783.

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. Rental revenue is expected to increase in 2021 with an increase in the number of wedding bookings. However, alcohol sales revenue and associated costs are expected to decrease due to the event limitations required by Alberta Health Services. A Heritage Preservation grant received in 2020 will not reoccur during this budget period. The Culture Programmer position discontinued and will result in discontinuation of culture programs, directly impacting programming revenues and program supplies expenses. Other expenditures include contributions to the facility life cycling reserve for the Ranchehouse building, which is gradually increasing each year.



Development & Community Services

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Family & Community Support Services	(1,971,428)	(1,498,690)	(1,512,687)	(1,513,226)
Civil Land Development	(201,636)	(66,900)	(69,650)	(73,400)
Planning Services	(345,320)	(560,895)	(446,985)	(242,685)
Safety Codes	(1,105,680)	(1,115,303)	(1,126,535)	(1,137,879)
Transit	(367,236)	(236,072)	(167,129)	(190,417)
	(3,991,300)	(3,477,860)	(3,322,986)	(3,157,607)
Expenses				
General Manager Development & Community Services	303,007	309,246	320,634	328,592
Family & Community Support Services	3,107,477	2,555,035	2,451,067	2,510,008
Civil Land Development	741,628	540,537	549,476	572,202
Planning Services	1,205,655	1,509,829	1,524,173	1,343,221
Safety Codes	558,213	576,064	593,240	610,176
Transit	996,287	954,464	939,544	956,984
	6,912,267	6,445,175	6,378,134	6,321,183
Net cost of / (surplus from) operations	2,920,967	2,967,315	3,055,148	3,163,576
Cost per capita	99.77	101.35	104.35	108.06
Number of full time equivalents	48.15	38.06	39.06	40.06



Development & Community Services

General Manager Development & Community Services

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

Action plan

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

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Expenses				
Salaries and benefits	261,547	267,676	278,164	285,092
Contracted and general services	20,000	20,000	20,000	20,000
Materials, goods and supplies	18,460	18,570	19,470	20,500
Other expenditures	3,000	3,000	3,000	3,000
	303,007	309,246	320,634	328,592
Net cost of / (surplus from) operations	303,007	309,246	320,634	328,592
Cost per capita	10.35	10.56	10.95	11.22
Number of full time equivalents	2.00	2.00	2.00	2.00

Development & Community Services

General Manager Development & Community Services

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. Other expenses reflect cost of living adjustments and inflation. A Land Strategy project will be undertaken in 2021, funded from the Planning operating reserves.

Development & Community Services

Family & Community Support Services

Cochrane Family and Community Support Services (FCSS) provides a wide variety of early intervention and prevention programs and services to enhance, strengthen and stabilize family and community life, and identify and address social needs.

Action plan

- Work with community stakeholders to ensure a range of preventative and intervention-based programs are offered to meet the needs of the community.
- Work collaboratively with stakeholders to address the needs identified in the Cochrane Cares: Regional Well-Being Review.

Family & Community Support Services	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(8,500)	(11,500)	(12,500)	(12,500)
Grants	(734,844)	(836,844)	(836,844)	(836,844)
Other	(13,650)	(7,450)	(7,450)	(7,450)
	(756,994)	(855,794)	(856,794)	(856,794)
Expenses				
Salaries and benefits	721,079	906,687	937,352	972,987
Contracted and general services	74,050	53,550	53,550	52,800
Materials, goods and supplies	225,553	265,402	268,598	269,958
Transfers to organizations	50,000	50,000	50,000	50,000
Other expenditures	31,950	21,450	21,450	21,450
	1,102,632	1,297,089	1,330,950	1,367,195
Net cost of / (surplus from) operations	345,638	441,295	474,156	510,401
Cost per capita	11.81	15.07	16.20	17.43
Number of full time equivalents	8.50	9.90	9.90	9.90

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. There have been significant funding changes this year. While no new positions were added in 2021, some staff who worked in other program areas in 2020 have moved into FCSS, resulting in most of the increase in salaries, wages, and benefits (SWB) in 2021. The Family Support Program, Safe Coach Program and Elder Abuse Resource Worker have been discontinued as a result of funding cuts (revenue and expenses reflect the elimination of these programs). Due to provincial funding changes, the PLC and Resource Centre were also discontinued. FCSS was successful in our grant for a Family Resource Network. Expenses also reflect the cost of living adjustments and inflation. With the discontinuance of the Neighbourhood and Community Development section, some related expenses have been moved to the general FCSS section.

Development & Community Services

Family & Community Support Services

Affordable Housing	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Grants	(56,234)	(58,297)	(60,294)	(60,833)
	(56,234)	(58,297)	(60,294)	(60,833)
Expenses				
Salaries and benefits	112,467	115,016	117,399	119,537
Materials, goods and supplies	3,530	3,630	3,650	3,740
Transfers to organizations	50,000	52,000	52,000	52,000
Other expenditures	51,525	52,550	53,550	54,550
	217,522	223,196	226,599	229,827
Net cost of / (surplus from) operations	161,288	164,899	166,305	168,994
Cost per capita	5.51	5.63	5.68	5.77
Number of full time equivalents	1.00	1.00	1.00	1.00

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. Other expenses reflect cost of living adjustments and inflation.



Development & Community Services

Family & Community Support Services

Community Support Programs	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(11,000)	(8,000)	(8,000)	(8,000)
Grants	(463,934)	(74,599)	(74,599)	(74,599)
Other	(70,000)	(54,000)	(54,000)	(54,000)
	(544,934)	(136,599)	(136,599)	(136,599)
Expenses				
Salaries and benefits	473,041	60,693	63,486	64,667
Contracted and general services	13,200	-	-	-
Materials, goods and supplies	84,651	39,003	39,080	39,165
Other expenditures	32,000	32,000	32,000	32,000
	602,892	131,696	134,566	135,832
Net cost of / (surplus from) operations	57,958	(4,903)	(2,033)	(767)
Cost per capita	1.98	(0.17)	(0.07)	(0.03)
Number of full time equivalents	5.18	1.05	1.05	1.05

Budget variance highlights

Due to changes in Provincial funding, the Community Resource Centre program was discontinued in 2020. The 2021 -2023 costs are for the Domestic Violence Program and other essential needs programs. The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid.



Development & Community Services

Family & Community Support Services

Family Support Program	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Grants	(67,375)	-	-	-
	(67,375)	-	-	-
Expenses				
Salaries and benefits	60,492	-	-	-
Materials, goods and supplies	10,067	-	-	-
	70,559	-	-	-
Net cost of / (surplus from) operations	3,184	-	-	-
Cost per capita	0.11	-	-	-
Number of full time equivalents	1.11	-	-	-

Budget variance highlights

Program has been discontinued.



Development & Community Services

Family & Community Support Services

Family Resource Network	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Grants	(489,391)	(440,000)	(440,000)	(440,000)
Other	(1,500)	(1,000)	(1,000)	(1,000)
	(490,891)	(441,000)	(441,000)	(441,000)
Expenses				
Salaries and benefits	393,664	388,896	406,513	422,001
Contracted and general services	11,000	8,694	8,694	8,694
Materials, goods and supplies	103,108	105,464	105,464	103,424
Other expenditures	1,500	-	-	-
	509,272	503,054	520,671	534,119
Net cost of / (surplus from) operations	18,381	62,054	79,671	93,119
Cost per capita	0.63	2.12	2.72	3.18
Number of full time equivalents	5.42	5.01	5.01	5.01

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. With the changes in Provincial funding, some positions remain, some eliminated, and others redeployed to the FCSS department.

Development & Community Services

Family & Community Support Services

Neighbourhood & Community Development

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(35,000)	-	-	-
Grants	(2,000)	-	-	-
	(37,000)	-	-	-
Expenses				
Salaries and benefits	289,793	157,282	-	-
Contracted and general services	4,000	-	-	-
Materials, goods and supplies	57,750	-	-	-
Other expenditures	19,900	-	-	-
	371,443	157,282	-	-
Net cost of / (surplus from) operations	334,443	157,282	-	-
Cost per capita	11.42	5.37	-	-
Number of full time equivalents	3.69	-	-	-



Budget variance highlights

This program has been discontinued. The 2021 budget includes the anticipated severance costs of staff whose positions have been impacted.

Development & Community Services

Family & Community Support Services

Seniors' Support

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(16,000)	(5,000)	(16,000)	(16,000)
Other	(2,000)	(2,000)	(2,000)	(2,000)
	(18,000)	(7,000)	(18,000)	(18,000)
Expenses				
Salaries and benefits	97,477	100,438	91,901	96,555
Contracted and general services	16,100	13,200	17,300	17,400
Materials, goods and supplies	118,780	128,280	128,280	128,280
Other expenditures	800	800	800	800
	233,157	242,718	238,281	243,035
Net cost of / (surplus from) operations	215,157	235,718	220,281	225,035
Cost per capita	7.35	8.05	7.52	7.69
Number of full time equivalents	1.25	1.10	1.10	1.10

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. This section also shared a portion of the cost of one of the Neighbourhood and Community Development section positions eliminated, thus also impacting annual salaries, wages, and benefit costs. We anticipate that there will be a decrease in revenue in 2021 as a result of COVID. Many programs have moved to a virtual format in response to the pandemic. Program delivery for winter/spring will continue to be offered virtually, which will result in reduced revenue. Expenses reflect cost of living adjustments. The Seniors On The Bow (SOTB) lease expires December 2020 and is currently under review. Current annual lease costs are \$115,000.

Development & Community Services

Civil Land Development

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

Action plan

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

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(62,800)	(66,900)	(69,650)	(73,400)
Other	(138,836)	-	-	-
	(201,636)	(66,900)	(69,650)	(73,400)
Expenses				
Salaries and benefits	665,428	450,717	469,806	492,482
Contracted and general services	55,000	70,000	60,000	60,000
Materials, goods and supplies	20,200	18,820	18,670	18,720
Other expenditures	1,000	1,000	1,000	1,000
	741,628	540,537	549,476	572,202
Net cost of / (surplus from) operations	539,992	473,637	479,826	498,802
Cost per capita	18.44	16.18	16.39	17.04
Number of full time equivalents	6.00	4.00	4.00	4.00

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. The 2020 budget included a new Civil Engineer position funded from reserves but this position did not proceed and is not included in future budgets, nor are the reserve draws that were to be used to fund it. 2021 also reflects the removal of a currently vacant Civil Land Technician position. Other expenses also reflect cost of living adjustments and inflation.

Development & Community Services

Planning Services

Planning Services completes the regulatory review of development proposals, including property compliance, development permits, subdivision applications and neighbourhood plan proposals.

Action plan

- Initiate Municipal Development Plan review and update project.
- Initiate Connecting Cochrane (Cochrane Transportation Master Plan) review and update project in conjunction with Civil Land Development Services.
- Initiate the Land Use Bylaw implementation and monitoring program.
- Continue to implement permit processing improvements and efficiencies.
- Initiate the review and update of the Cochrane Sustainability Plan.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(294,320)	(221,535)	(246,985)	(242,685)
Grants	(51,000)	(69,360)	-	-
Other	-	(270,000)	(200,000)	-
	(345,320)	(560,895)	(446,985)	(242,685)
Expenses				
Salaries and benefits	1,072,355	1,107,649	1,191,793	1,279,141
Contracted and general services	71,550	150,000	80,000	8,000
Materials, goods and supplies	47,550	238,780	238,780	41,780
Other expenditures	14,200	13,400	13,600	14,300
	1,205,655	1,509,829	1,524,173	1,343,221
Net cost of / (surplus from) operations	860,335	948,934	1,077,188	1,100,536
Cost per capita	29.39	32.41	36.79	37.59
Number of full time equivalents	10.00	10.00	11.00	12.00

Development & Community Services

Planning Services

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. Revenues are expected to be lower due to slowed growth and 2021 includes a grant to help support the costs for the Energy Manager. This grant does not continue past 2021. The intern position will not be continued in 2021 - 2023, thus the grant revenue that partially funds this position is lower. In 2021, the Municipal Development Plan (MDP) and Connecting Cochrane review will begin and in 2022 the Cochrane Sustainability Plan (CSP) update will begin, to be funded by reserve draws. A new Planner I position to be hired half-way through the year is included in 2022. The 2023 budget includes the addition of an Equity and Inclusion Strategist position.

Development & Community Services

Safety Codes

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

Action plan

- Maintain eight day turnaround maximums on all permits. Ongoing review of process/technology to ensure the department is as efficient as possible.
- Provide training so staff are up to date with the ever-changing construction industry as it relates to new materials, code changes and improvements in technology.
- Embrace new and emerging technologies to improve service delivery.
- Educate and provide support to all parties on upcoming code changes in Alberta.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(1,008,780)	(1,017,434)	(1,027,688)	(1,038,044)
Other	(96,900)	(97,869)	(98,847)	(99,835)
	(1,105,680)	(1,115,303)	(1,126,535)	(1,137,879)
Expenses				
Salaries and benefits	418,993	437,428	456,785	472,899
Contracted and general services	75,000	70,000	70,000	70,000
Materials, goods and supplies	62,720	67,136	64,955	65,777
Other expenditures	1,500	1,500	1,500	1,500
	558,213	576,064	593,240	610,176
Net cost of / (surplus from) operations	(547,467)	(539,239)	(533,295)	(527,703)
Cost per capita	(18.70)	(18.42)	(18.22)	(18.02)
Number of full time equivalents	4.00	4.00	4.00	4.00

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. An anticipated increase in renovations and lower interest rates will ensure consistent revenue by means of steady permit application submissions.

Development & Community Services

Transit

The Town of Cochrane began operating COLT: Cochrane On-demand Local Transit in October 2019. The Transit section oversees contractors that deliver the service and the technology; ensures budget, bylaw and service standards are met; and explores future innovations in modes of transportation.

Action plan

- Support the completion of the design and commencement of the construction of the transit hub.
- Plan, design, and implement the local/regional integration of COLT and On-It services.
- Monitor and adjust the Cochrane On-demand Local Transit (COLT) service to enhance service delivery and increase ridership.
- Support the provision of a transit service to Stoney Nakoda.
- Establish subsidized COLT fare program for CAR Program users in collaboration with Cochrane FCSS.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(121,072)	(136,072)	(167,129)	(190,417)
Grants	(100,000)	(100,000)	-	-
Other	(146,164)	-	-	-
	(367,236)	(236,072)	(167,129)	(190,417)
Expenses				
Contracted and general services	710,500	665,233	675,212	685,340
Materials, goods and supplies	53,035	57,035	25,170	25,307
Transfers to organizations	232,752	232,196	239,162	246,337
	996,287	954,464	939,544	956,984
Net cost of / (surplus from) operations	629,051	718,392	772,415	766,567
Cost per capita	21.49	24.54	26.38	26.18
Number of full time equivalents	-	-	-	-

Budget variance highlights

In 2020 there was a draw from operating reserves to support startup of the service which will not reoccur in 2021 - 2023, and provincial grants in 2021 will not reoccur in 2022 or 2023. Annual insurance costs are now included and the contract cost to operate the service is anticipated to be lower than in 2020. Advertising and program costs will be reduced starting in 2022, as the service becomes established.

Infrastructure & Operational Services

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Facilities	(135,910)	(74,775)	(76,150)	(76,150)
Roads	(6,507,825)	(6,333,387)	(6,788,136)	(7,019,902)
Waste & Recycling	(3,576,813)	(3,863,342)	(3,910,408)	(3,961,010)
Water & Wastewater	(10,408,346)	(10,837,480)	(11,146,842)	(11,490,951)
Parks & Open Spaces	(133,300)	(101,300)	(106,300)	(111,300)
	(20,762,194)	(21,210,284)	(22,027,836)	(22,659,313)
Expenses				
General Manager Infrastructure & Operational Services	706,805	732,656	748,331	767,073
Facilities	1,321,317	1,328,267	1,504,487	1,828,767
Roads	6,138,327	6,452,056	6,593,096	6,648,974
Waste & Recycling	3,576,813	3,863,342	3,910,408	3,961,010
Water & Wastewater	10,408,346	10,837,480	11,146,842	11,490,951
Parks & Open Spaces	2,177,023	2,140,472	2,219,752	2,375,110
	24,328,631	25,354,273	26,122,916	27,071,885
Net cost of / (surplus from) operations	3,566,437	4,143,989	4,095,080	4,412,572
Cost per capita	121.82	141.54	139.87	150.72
Number of full time equivalents	67.46	65.14	65.98	70.06



Infrastructure & Operational Services

General Manager Infrastructure & Operational Services

Infrastructure Services maintains and provides services related to parks and open spaces, Town facilities, roads, water, wastewater, stormwater, fleet and waste and recycling services as well as the planning and implementation of major capital infrastructure projects.

Action plan

- Continue to work with Alberta Transportation on the design and construction of the Highway 1A/22 intersection.
- Finalize design for the expansion of the Centre Avenue North/Highway 1A corridor.
- Phasing construction of the Centre Avenue widening from Highway 1A to Railway Street West.
- Construct and install utility services to the Horse Creek Sports Park.
- Finalize water strategy and implement solutions to secure water license to accommodate future growth.
- Update / develop capital infrastructure capital plan including fleet replacement plans.
- Facilitate construction for ultimate access to Sunset Ridge.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Expenses				
Salaries and benefits	651,290	671,546	686,146	703,653
Contracted and general services	20,000	20,000	20,000	20,000
Materials, goods and supplies	32,515	38,110	39,185	40,420
Other expenditures	3,000	3,000	3,000	3,000
	706,805	732,656	748,331	767,073
Net cost of / (surplus from) operations	706,805	732,656	748,331	767,073
Cost per capita	24.14	25.02	25.56	26.20
Number of full time equivalents	5.34	5.34	5.34	5.34

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. Expenses reflect cost of living adjustments and inflation.

Infrastructure & Operational Services

Facilities

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

Action plan

- Develop a preventive maintenance schedule for all assets.
- Attach comprehensive life-cycling dates to the asset management program for all facility-related building systems/equipment.
- Begin construction of Protective Services Building in Heartland and the Transit Hub facility on Railway Street.
- Continue to engage with other municipalities about a joint effort to reduce municipal transmission and distribution fees.
- Continue implementation of consumption reduction upgrades.
- Ensure utility renewal contracts are in place for power and gas.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(37,600)	(42,400)	(42,400)	(42,400)
Grants	(69,360)	-	-	-
Other	(28,950)	(32,375)	(33,750)	(33,750)
	(135,910)	(74,775)	(76,150)	(76,150)
Expenses				
Salaries and benefits	755,627	695,812	721,692	825,842
Contracted and general services	233,875	283,875	361,725	436,025
Materials, goods and supplies	202,215	213,480	260,770	356,400
Other expenditures	129,600	135,100	160,300	210,500
	1,321,317	1,328,267	1,504,487	1,828,767
Net cost of / (surplus from) operations	1,185,407	1,253,492	1,428,337	1,752,617
Cost per capita	40.49	42.81	48.79	59.86
Number of full time equivalents	7.63	7.63	7.85	8.93

Infrastructure & Operational Services

Facilities

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. In 2020, revenue included a Provincial grant for the Energy Manager, which has now moved to the Planning department. There is an increase in SWB due to Collective Bargaining Agreement for all unionized staff. In 2021, the Facilities repairs budget will freeze at 2020 values. Reduction in revenue as a result of elimination of interdepartmental lease payment for Town owned office and shop space. In 2022, there will be an increase in repairs and preventive maintenance budgets related to operating new Transit Hub facility, and the addition of cleaning hours. In 2023, there will be an increase in repairs and preventive maintenance budgets related to operating new Protective Service Building, as well as the addition of a part time cleaner and more casual cleaning hours. Contributions to reserves for facility capital projects are being increased slowly each year as past contributions are insufficient given planned future projects.



Infrastructure & Operational Services

Roads

Roads is responsible for municipal street signage, traffic signals, pedestrian corridors, road markings, asphalt surface repairs, gravel road maintenance, snow and ice control, and sidewalk repairs. Roads also operates and maintains the storm sewer system.

Action plan

- Implement an intersection analysis program to evaluate potential requirements to upgrade key intersections.
- Support the construction of the Highway 1A / Centre Avenue corridor improvements.
- Conduct bridge repairs on River Avenue and George Fox Trail bridges.
- Replace the River Avenue CP at-grade crossing.
- Install diversity crosswalk (delayed from 2020 due to COVID-19).

Roads	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Taxes and levies	(31,615)	(31,615)	(31,615)	(31,615)
Sales and user fees	(3,713,130)	(4,095,601)	(4,522,455)	(4,707,305)
Grants	(601,688)	-	-	-
Reserves	(3,500)	(4,000)	(4,000)	(4,000)
Other	(1,531,651)	(1,532,264)	(1,512,264)	(1,512,264)
	(5,881,584)	(5,663,480)	(6,070,334)	(6,255,184)
Expenses				
Principle payments	1,190,031	1,205,982	1,241,479	1,162,698
Salaries and benefits	1,104,679	1,147,634	1,187,639	1,231,631
Contracted and general services	92,500	97,500	102,500	107,500
Materials, goods and supplies	1,872,765	2,049,355	2,087,495	2,152,875
Interest charges on long-term debt	447,125	421,692	386,195	349,566
Other expenditures	804,986	859,986	869,986	879,986
	5,512,086	5,782,149	5,875,294	5,884,256
Net cost of / (surplus from) operations	(369,498)	118,669	(195,040)	(370,928)
Cost per capita	(12.62)	4.05	(6.66)	(12.67)
Number of full time equivalents	11.87	11.87	11.87	12.87

Infrastructure & Operational Services

Roads

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. There is an increase in SWB due to Collective Bargaining Agreement for all unionized staff. Sales and user fees include franchise fees revenue. Increases are from the growth in accounts and not from any rate change. Additional funding has been included for paving, line painting and fleet maintenance increased costs. The 2023 budget includes an additional operator position. At the end of 2022, debt for the 1996 gabion wall and the 2003 downtown revitalization projects will be repaid.



Infrastructure & Operational Services

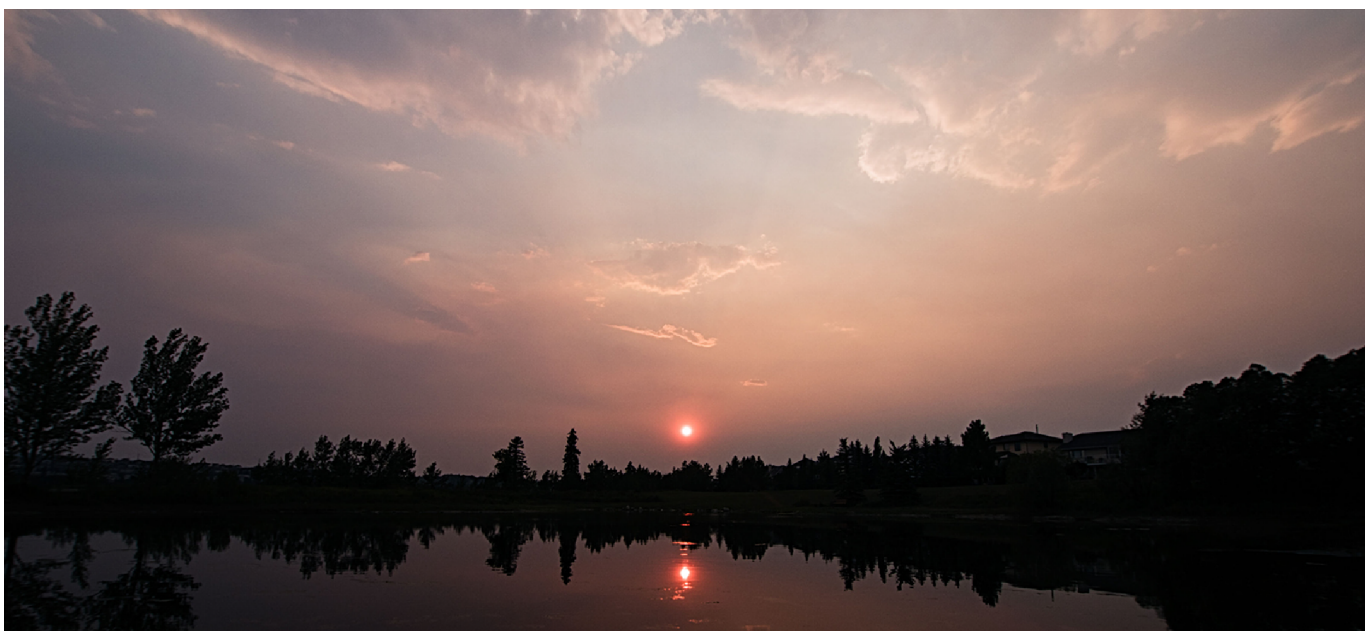
Roads

Storm Sewer

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(626,241)	(669,907)	(717,802)	(764,718)
	(626,241)	(669,907)	(717,802)	(764,718)
Expenses				
Principle payments	64,716	-	-	-
Salaries and benefits	160,376	161,893	167,420	174,194
Contracted and general services	95,591	108,250	93,177	93,646
Materials, goods and supplies	6,580	6,376	6,402	6,430
Interest charges on long-term debt	4,045	-	-	-
Other expenditures	294,933	393,388	450,803	490,448
	626,241	669,907	717,802	764,718
Net cost of / (surplus from) operations	-	-	-	-
Number of full time equivalents	1.55	1.55	1.55	1.55

Budget variance highlights

Revenues increase as the number of accounts increases at an assumed rate of 2% per year. There is an increase in SWB due to Collective Bargaining Agreement for all unionized staff. Contracted services includes funds for pond aeration at The Willows in 2021, and other expenditures include capital reserve contributions.



Infrastructure & Operational Services

Waste & Recycling

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

Action plan

- Conclude and summarize data from the Zero Waste Strategy and evaluate and the success of the current recycling and organics programs.

Eco Centre	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(774,000)	(791,500)	(798,500)	(819,000)
Grants	(96,500)	(98,400)	(100,338)	(102,000)
Other	(7,000)	(7,000)	(7,000)	(7,000)
	(877,500)	(896,900)	(905,838)	(928,000)
Expenses				
Salaries and benefits	433,601	429,261	446,465	466,118
Contracted and general services	148,300	133,625	121,193	129,533
Materials, goods and supplies	147,978	159,675	164,695	159,675
Other expenditures	147,621	174,339	173,485	172,674
	877,500	896,900	905,838	928,000
Net cost of / (surplus from) operations	-	-	-	-
Number of full time equivalents	5.48	5.48	5.48	5.48

Budget variance highlights

Increased revenues expected as a result of growth. The Environmental Educator position has been eliminated and this is reflected in the decrease in salaries and benefits in 2021. Expenses reflect cost of living adjustments and inflation in 2021-22-23, as well as the start of contributions to tax supported departments that provide support to this department, such as HR, Finance, IS, and Communications. There is an increase in SWB due to Collective Bargaining Agreement for all unionized staff.

Infrastructure & Operational Services

Waste & Recycling

Waste Management

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(2,699,313)	(2,926,442)	(2,964,570)	(2,993,010)
Other	-	(40,000)	(40,000)	(40,000)
	(2,699,313)	(2,966,442)	(3,004,570)	(3,033,010)
Expenses				
Salaries and benefits	137,503	148,308	151,026	156,387
Contracted and general services	1,603,470	1,645,724	1,690,762	1,746,928
Materials, goods and supplies	822,962	1,072,736	1,088,261	1,103,431
Other expenditures	135,378	99,674	74,521	26,264
	2,699,313	2,966,442	3,004,570	3,033,010
Net cost of / (surplus from) operations	-	-	-	-
Number of full time equivalents	1.45	1.45	1.45	1.45

Budget variance highlights

Increased revenues expected as a result of growth. Expenses reflect significantly higher tipping fees offset by a decrease in capital contributions to reserves, included in other expenditures.



Infrastructure & Operational Services

Water & Wastewater

The Water and Wastewater section is responsible for the production of the Town's water supply as well as water distribution and wastewater collection systems.

Action plan

- Sampling and analysis of water services for lead contamination, and based on findings, generate a mitigation, replacement plan and develop supporting budget.
- Begin Uni-directional Hydrant Flushing program and evaluate frequency required for multi-year implementation.
- Distribution reservoir filling to identify if there are restrictions and solutions.
- Annual water meter replacement program.

Water	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(4,383,406)	(4,509,034)	(4,572,027)	(4,645,852)
	(4,383,406)	(4,509,034)	(4,572,027)	(4,645,852)
Expenses				
Principle payments	262,251	279,953	298,849	-
Salaries and benefits	810,515	821,313	882,207	961,916
Contracted and general services	542,570	601,997	605,143	610,679
Materials, goods and supplies	1,114,689	1,240,565	1,191,772	1,223,717
Interest charges on long-term debt	56,771	39,069	20,172	-
Other expenditures	1,596,610	1,526,137	1,573,884	1,849,540
	4,383,406	4,509,034	4,572,027	4,645,852
Net cost of / (surplus from) operations	-	-	-	-
Number of full time equivalents	7.60	7.60	7.91	8.41

Budget variance highlights

Revenues increased due to an increased number accounts and a \$0.01 per cubic meter increase in the consumption rate. The base charge per month remains unchanged. The final payments for a debenture taken in 1998 for a water treatment plant are made in 2022 and with this, the funds will be redirected into reserves starting in 2023. There is an increase in SWB due to Collective Bargaining Agreement for all unionized staff. Contract costs have increased for vibration analysis and utility relocate services. Goods and service increases are due to a large number of meters that need to be replaced in 2021, with smaller numbers in 2022 and 2023. Two seasonal positions shared with Wastewater will be added in 2022, and three positions will be reclassified to balance the departmental operator needs. In 2023 a new operator position will be added and shared with Wastewater.

Infrastructure & Operational Services

Water & Wastewater

Wastewater	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(5,876,630)	(6,169,415)	(6,411,736)	(6,677,194)
Grants	(148,310)	-	-	-
Other	-	(159,031)	(163,079)	(167,905)
	(6,024,940)	(6,328,446)	(6,574,815)	(6,845,099)
Expenses				
Salaries and benefits	775,716	785,749	845,827	924,688
Contracted and general services	490,180	1,049,909	1,091,344	1,132,804
Purchases from other governments	2,816,742	3,079,138	3,195,908	3,462,875
Materials, goods and supplies	358,963	388,627	401,797	397,587
Other expenditures	1,583,339	1,025,023	1,039,939	927,145
	6,024,940	6,328,446	6,574,815	6,845,099
Net cost of / (surplus from) operations	-	-	-	-
Number of full time equivalents	7.57	7.57	7.88	8.38

Budget variance highlights

To help offset increased costs of service delivery, yearly rate increases of \$2.07 to septage dumping and \$1.50 to septage strength charges are included for years 2021-2023. 2021 $\frac{3}{4}$ base rate increased by \$1.75 and all other base rates increased by 7%. 2023 $\frac{3}{4}$ base rate increased by \$0.59 and all others remain the same. The 2023 consumption charge increases by \$0.04. There is an increase in SWB due to Collective Bargaining Agreement for all unionized staff. Contracted and general services have increased due to the change in the contribution to tax supported departments that provide support to this department, such as HR, Finance, IS, and Communications. In 2019 this support was \$580,000 and in 2020 it was inadvertently dropped to \$60,000. 2021 - 2023 has reinstated the higher level of support to reflect the actual support costs. Purchases from other governments have increased due to significant increased fees paid to Calgary for pumping wastewater to them. Other expenditures include contributions to capital reserves which have decreased as other costs have increased. The 2022 budget includes the addition of two seasonal positions shared with Water, and an increase in overtime hours, as actual hours being incurred exceed the historic budget. In 2023 a new operator position will be added and shared with Water.

Infrastructure & Operational Services

Parks & Open Spaces

Parks and Open Spaces maintains and operates 498 ha of passive and active municipal parkland, playing fields and open spaces, an increase of 133 ha since 2019.

Action plan

- Continue the process of data collection, asset management and inventory control.
- Continue to improve regional connectivity within town borders.
- Provide a safe, productive workforce while following COVID protocols, striving for staff safety and health while serving the community and park users.
- Improve pathway connectivity between Cochrane neighborhoods and continue to capitalize on opportunities to improve pedestrian connectivity.
- Evaluate and look for opportunities to enhance climate-controlled irrigation system in existing parks and monitor emerging trends in water conservation.
- Create an additional maintenance zone within the current parks and open spaces system to accommodate growth.

Parks & Open Spaces	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(59,800)	(39,800)	(44,800)	(49,800)
Reserves	(2,000)	(2,000)	(2,000)	(2,000)
	(61,800)	(41,800)	(46,800)	(51,800)
Expenses				
Salaries and benefits	1,318,733	1,257,792	1,321,152	1,469,060
Contracted and general services	184,160	184,160	184,160	184,160
Materials, goods and supplies	446,130	481,520	496,440	502,890
Other expenditures	156,500	157,500	158,500	159,500
	2,105,523	2,080,972	2,160,252	2,315,610
Net cost of / (surplus from) operations	2,043,723	2,039,172	2,113,452	2,263,810
Cost per capita	69.81	69.65	72.19	77.32
Number of full time equivalents	18.97	16.65	16.65	17.65

Infrastructure & Operational Services

Parks & Open Spaces

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. 2021 revenues are predicted to be lower than in past years. COVID has had an impact on field revenues and its impact on the 2021 sport seasons is unknown. Lower revenues are anticipated, as local sports may see fewer participants and limited area leagues. There is an increase in salaries, wages, and benefits due to the Collective Bargaining Agreement for all unionized staff. The complement of 27 seasonal positions has been reduced to 20, which will impact service levels. However, 2023 includes a new operator position to help maintain the increasing number of parks and greenspaces the Town is required to look after each year. Dog waste bags and dispensers were moved from Municipal Enforcement to Parks starting in 2021, thus impacting materials, goods, and supplies costs.

Cemetery	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(71,500)	(59,500)	(59,500)	(59,500)
	(71,500)	(59,500)	(59,500)	(59,500)
Expenses				
Contracted and general services	17,000	17,000	17,000	17,000
Materials, goods and supplies	4,325	5,325	5,325	5,325
Other expenditures	50,175	37,175	37,175	37,175
	71,500	59,500	59,500	59,500
Net cost of / (surplus from) operations	-	-	-	-
Number of full time equivalents	-	-	-	-

Budget variance highlights

Cemetery revenues continue to fall short of anticipated sales. Columbaria sales are slower than what was predicted. The original prediction was to sell 128 units in three years but at current rate of sales, the timeline will be closer to ten years.

Legislative & Protective Services

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Fire Services	(223,200)	(203,700)	(203,700)	(203,700)
Legislative Services	(1,500)	(78,000)	(3,000)	(3,000)
Municipal Enforcement	(275,550)	(262,900)	(272,900)	(295,000)
RCMP	(983,208)	(983,208)	(983,208)	(983,208)
	(1,483,458)	(1,527,808)	(1,462,808)	(1,484,908)
Expenses				
General Manager Legislative & Protective Services	349,092	361,540	368,049	378,170
Emergency Management	35,250	35,250	35,250	41,750
Fire Services	6,583,278	6,759,860	6,913,665	7,079,909
Legislative Services	578,577	686,815	639,910	656,546
Municipal Enforcement	1,218,550	1,198,979	1,245,539	1,290,040
RCMP	5,133,939	5,115,938	5,135,472	5,398,649
	13,898,686	14,158,382	14,337,885	14,845,064
Net cost of / (surplus from) operations	12,415,228	12,630,574	12,875,077	13,360,156
Cost per capita	424.06	431.42	439.77	456.34
Number of full time equivalents	56.76	56.40	56.40	57.40



Legislative & Protective Services

General Manager Legislative & Protective Services

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

Action plan

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

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Expenses				
Salaries and benefits	184,312	187,760	194,269	203,390
Materials, goods and supplies	161,780	170,780	170,780	171,280
Other expenditures	3,000	3,000	3,000	3,500
	349,092	361,540	368,049	378,170
Net cost of / (surplus from) operations	349,092	361,540	368,049	378,170
Cost per capita	11.92	12.35	12.57	12.92
Number of full time equivalents	1.00	1.00	1.00	1.00

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid.

Legislative & Protective Services

Emergency Management

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

Action plan

- Continue to evaluate and amend Municipal Emergency Response Plan and Business Continuity Plans in consideration of Pandemic Planning.
- Complete a mock exercise with a focus on Emergency Social Services.
- Provide opportunities for all employees to train in emergency management, creating a more robust emergency response resource pool, with the goal for all employees to have basic emergency management as a minimum.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Expenses				
Materials, goods and supplies	34,050	34,050	34,050	40,250
Other expenditures	1,200	1,200	1,200	1,500
	35,250	35,250	35,250	41,750
Net cost of / (surplus from) operations	35,250	35,250	35,250	41,750
Cost per capita	1.20	1.20	1.20	1.43

Budget variance highlights

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

Legislative & Protective Services

Fire Services

Fire Services Operations Branch provides community outreach, fire suppression, technical (high and low angle rope, water, ice, swiftwater) and motor vehicle rescue, hazardous materials response and mitigation. Fire Services Fire Prevention Branch performs fire inspections through the Unified Quality Management Plan, fire investigations as well being a leader in community level fire safety education and citizen outreach to prevent fires from occurring.

Action plan

- Continue to advance and innovate a public education and community centred fire safety program with the goal to decrease residential home fires.
- Complete a Fire Master Plan process that will review fire services administration, operations, and fire prevention branch and assess the current tasks, assignments and resources against existing and future needs. This document will be designed to ensure alignments with the existing Town of Cochrane Council Strategic Plan as well as other current planning documents. Recommendations will support department transition through the next 5 years taking into consideration the expected population growth, and community development.
- Continue to build on the leadership, skills and competency development of Fire Services members.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(212,200)	(192,700)	(192,700)	(192,700)
Reserves	(1,000)	(1,000)	(1,000)	(1,000)
Other	(10,000)	(10,000)	(10,000)	(10,000)
	(223,200)	(203,700)	(203,700)	(203,700)
Expenses				
Principle payments	107,383	116,527	116,527	116,527
Salaries and benefits	4,586,853	4,728,580	4,858,821	4,972,420
Contracted and general services	251,500	263,211	269,300	275,000
Materials, goods and supplies	634,545	617,545	622,520	607,465
Transfers from local boards	22,500	22,500	10,000	10,000
Interest charges on long-term debt	527,097	527,097	527,097	527,097
Other expenditures	453,400	484,400	509,400	571,400
	6,583,278	6,759,860	6,913,665	7,079,909
Net cost of / (surplus from) operations	6,360,078	6,556,160	6,709,965	6,876,209
Cost per capita	217.24	223.94	229.19	234.87
Number of full time equivalents	33.40	33.40	33.40	33.40

Legislative & Protective Services

Fire Services

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages for non-unionized staff. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid for non unionized staff. The 2021 through to 2023 budgets includes a reduction in revenue due to changes in regional fire services agreements and highway response boundaries. In addition, there is an increase of 2% due to Collective Bargaining Agreement for all unionized members, and increasing City of Calgary dispatch service costs calculated annually. Repairs and maintenance are projected to decrease from 2021 to 2023 due to utilization of internal resources. Principle payments and interest charges on long term debt are the annual Protective Services Centre lease payment costs.



Legislative & Protective Services

Legislative Services

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

Action plan

- 2021 is an Election Year, therefore the focus for Legislative Services will be creating processes and procedures, with consideration of continued COVID-19 protocols, in anticipation of greater voter turnout due to probability of Provincial Senate appointments and Referendum questions being added to the ballot.
- Continued focus on Information Governance, working with the Paperless sub-committee of the Reduction Consumption Team to expand electronic signature usage and record life-cycle.
- Focus on RecFind training for all sections to ensure internal resource identified for ensuring record retention targets are met and tracked.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Other	(1,500)	(78,000)	(3,000)	(3,000)
	(1,500)	(78,000)	(3,000)	(3,000)
Expenses				
Salaries and benefits	538,372	554,460	572,555	589,191
Contracted and general services	10,400	110,400	35,400	35,400
Materials, goods and supplies	18,555	18,055	18,055	18,055
Other expenditures	11,250	3,900	13,900	13,900
	578,577	686,815	639,910	656,546
Net cost of / (surplus from) operations	577,077	608,815	636,910	653,546
Cost per capita	19.71	20.79	21.75	22.32
Number of full time equivalents	6.00	6.00	6.00	6.00

Legislative & Protective Services

Legislative Services

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. The increase in the budget for contracted services accounts for the need to contract out the Deputy Returning Officer due to significant workloads in Records Management portfolio and the inability to dedicate internal resources. The cost of the 2021 election is funded by a draw from the operating reserve. Support costs for Legislative Services software is now budgeted in this department beginning in 2021, previously being reported within the Information Services Section budget. Other expenses increase in 2022 for resumed contributions to reserves for the next municipal election.



Legislative & Protective Services

Municipal Enforcement

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

Action plan

- Continued transition of the Solicitor General Peace Officer program, supporting the development of Peace Officer Level 1, or Bylaw Enforcement Officer positions in place of Peace Officer Level 2.
- Continue development and implementation of internal review process for proposed bylaws; ensuring a cross-sectional review for applicability and enforceable regulations.
- Continued review of existing bylaws to ensure that Municipal Enforcement continues to provide appropriate response and service delivery in meeting community needs.
- Participate as a key stakeholder in the planning and construction of the new Protective Services Building, culminating in a successful transition and opening of the new facility.
- Transition to Provincial public service radio system AFRRCS.
- Implementation of E-Ticketing for traffic safety enforcement as mandated within the new Provincial Administrative Penalties Act.

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(274,950)	(262,300)	(272,300)	(295,000)
Reserves	(600)	(600)	(600)	-
	(275,550)	(262,900)	(272,900)	(295,000)
Expenses				
Salaries and benefits	1,014,802	1,013,344	1,046,994	1,087,765
Contracted and general services	39,000	39,000	44,000	44,000
Materials, goods and supplies	118,580	98,980	105,890	108,620
Other expenditures	46,168	47,655	48,655	49,655
	1,218,550	1,198,979	1,245,539	1,290,040
Net cost of / (surplus from) operations	943,000	936,079	972,639	995,040
Cost per capita	32.21	31.97	33.22	33.99
Number of full time equivalents	9.36	9.00	9.00	10.00

Legislative & Protective Services

Municipal Enforcement

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. The 2022 and 2023 budgets include the resumption of performance steps, Cost of Living Adjustments (COLA), and the implementation of the 2019 management grid. A seasonal bylaw enforcement position was eliminated starting in 2021, but a new full-time officer is to be added in 2023. There will be a phased implementation of changes to Solicitor General Peace Officer program. Dog waste bags and dispensers were moved from Municipal Enforcement to Parks starting in 2021, thus impacting materials, goods, and supplies costs.



Legislative & Protective Services

RCMP

The RCMP provide policing services under the Municipal Police Services Agreement to the Town of Cochrane. The Cochrane RCMP Detachment typically includes: one Inspector, one Staff Sergeant, one Sergeant, five Corporals and 33 Constables with 11 support staff. It is also home to the RCMP Integrated Traffic Unit that has one Sergeant, five Constables and one support staff.

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

Action plan

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

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Sales and user fees	(431,500)	(431,500)	(431,500)	(431,500)
Grants	(551,708)	(551,708)	(551,708)	(551,708)
	(983,208)	(983,208)	(983,208)	(983,208)
Expenses				
Salaries and benefits	551,939	529,738	549,272	569,699
Purchases from other governments	3,738,000	3,738,000	3,738,000	3,979,250
Materials, goods and supplies	4,000	8,200	8,200	9,700
Other expenditures	840,000	840,000	840,000	840,000
	5,133,939	5,115,938	5,135,472	5,398,649
Net cost of / (surplus from) operations	4,150,731	4,132,730	4,152,264	4,415,441
Cost per capita	141.77	141.16	141.83	150.82
Number of full time equivalents	7.00	7.00	7.00	7.00

Budget variance highlights

The 2020 budget contained an error in the calculation of benefit costs that came to light after the 2020 budget book was prepared. The 2021 budget includes the corrected costs and not an increase in benefit coverage or salaries and wages. In 2023, it is anticipated that there will be an increase in contract costs due to the proposed addition of two Members, one of which will be added part way through the year and the other at the beginning.

Town Partners

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Spray Lake Sawmills Family Sports Centre	(655,476)	(1,087,000)	(500,000)	(500,000)
	(655,476)	(1,087,000)	(500,000)	(500,000)
Expenses				
Community Grants	333,319	338,486	343,978	349,635
Library	930,414	953,961	976,054	998,857
Spray Lake Sawmills Family Sports Centre	1,903,159	2,316,263	2,316,263	2,316,264
	3,166,892	3,608,710	3,636,295	3,664,756
Net cost of / (surplus from) operations	2,511,416	2,521,710	3,136,295	3,164,756
Cost per capita	85.78	86.13	107.12	108.10



Town Partners

Community Grants

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

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Expenses				
Transfers to organizations	333,319	338,486	343,978	349,635
	333,319	338,486	343,978	349,635
Net cost of / (surplus from) operations	333,319	338,486	343,978	349,635
Cost per capita	11.39	11.56	11.75	11.94

Budget variance highlights

Grants to the Activettes, Boys and Girls Club, Citizens on Patrol, CHAPS, Stockmen's, and Victim Services have been calculated on a per capita basis with an unchanged population of 29,277 but an increase of three percent to the per capita rate per year. Grants to Council's Legion pancake breakfast, the Cochrane Humane Society, Canada Day, Light Up, Labour Day Parade, Community Festivals and Events, and Community Association Matching Funds remain at the 2020 amounts.



Town Partners

Library

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

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Expenses				
Contracted and general services	190,189	190,190	190,190	190,190
Materials, goods and supplies	18,910	22,423	23,265	24,180
Transfers to organizations	687,815	708,348	729,599	751,487
Other expenditures	33,500	33,000	33,000	33,000
	930,414	953,961	976,054	998,857
Net cost of / (surplus from) operations	930,414	953,961	976,054	998,857
Cost per capita	31.78	32.58	33.34	34.12

Budget variance highlights

Each year a three percent increase has been factored into the budget for annual cost increases. The last census number of 29,277 has been used to calculate the grant for all three years, as the Province uses this population number to calculate the grants it gives to the Town. The Province no longer recognizes municipal census numbers. Expenses also include utility charges previously covered under the Corporate Properties budget, and insurance costs not previously budgeted for.



Town Partners

Spray Lake Sawmills Family Sports Centre

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

	Budget 2020	Budget 2021	Plan 2022	Plan 2023
Revenue				
Grants	-	(200,000)	-	-
Other	(655,476)	(887,000)	(500,000)	(500,000)
	(655,476)	(1,087,000)	(500,000)	(500,000)
Expenses				
Principle payments	241,920	254,875	268,526	282,910
Transfers to organizations	1,586,895	1,700,000	1,700,000	1,700,000
Interest charges on long-term debt	74,344	61,388	47,737	33,354
Other expenditures	-	300,000	300,000	300,000
	1,903,159	2,316,263	2,316,263	2,316,264
Net cost of / (surplus from) operations	1,247,683	1,229,263	1,816,263	1,816,264
Cost per capita	42.62	41.99	62.04	62.04

Budget variance highlights

Historically, the Town funded SLSFSC's operations with \$951,420 plus capital support. In 2020, this support was temporarily increased to \$1,586,895 plus capital, with the additional amount being funded from a draw from Town operating reserves. COVID had a significant impact on SLSFSC's revenue and this impact is expected to continue into 2021. The 2021 budget includes a total of \$2 million for both operating and capital, of which \$887,000 is being funded by draws from Town reserves and \$200,000 from the Provincial Municipal Operating Support Transfer grant. The budgeted support in 2022 and 2023 will be held at the 2021 amounts for now, then adjusted during the 2022 - 2024 budget process as a better understanding of the funding support needed for these years, outside of the COVID-19 influence, is known. For now, \$500,000 in 2022 and 2023 is being funded by draws from Town operating reserves. The annual budgets also include debt payments for the Fieldhouse and Cochrane Arena.

CAPITAL PROJECTS

Capital Improvement Projects

	Project Costs			Project Funding Sources		
	2021	2022	2023	Reserves	Grants	Debt
Infrastructure						
Utility Relocation at Highway 1A/22	\$ 3,210,000	\$ -	\$ -	\$ 3,210,000	\$ -	\$ -
Wastewater System Model	95,500	-	-	95,500	-	-
Subtotal - Infrastructure	\$ 3,305,500	\$ -	\$ -	\$ 3,305,500	\$ -	\$ -
Fleet & Equipment						
2021 Fleet Replacements	\$ 264,000	\$ -	\$ -	\$ 264,000	\$ -	\$ -
Self Contained Breathing Apparatus (SCBA)	250,000	-	-	250,000	-	-
Technology Lifecycling	110,000	120,000	125,000	355,000	-	-
Fire Services Master Plan	90,000	-	-	90,000	-	-
Finance Procurement Module	80,000	-	-	80,000	-	-
Boardroom Technology Upgrades	60,000	60,000	-	120,000	-	-
Fire Services Mobile Radio Equipment Replacement	50,000	-	-	50,000	-	-
Fire Hose Replacement	40,000	-	-	40,000	-	-
Municipal Enforcement Portable Radio Equipment Replacement	30,000	-	-	30,000	-	-
E- Ticketing	24,000	-	-	24,000	-	-
2021 Fleet Additions	16,000	-	-	16,000	-	-
2022 Fleet Replacements	-	290,000	-	290,000	-	-
2022 Fleet Additions	-	145,000	-	145,000	-	-
2023 Fleet Replacements	-	-	1,800,000	1,800,000	-	-
Datacenter Relocation	-	-	140,000	140,000	-	-
Subtotal - Fleet & Equipment	\$ 1,014,000	\$ 615,000	\$ 2,065,000	\$ 3,694,000	\$ -	\$ -
Facilities						
Transit Hub and Innovation Centre	\$ 4,850,000	\$ -	\$ -	\$ -	\$ 4,850,000	\$ -
Spray Lake Sawmills Family Sports Centre Lifecycling	300,000	300,000	300,000	900,000	-	-
RancheHouse Chiller and Water Tower Replacement	253,000	-	-	253,000	-	-
Operations Salt & Sand Storage Facility	130,000	-	-	130,000	-	-
Back Operations Shop Apparatus Bay Repairs	125,000	-	-	125,000	-	-

Capital Improvement Projects

	Project Costs			Project Funding Sources		
	2021	2022	2023	Reserves	Grants	Debt
Facilities - continued						
Master Recreation Plan	100,000	-	-	100,000	-	-
Records Management 2nd Floor Secured Lockup	45,000	-	-	45,000	-	-
Bow Valley Rugby Club Field Side Storage Building	35,000	-	-	35,000	-	-
RancheHouse Flooring & Facility Update	-	-	415,000	415,000	-	-
Subtotal - Facilities	\$ 5,838,000	\$ 300,000	\$ 715,000	\$ 2,003,000	\$ 4,850,000	\$ -
Roads & Parks						
Highway 1A Improvements: Centre Avenue to 5th Avenue	\$ 12,900,000	\$ -	\$ -	\$ 6,966,000	\$ 3,480,131	\$ 2,453,869
James Walker Trail Connections	1,420,000	500,000	-	1,305,600	614,400	-
CP Rail - Siding Track Removal	820,000	-	-	-	820,000	-
Mitford Park West Pathway Upgrades	344,000	-	-	-	344,000	-
Crawford Ranch Storm Pond Cleaning	150,000	-	-	150,000	-	-
Alley Repairs	120,000	-	-	120,000	-	-
4th Avenue Bridge Design and Replacement	110,000	700,000	-	110,000	700,000	-
5th Avenue Site Development Strategy	100,000	-	-	100,000	-	-
Cochrane Ranche Historic Site Master Plan / Mitford Park Master Plan	100,000	-	-	100,000	-	-
Centennial Park Playground Resurface	85,000	-	-	85,000	-	-
Bow Ridge Field Investigation and Design	45,000	-	-	45,000	-	-
Centre Avenue and Highway 1A Improvements - Phase 2	-	7,070,000	-	-	-	7,070,000
Designs for Asphalt Overlays	-	353,000	-	353,000	-	-
Bridge Repairs at River Avenue and George Fox Trail	-	300,000	-	-	300,000	-
Cemetery - Veterans Field of Honour Development	-	185,000	-	185,000	-	-
Glenbow Pathway Bridge Lifecycling	-	100,000	-	100,000	-	-
Playground Equipment Replacements	-	80,000	-	80,000	-	-
Upgrade Township 262	-	-	5,430,000	-	5,430,000	-
Quigley Drive Upgrades - Phase 2	-	-	2,090,000	-	2,090,000	-
Extend Highway 22 Twinning to Sunset Boulevard	-	-	2,000,000	1,000,000	1,000,000	-
1st Street East: (Centre Avenue to 1st Avenue)	-	-	270,000	270,000	-	-

Capital Improvement Projects

	Project Costs			Project Funding Sources		
	2021	2022	2023	Reserves	Grants	Debt
Roads & Parks - continued						
Cemetery Gates and Fence Frontage	-	-	100,000	100,000	-	-
Street Light Upgrades for Ranche Road	-	-	85,000	85,000	-	-
Subtotal - Roads & Parks	\$ 16,194,000	\$ 9,288,000	\$ 9,975,000	\$ 11,154,600	\$ 14,778,531	\$ 9,523,869
Utility Projects						
Water Treatment Plant Membrane Module Replacement	\$ 400,000	\$ 300,000	\$ 300,000	\$ 1,000,000	\$ -	\$ -
Horse Creek Sports Park: Master Plan update, Detailed Design & Servicing	200,000	200,000	3,600,000	400,000	-	3,600,000
Water Treatment Plant Equipment Lifecycling	128,000	-	-	128,000	-	-
Water Strategy	125,000	985,000	900,000	2,010,000	-	-
Sanitary Sewer Inspection Camera	25,000	-	-	25,000	-	-
Transfer Station Wet Well Access	25,000	-	-	25,000	-	-
Water Treatment Plant Backwash / Storm Pond Cleaning	-	930,000	-	930,000	-	-
Water Plant Clear Well Curtain	-	300,000	-	300,000	-	-
Mountainview Lift Station Repair	-	165,000	-	165,000	-	-
Residuals Handling	-	76,700	-	76,700	-	-
Pump Station Fire Pump Upgrades	-	47,000	1,236,000	1,283,000	-	-
Transfer Station Office / Lab	-	20,000	-	20,000	-	-
Glenpatrick Drive North to Glenbrook Cr. Infrastructure Replacement	-	-	3,600,000	3,600,000	-	-
Chinook Dr. and Crocus Cr. Utilities Replacement	-	-	125,000	125,000	-	-
Mountain Street Alley Utility Replacement Design	-	-	90,000	90,000	-	-
Chemical Optimization	-	-	77,000	77,000	-	-
Cochrane Heights Sanitary Predesign	-	-	50,000	50,000	-	-
Subtotal - Utility Projects	\$ 903,000	\$ 3,023,700	\$ 9,978,000	\$ 10,304,700	\$ -	\$ 3,600,000
Grand Total	\$ 27,254,500	\$ 13,226,700	\$ 22,733,000	\$ 30,461,800	\$ 19,628,531	\$ 13,123,869

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Utility Relocation at Highway 1A/22

Department:	Infrastructure Services	Budget Year:	2021
Asset Type:	Infrastructure	Start Date:	May, 2021
Project Type:	Growth	Est. Completion Date:	November, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 3,210,000	\$ -	\$ -	\$ 3,210,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	3,210,000	-	-	3,210,000
Other	-	-	-	-
Total funding sources	\$ 3,210,000	\$ -	\$ -	\$ 3,210,000

Project Description:

As part of the Alberta Transportation (AT) Highway 1A/22 interchange project, municipal utility infrastructure will need to be relocated to make way for the roadwork.

Completing this project in 2021 ensures that the Town has completed all required municipal work to ensure the Provincial interchange can move ahead without delay.

Strategic Alignment:

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

Wastewater System Model

Department:	Wastewater	Budget Year:	2021
Asset Type:	Infrastructure	Start Date:	February, 2021
Project Type:	Growth	Est. Completion Date:	October, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 95,500	\$ -	\$ -	\$ 95,500
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	95,500	-	-	95,500
Other	-	-	-	-
Total funding sources	\$ 95,500	\$ -	\$ -	\$ 95,500

Project Description:

The Wastewater System Model has not been updated since 2011.

In 2020, the first step in the modeling was completed where all the new development since 2011 was inputted into the model. The next steps will provide calibration of the model, then it will be used to identify capacities and inform decisions for upgrades and development.

Set up flow monitors within the system to calibrate the model. This will allow for the review of pipe capacities, identify any challenges and inform decisions for future development.

Strategic Alignment:

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

2021 Fleet Replacements

Department:	Facilities & Ranchhouse	Budget Year:	2021
Asset Type:	Fleet & Equipment	Start Date:	January, 2021
Project Type:	Maintenance	Est. Completion Date:	December, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 264,000	\$ -	\$ -	\$ 264,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	264,000	-	-	264,000
Other	-	-	-	-
Total funding sources	\$ 264,000	\$ -	\$ -	\$ 264,000

Project Description:

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

2021 fleet replacement requests include:

- 2011 Parks & Open Spaces front rotary mower with snowplow attachment for a purchase price of \$70,000.
- 2009 Municipal Enforcement Patrol Unit for a purchase price of \$95,000.
- 2006 Fire Services pickup for a purchase price of \$80,000.
- 1999 Roads paint trailer for a purchase price of \$19,000.

Parks & Open Spaces front rotary mower: 2011 John Deere 1565 (Unit#: 7900-009) with approximately 3,318 hours of total use. Recommended maximum life is 3,000 hours. This multi-purpose unit is used year-round for green space and play field maintenance, as well as for snow and ice control on pathways, sidewalks and parking lots. This vehicle is currently in moderate mechanical condition with moderate body damage.

Municipal Enforcement patrol vehicle: 2009 Dodge Charger (Unit#: 205) with 104,800km. Based on current use rates this car is projected to have roughly 113,800km prior to replacement. This unit is used for all enforcement activities such as traffic, bylaw and animal control. This car is in poor mechanical condition, undergoing numerous repairs and has incurred significant downtime with good autobody condition. The proposed replacement vehicle would be an all wheel drive sedan equipped for traffic enforcement.

Fire Services pickup: 2006 Dodge Ram 2500 (Unit#: 2300-002) with approximately 112,734km. Based on current use rates this truck is projected to have roughly 123,234km prior to replacement. This unit is primarily used for light utility duties and occasional fire prevention activities. There has been a negative change in the mechanical condition of the vehicle this year with a serious transmission shifting problem and also has some body rust. The proposed replacement is a 1-ton truck in order to facilitate a wider range of uses, creating greater operational efficiencies as opposed to the previous single purpose function. Since preparation of the budget requests, the unit has sustained catastrophic failure of the mechanical system. Estimated costs to repair exceed the estimated salvageable value. Fire Services will amend deployment of fleet to manage through the gap in available assets until such time as this vehicle is approved for

2021 Fleet Replacements - Continued

replacement.

Roads paint trailer: 1999 Bow Liner tandem axle flat deck utility (Unit#: 520). The current mechanical and body condition of this unit is very good. This unit is used to carry equipment, materials and supplies to complete the annual road marking program such as crosswalks, stop bars, directional arrows and curb painting. As this is an open deck trailer, it is very difficult to hold and meet load securement legislation requirements for the growing amount of equipment and supplies required to perform this maintenance activity. The proposed replacement would be a tandem axle covered cargo trailer with lockable doors.

Strategic Alignment:

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

Self Contained Breathing Apparatus (SCBA)

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

Project Forecast:

	2021	2022	2023	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:

Existing self contained breathing apparatus (SCBA), rapid intervention team (RIT) and ancillary equipment (pak tracker, spare bottles, face pieces, regulators, thermal imaging cameras) require replacement.

Overall cost of ownership has been low through the entire life span of this equipment. Recent repair history has been to use existing "parts packs" to repair existing fleet, as some SCBA were not economically viable to repair. The SCBA fleet continues to show its age with parts becoming harder to find and more expensive due to availability.

Self contained breathing apparatus industry best practice is to replace every 10 years, Fire Services has slowed down replacement to generate additional capital and is ready to replace all existing equipment in 2021.

Strategic Alignment:

This capital request supports Council's strategic priority of community facilities and services.

Technology Lifecycling

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 110,000	\$ 120,000	\$ 125,000	\$ 355,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	110,000	120,000	125,000	355,000
Other	-	-	-	-
Total funding sources	\$ 110,000	\$ 120,000	\$ 125,000	\$ 355,000

Project Description:

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

With Council's support, this capital project looks to lifecycle technology, replacing end of life technology and warranty hardware.

Strategic Alignment:

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

Fire Services Master Plan

Department:	Protective Services	Budget Year:	2021
Asset Type:	Fleet & Equipment	Start Date:	February, 2021
Project Type:	Maintenance	Est. Completion Date:	October, 2021

Project Forecast:

	2021	2022	2023	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:

Cochrane Fire Services is seeking the development of a Fire Master Plan to assist in providing a strategy for critically analyzing the services we perform, and identifying whether we achieve performance benchmarks. These benchmarks are derived from a variety of resources, including recognized standards, comparison with similar or neighboring fire departments, best practices for service delivery in our own community, and the public's expectations, based on our own past performance.

Strategic Alignment:

Master planning is, by nature, policy-oriented, long-range in time, dynamic, and broad in scope. This Master Plan evaluates the capabilities of the present fire services delivery system and identifies required programming, necessary resources and systems, staffing, and fire station location to name a few that will be required over the next five years.

Finance Procurement Module

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 80,000	\$ -	\$ -	\$ 80,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	80,000	-	-	80,000
Other	-	-	-	-
Total funding sources	\$ 80,000	\$ -	\$ -	\$ 80,000

Project Description:

With Council's support and budget approval, the Corporate Services Finance Department is planning to upgrade the Diamond Financial software suite to automate purchasing.

This new module will decrease invoice processing time. With invoice approvals being one of the major delays, having an efficient and effective automated approval workflow in place will ensure payments are made in a timely manner and provide an opportunity to take advantage of supplier discounts, reducing our costs.

Additional savings will be seen in the reduction of staff processing time and invoice exception rates per invoice.

This new module will also lower the potential discrepancies, inaccurate payments and dispute with supplies that can use up valuable time for our employees. Measuring and managing accounts payable metrics and working capital will ensure that the Town is always in the position to meet our short-term liabilities.

Strategic Alignment:

This supports Council's Strategic Priority of focus on achieving organizational efficiencies.

Boardroom Technology Upgrades

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 60,000	\$ 60,000	\$ -	\$ 120,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	60,000	60,000	-	120,000
Other	-	-	-	-
Total funding sources	\$ 60,000	\$ 60,000	\$ -	\$ 120,000

Project Description:

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

This project aims to standardize the setup in boardrooms to eliminate cables and improve the user experience.

The scope of this project is to upgrade 10 boardrooms, including the Emergency Coordination Centre (ECC) and the backup ECC.

In 2021, boardroom screens will be replaced with display panels sized in accordance with the room dimensions. Video conferencing will be added to enable Town employees and external participants to meet remotely, and projectors that are currently at the end of their lifespan will be replaced.

In 2022, boardroom automation systems (Crestron) will be refreshed.

Strategic Alignment:

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

Fire Services Mobile Radio Equipment Replacement

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 50,000	\$ -	\$ -	\$ 50,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	50,000	-	-	50,000
Other	-	-	-	-
Total funding sources	\$ 50,000	\$ -	\$ -	\$ 50,000

Project Description:

This project includes replacing the existing Town-owned legacy radio system by transitioning to the Provincial Alberta First Responders Communications System (AFRRCS), a two-way radio network for first responders in municipal, provincial and First Nations agencies across the province.

The existing legacy system is currently beyond its design service life and showing fragility with key components in failure. Replacement of key and critical items is not achievable without a full system engineering and rebuild. The estimated cost to complete that work exceeds the cost to transition to AFRRCS infrastructure.

Primary requirements include sustained or increased radio coverage, maintaining current levels of performance and reliability, and remaining up to date with mobile radio equipment.

Strategic Alignment:

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

Fire Hose Replacement

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 40,000	\$ -	\$ -	\$ 40,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	40,000	-	-	40,000
Other	-	-	-	-
Total funding sources	\$ 40,000	\$ -	\$ -	\$ 40,000

Project Description:

A fire hose internal audit requested in 2019 revealed that the department was urgently required to upgrade its fleet of fire attack and supply fire hose. In 2019 nearly \$40,000 was allocated, with additional funding still required.

Fire hose with proper storage, inspection, annual testing, proper cleaning and care is a 20 year asset.

Project cost includes:

- \$10,000 in primary fire attack hose 44mm
- \$30,000 in primary large fire (defensive fire) attack / supply hose 65mm

Strategic Alignment:

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

Municipal Enforcement Portable Radio Equipment Replacement

Department:	Protective Services	Budget Year:	2021
Asset Type:	Fleet & Equipment	Start Date:	January, 2021
Project Type:	Growth	Est. Completion Date:	December, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 30,000	\$ -	\$ -	\$ 30,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	30,000	-	-	30,000
Other	-	-	-	-
Total funding sources	\$ 30,000	\$ -	\$ -	\$ 30,000

Project Description:

This project includes replacing the existing Town-owned legacy radio system by transitioning to the Provincial Alberta First Responders Communications System (AFRRCS), a two-way radio network for first responders in municipal, provincial and First Nations agencies across the province. The AFRRCS system meets all Section needs and will improve Officer safety and efficiency in communication among the team and with other public safety and emergency response agencies.

The existing legacy system is currently beyond its design service life and showing fragility with key components in failure. Replacement of key and critical items is not achievable without a full system engineering and rebuild. The estimated cost to complete that work exceeds the cost to transition to AFRRCS infrastructure.

Primary requirements include sustained or increased radio coverage, maintaining current levels of performance and reliability, and remaining up to date with mobile radio equipment.

Strategic Alignment:

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

E- Ticketing

Department:	Protective Services	Budget Year:	2021
Asset Type:	Fleet & Equipment	Start Date:	January, 2021
Project Type:	Growth	Est. Completion Date:	December, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 24,000	\$ -	\$ -	\$ 24,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	24,000	-	-	24,000
Other	-	-	-	-
Total funding sources	\$ 24,000	\$ -	\$ -	\$ 24,000

Project Description:

Implementation of E-Ticketing Hardware and Software in compliance with Provincial Administrative Penalties Act 2020

The Provincial Administrative Penalties Act 2020 is being implemented to improve, restore and modernize Alberta's justice systems. It is designed to include new online systems for issuance and resolution of matters designed to save law enforcement time, avoid errors and keep officers on the street where they are needed.

A new Provincial administrative resolutions branch, SafeRoads Alberta, is being created to support new administrative penalties and resolve disputes within 30 days. In addition to removing first-time impaired driving offences from the courts, the new process will see non-criminal traffic offences handled online by administrative adjudicators.

SafeRoads Alberta is being implemented in phases, which includes the requirement for all Peace Officer and law enforcement agencies with the authority to enforce the Traffic Safety Act to have E-Ticketing fully functional when Phase 2 is implemented (anticipated for Fall, 2021).

This project will provide necessary equipment for 3 patrol vehicles and the required software to ensure our Peace Officers can continue to enforce Traffic Safety Act Violations in our community.

Strategic Alignment:

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

2021 Fleet Additions

Department:	Facilities & Ranchhouse	Budget Year:	2021
Asset Type:	Fleet & Equipment	Start Date:	January, 2021
Project Type:	Growth	Est. Completion Date:	December, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 16,000	\$ -	\$ -	\$ 16,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	16,000	-	-	16,000
Other	-	-	-	-
Total funding sources	\$ 16,000	\$ -	\$ -	\$ 16,000

Project Description:

New fleet assets enable the delivery of services.

2021 fleet addition requests include:

- Roads skid mounted mobile thawing unit, for a purchase price of \$16,000

The Roads skid mounted mobile thawing unit will be primarily used in underground storm sewer pipe maintenance. This unit will include a diesel fuel fired burner to heat water in the attached tank and enable staff to thaw ice from frozen underground storm sewer lines in the spring.

This piece of equipment would also come equipped as a mobile pressure washer and would be used for other maintenance activities such as street sign cleaning. Water/Wastewater owns a large combination vac/flushing truck that is also equipped to perform storm sewer pipe maintenance. However, Roads staff are experiencing significant issues with the availability of this unit for their needs. This truck is equipped with a large burner to heat the water to melt ice but unfortunately the burner can't heat the water fast enough due to the water flow rate to melt the ice efficiently.

A leasing or renting option is not available for this type of equipment.

Strategic Alignment:

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

Transit Hub and Innovation Centre

Department:	Facilities & Ranchhouse	Budget Year:	2021
Asset Type:	Facilities	Start Date:	January, 2021
Project Type:	Growth	Est. Completion Date:	April, 2022

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 4,850,000	\$ -	\$ -	\$ 4,850,000
Funding source				
Grants	\$ 4,850,000	\$ -	\$ -	\$ 4,850,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 4,850,000	\$ -	\$ -	\$ 4,850,000

Project Description:

With Council's support and budget approval, the Town of Cochrane is planning to construct a transit hub, innovation centre and municipal services building, as well as develop the site and at grade rail crossing connection on the former Esso Bulk Station site in the core of Cochrane. The Town secured Greentrip funding for the implementation of transit service and part of the funding was for the construction of a centrally located multimodal transit site. The Town will be leveraging these funds to add space for an Innovation Centre and satellite Town offices.

The development of this site will:

- Delivers upon the Tri-Site Advisory recommendations
- Provides a key connection between historic downtown and the Quarry.
- Assists with the Town's transportation challenges - multi -model transportation solutions.
- Encourages further reinvestment and future development by private interests on Railway and adjacent lands.
- Sets the stage for future community engagement on the balance of the site .
- Continues to build upon the COLT vision and brand.
- Allows for the future development of a platform for regional train service.
- Follows up on the Town's recent delivery of Railway Street improvements - additional parking for downtown businesses.
- Allows the Town to test the innovation / co working concept with little to no risk.
- Provides Town services within the core of our community for residents.
- Provides the Town and residents with a developed site with a plaza and 'green' space for a small investment by the Town.

With Council's approval, detailed design work on the replace with Transit and Innovation Hub project is anticipated to start in the spring of 2021 and take approximately 15 months to complete with a target occupancy in 2022.

Strategic Alignment:

This supports Council's strategic priority of focusing on services and spaces that achieve a safe and improved sense of community, and focusing on improved development and land use plans that align with the Social Policy Framework and Growth Management Strategy to promote a complete community while preserving Cochrane's unique identity.

Spray Lake Sawmills Family Sports Centre Lifecycling

Department:	Facilities & Ranchhouse	Budget Year:	2021
Asset Type:	Facilities	Start Date:	January, 2021
Project Type:	Maintenance	Est. Completion Date:	December, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 300,000	\$ 300,000	\$ 300,000	\$ 900,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	300,000	300,000	300,000	900,000
Other	-	-	-	-
Total funding sources	\$ 300,000	\$ 300,000	\$ 300,000	\$ 900,000

Project Description:

SLSFSC requested capital funding of \$800,000 in 2021, \$850,000 in 2022, and \$850,000 in 2023, which is less than their projected requirements. The request was broken into priorities, with priority 1 being the most urgent in nature.

Totals by Priority (2021 = column 1; 2022 = column 2; 2023 = column 3):

Priority 1	470,000	173,000	252,000
Priority 2	290,000	663,000	235,000
Priority 3	188,000	128,000	116,000
Priority 4	25,000	130,000	100,000
Totals	973,000	1,094,000	703,000

These totals include items from the condition assessment conducted in February 2020 and for other items for both the recreation centre and the Cochrane Arena. Specific items include roofing, hot water tanks, pool basement exhaust fan, concrete work, timber repairs/sealing, roofing automation deficiencies, communications, Information Technology and snow clearing equipment, electrical generator, and hot water system tie-ins for the SLSFSC facility, and roofing, a hot water tank, a compressor rebuild, brine pump, exterior repairs, and make-up air units for the Cochrane Arena.

Due to financial constraints, the Town contribution to annual capital funding remains unchanged, at \$300,000 per year.

Strategic Alignment:

This project aligns with Council's strategic priority of community facilities and services.

RancheHouse Chiller and Water Tower Replacement

Department:	Facilities & Ranchehouse	Budget Year:	2021
Asset Type:	Facilities	Start Date:	February, 2021
Project Type:	Maintenance	Est. Completion Date:	December, 2021

Project Forecast:

	2021	2022	2023	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:

This project would allow for replacement of the aging chiller plant and cooling tower at the Cochrane RancheHouse with new energy efficient equipment.

The chiller and water tower used to provide air conditioning at the RancheHouse was installed in 1996 and has exceeded its designed service life (20-year design life). Due to a comprehensive maintenance program providing a high level of preventive maintenance, the chiller and water tower will have lasted 25 years at the proposed time of replacement.

The chiller has been maintained under a full-service agreement with the original manufacturer since it was installed. A service contract was renewed in 2018 that will cover chiller repairs and service until March 31, 2021 at which point a renewal will not be available due to the age of the equipment. Although the equipment has served the RancheHouse well, the new technology available is more efficient as a result of staged cooling capabilities. It is estimated that the existing chiller consumes 20-30% more power than modern equipment.

The water tower, a secondary component to the chiller, is showing signs of heavy wear and was rebuilt in the fall of 2018 to allow it to stay in operation for the 2019/20 cooling seasons. Due to its design, the water tower is responsible for air conditioning start up delays each year due to its vulnerability to freeze up during sub-zero weather conditions. This typically results in a period of uncomfortably warm interior ambient temperatures in the RancheHouse in the spring of each year. The water tower will be replaced with a closed loop water cooler that allows water to be mixed with antifreeze. As such, the cooling system freeze up will no longer be an issue, and the air conditioning system will be able to run at any point its required through the year regardless of night time temperatures.

Strategic Alignment:

This project supports Council's strategic priority of community facilities and services.

Operations Salt & Sand Storage Facility

Department:	Facilities & Ranchhouse	Budget Year:	2021
Asset Type:	Facilities	Start Date:	April, 2021
Project Type:	Maintenance	Est. Completion Date:	December, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 130,000	\$ -	\$ -	\$ 130,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	130,000	-	-	130,000
Other	-	-	-	-
Total funding sources	\$ 130,000	\$ -	\$ -	\$ 130,000

Project Description:

The sand and salt storage facility is located in the operations yard. Through the summer months sand and salt are stockpiled in the shed for use by the Roads department as part of their street maintenance program throughout winter. It's critical to cover the stockpiled salt and sand to prevent it from clumping, dissolving, and leaching into the ground. Without a dry stockpile of salt and sand the Roads department would not be able to maintain roads throughout the winter months.

The existing sand and salt facility in the Operations yard was constructed in 2003. The structural steel trusses are showing signs of significant surface rust. The fabric cover on the facility is worn resulting in seam failure during heaving winds in 2019/20.

The original manufacturer of the facility is no longer in business. As a result, a third party structural engineer was engaged in the fall 2019 to assess the structural integrity of the concrete base blocks and structural steel components. The structural engineer provided a report that identified a number of requirements that could be implemented to ensure the steel remains structurally sound for up to another 25 years. The recommendations provided by the structural engineer are conditional to addressing the corrosion issues in a timely manner which is why funding has for this project has been requested in 2021. Should the project not be approved for 2021 corrosion of the structural steel components will continue and may result in full replacement being the only option.

In order to complete the work listed by the Structural Engineer, the fabric covering would need to be removed. Once the steel structure has been repaired and re-coated a new fabric covering would be installed.

Pricing to replace the facility was acquired in 2019. Pricing to refurbish the facility was obtained in the first quarter of 2020 and was based on the requirements listed in the structural engineers report. The cost to refurbish the facility is about 40% of the cost to replace it. As such, Facilities recommends refurbishing the facility in 2021.

Strategic Alignment:

This project aligns with Councils priority of maintaining and life cycling existing core buildings and infrastructure.

Back Operations Shop Apparatus Bay Repairs

Department:	Facilities & Ranchhouse	Budget Year:	2021
Asset Type:	Facilities	Start Date:	January, 2021
Project Type:	Maintenance	Est. Completion Date:	December, 2021

Project Forecast:

	2021	2022	2023	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:

The Concrete floor in the back operations shop (225 Bow Street) is subjected to extreme weight as well as salt and sand residue from heavy duty street maintenance equipment. Over the years, the exposure to these conditions has broken down the concrete surface and sealer and the floor is now wearing at an accelerated rate.

There have also been ongoing issue with the floor drains in the back shop apparatus bay which are plastic and have had to be patched on numerous occasions.

This project would allow for the concrete to be repaired and re-coated with a heavy duty, tough wearing, sulfate resistant urethane coating and also allow the problematic floor drains to be repaired.

The back shop apparatus bay is used to service, store and clean fleet vehicles including the street sweeper, snow plow trucks, loaders, the grader and various attachments. The mechanics bay and wash bay are also contained in the back shop apparatus bay and are heavily used spaces by all operations staff.

Because the concrete floor in the apparatus bay is regularly exposed to heavy equipment traffic and residual debris from fleet including sand and salt, the surface of the concrete is spalling which will lead to further issues overtime such as delamination and breakouts. The concrete floor is equipped with in-floor heating so delamination causing breakout may also result in heating pipe failure from cracking.

The drains in the facility are also exposed to the similar conditions and over time there has been breakdown of connection points from the trenches to the oil and grit separator tank.

Approval of funding would allow for repairs and preventive measures to be put in motion including concrete filling and re-coating with a heavy duty, tough wearing urethane coating. The problematic ABS drains would also be cut out and replaced with steel pipe before concrete repairs commenced to mitigate the need to cut out any freshly coated floors to address drain issues.

Addressing these items in a timely manner is important as delaying repairs could result in limited repair options with significantly higher costs.

Back Operations Shop Apparatus Bay Repairs - Continued

Strategic Alignment:

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

Master Recreation Plan

Department:	Infrastructure Services	Budget Year:	2021
Asset Type:	Facilities	Start Date:	January, 2021
Project Type:	Growth	Est. Completion Date:	June, 2021

Project Forecast:

	2021	2022	2023	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 engage a consultant to complete a master recreation review and strategy to evaluate current and future recreation opportunities.

Strategic Alignment:

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

Records Management 2nd Floor Secured Lockup

Department:	Facilities & Ranchhouse	Budget Year:	2021
Asset Type:	Facilities	Start Date:	February, 2021
Project Type:	Growth	Est. Completion Date:	October, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 45,000	\$ -	\$ -	\$ 45,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	45,000	-	-	45,000
Other	-	-	-	-
Total funding sources	\$ 45,000	\$ -	\$ -	\$ 45,000

Project Description:

The scope of this project includes the installation of a secured lockup space (vault) within the existing Records Room, that includes framing a fire/water resistant space with full perimeter hard walls and a fob entry to house vital records within the second floor records room. This space will be secure for fire and theft.

Records and information disaster planning is an integral component of corporate risk management. While the Town is working towards reducing paper files, Legislative Services does not have the capacity to scan all files. Therefore, original paper files are still considered the official records. The Town has vast stores of vital information that is housed on paper and is relied upon when digital copies are questioned or not available.

Managing litigation records is necessary for the organization to proactively and consistently fulfill its legal obligations. These records are to be protected with exclusive access only, until they are requested by legal counsel. The current vault is too small to store these records, so they are stored in the basement archives room which also has sprinklers and is not fire safe. Access to these records cannot be closely monitored.

The Town's current vault is 4'x6', which is not adequate to meet the growing needs. Legislative Services has assessed the risks of not having adequate vault space to house its vital records, external hard drives etc. and have determined that an expansion is required to provide a secure location and to help mitigate/minimize the current potential risks to the Town's vital records.

In addition, space challenges are encountered every municipal election as the vault is to house over 10,000 ballots prior to the election and for six weeks post-election. Access to the safe is not possible during this time and we can't access files in the vault during this time.

Strategic Alignment:

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

Bow Valley Rugby Club Field Side Storage Building

Department:	Facilities & Ranchhouse	Budget Year:	2021
Asset Type:	Facilities	Start Date:	April, 2021
Project Type:	Growth	Est. Completion Date:	October, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 35,000	\$ -	\$ -	\$ 35,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	35,000	-	-	35,000
Other	-	-	-	-
Total funding sources	\$ 35,000	\$ -	\$ -	\$ 35,000

Project Description:

Bow Valley Rugby Club is a Cochrane based non-profit serving Cochrane and surrounding area. The Bow Valley Rugby Club approached the Town of Cochrane to inquire about the facility the Town provided to Cochrane Minor Ball in 2020 to find out how to secure space for their club under the same arrangement. A meeting with Bow Valley Rugby Club was hosted by Facilities and Parks to discuss the process for securing funding and the subsequent development and building permits application process.

Similar to the facility provided by the Town for Cochrane Minor Ball, a new 16' x 30' storage be placed in the Mitford Park parking lot (south of the cell tower). Bow Valley Rugby Club would become a tenant under a multi-year lease at the same rate extended to Cochrane Minor Ball.

Other sports field user groups were also engaged to explore their needs. There may be additional similar requests for field side storage from these groups in coming years. Should plans for the Horse Creek Sports Park proceed into construction, the facilities being provided now for field side storage can be moved to that site in the future. If the facilities are not required in the future by sports field users, they can be redeployed to select outlying neighborhoods to be used as parks equipment satellite deployment buildings.

Strategic Alignment:

This project supports Council's strategic priority of supporting community facilities and services.

Highway 1A Improvements: Centre Avenue to 5th Avenue

Department:	Infrastructure Services	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	January, 2021
Project Type:	Growth	Est. Completion Date:	December, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 12,900,000	\$ -	\$ -	\$ 12,900,000
Funding source				
Grants	\$ 3,480,131	\$ -	\$ -	\$ 3,480,131
Debt	2,453,869	-	-	2,453,869
Reserves	6,966,000	-	-	6,966,000
Other	-	-	-	-
Total funding sources	\$ 12,900,000	\$ -	\$ -	\$ 12,900,000

Project Description:

The HWY 1A improvements project includes widening of the highway corridor through downtown Cochrane from east of Centre Avenue to approximately 350m west of 5th Ave.

The intent of the project is to provide passable through lanes in both directions and additional queuing capacity for vehicles tuning southbound onto Centre Ave. The project will provide a heavily needed improvement to a major corridor that is experiencing congestion for both local and regional users during peak hours. In addition to the roadway surface improvements, additional pedestrian realm facilities will be added to increase alternative modes of transportation and provide a safer experience for vehicles, pedestrian and cyclists.

Major stormwater improvements are also being included as part of the project to appropriately manage the quality and quantity of drainage runoff from the HWY 1A corridor. New underground storm sewer infrastructure and stormwater management facilities will be constructed to ensure drainage improvements are upgraded to meet current environmental standards.

The total cost for the highway 1A improvements, including the stormwater improvements is \$8,795,000. An additional \$750,000 is included in 2022 to allow for town enhancements to the boulevards, sidewalks and streetscape.

In September 2020, the Town successfully applied for \$3,480,131 in Municipal Stimulus Program funding to support the capital requirements of this project and allow the Town the opportunity to advance this project earlier than originally planned.

The scope of this project has been expanded to include the realignment of the 4th Avenue intersection to 5th Avenue, at a cost of \$3.12M. The realignment was included in the project scope proposed by the Province. Completing the realignment at the same time as the highway 1A upgrades results in cost efficiencies and works to deliver a complete project.

This project was presented to Council for consideration and approval on October 26, 2020. As MP funds are required to be spent by December 31, 2021, sufficient time is required to complete a borrowing bylaw to ensure that construction can begin by the spring of 2021.

Highway 1A Improvements: Centre Avenue to 5th Avenue - Continued

Strategic Alignment:

This project delivers on Council's Strategic Priority of Community Connectivity. Specifically, advocate for highway 1A improvements, including Centre Avenue & 5th Avenue intersections.

James Walker Trail Connections

Department:	Roads	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	April, 2021
Project Type:	Growth	Est. Completion Date:	October, 2023

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 1,420,000	\$ 500,000	\$ -	\$ 1,920,000
Funding source				
Grants	\$ 454,400	\$ 160,000	\$ -	\$ 614,400
Debt	-	-	-	-
Reserves	965,600	340,000	-	1,305,600
Other	-	-	-	-
Total funding sources	\$ 1,420,000	\$ 500,000	\$ -	\$ 1,920,000

Project Description:

This project includes additional roadway work on James Walker Trail connections to the Jack Tennant Memorial Bridge, including:

- James Walker Trail fill placement
- North arterial to bridge final top lift

James Walker Trail (JWT) is the largest capital project that the Town of Cochrane has undertaken, with a total budget of \$53.5M in 2016 dollars for the first three phases. The first phase, Griffin Road realignment, was completed with the final top lift in 2019. The second phase, James Walker Trail from SLSFSC to Riviera Way including the Jack Tennant Memorial Bridge (JTMB), was constructed and opened in Fall 2020, and will receive the final top lift in 2022. Phase 3, the south extension of JWT, is contemplated within the 5-year horizon, but is contingent on the development of the South Bow ASP lands.

As part of Phase 2, the Town has committed to construct a stormwater pond to manage runoff from Phase 2 and Phase 3 of JWT, as well as portions of the Precedence subdivision. This facility is scheduled for construction in 2021 and will produce a surplus of fill material. Given that Phase 3 requires over 140,000 cubic meters of fill to be imported, the surplus material presents an opportunity to advance some of the construction of Phase 3 at a significant cost saving of about \$550k. It is estimated that the additional funding that needs to be brought forward into the 2021 budget year from the 2024 year is \$1.42M, based on an estimate of 75,000 cubic metres, to place the surplus material in the Phase 3 area. This amount does not increase the total, three phase project budget from \$53.5M (2016 \$).

During construction of the first two phases of construction, there have been additional, unbudgeted costs of about \$2.2M, including excess unsuitable material at Griffin Rd, fish habitat compensation for JTMB, Green Drop wash pond reclamation, and First Nations Consultations for JTMB. These additional costs have been accommodated within the project contingency to date and the project is still on target to be completed this year within budget. However, with an additional \$500k required for the final top lift for JWT from the SLSFSC to Riviera way required. This amount does not increase the total, three phase project from \$53.5M (2016 \$).

Strategic Alignment:

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

CP Rail - Siding Track Removal

Department:	Roads	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	May, 2021
Project Type:	Maintenance	Est. Completion Date:	October, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 820,000	\$ -	\$ -	\$ 820,000
Funding source				
Grants	\$ 820,000	\$ -	\$ -	\$ 820,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 820,000	\$ -	\$ -	\$ 820,000

Project Description:

Canadian Pacific Railway (CPR) is removing the siding track in 2021 at River Avenue, Centre Avenue and 5th Avenue. The Town of Cochrane is required to fund the relocation of the signal arms, rehabilitation to the road surface and pedestrian connections.

The existing crossing has reached its service life and is becoming a hazard to vehicle traffic due to the rough surface. In addition, there is currently no pedestrian link on the east side of River Avenue through the CPR right-of-way. Improvements will promote a safer and smoother crossing and update this crossing to current standards.

New CPR crossing surface standards require the use of concrete pads and the other two existing at-grade vehicular crossings have been upgraded to this standard. Additionally, the pedestrian connection is currently only on one side of the roadway.

Collaboration and budget estimates with CPR will be required, as well as schedule of work and road closures.

Strategic Alignment:

This project supports Council's priority of improving, planning and advocating for local and regional pathway networks that connect all communities.

Mitford Park West Pathway Upgrades

Department:	Parks	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	July, 2021
Project Type:	Maintenance	Est. Completion Date:	October, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 344,000	\$ -	\$ -	\$ 344,000
Funding source				
Grants	\$ 344,000	\$ -	\$ -	\$ 344,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ 344,000	\$ -	\$ -	\$ 344,000

Project Description:

Mitford Park west pathway is showing signs of age and has areas requiring replacement and relocation. The project was endorsed by the Parks and Recreation Committee on August 20, 2019.

This project looks to upgrade the asphalt pathway running from Mitford Park (behind #8 Mitford Crescent) west to the water plant and north through West Terrace Park (located between West Terrace Crescent and West Terrace Drive). The project scope includes section replacements, section realignments and section resurfacing.

Pricing is based on 2018 rates, includes 4,300m² @ \$80/m² for a total project cost of \$344,000.

Strategic Alignment:

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

Crawford Ranch Storm Pond Cleaning

Department:	Storm Sewer	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	July, 2021
Project Type:	Maintenance	Est. Completion Date:	September, 2021

Project Forecast:

	2021	2022	2023	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 existing storm pond requires cleaning due to the sediments accumulated over the past eight years from adjacent developments. In addition, the facility has reached its capacity for suspended solids. This cleaning will ensure acceptable water quality is entering the Jumping Pound Creek.

Stormwater ponds receive all drainage and function as a treatment system where sediments settle and improve water quality prior to discharge into the receiving stream. Over time, these ponds accumulate large volumes of sediment and require cleaning to ensure proper treatment and pond capacity are maintained.

Completing this work in 2021 aligns with recent upgrades to George Fox Trail, ensuring all rehabilitation in the ditches are fully established.

Strategic Alignment:

This project supports Council's strategic priority of community facilities and services.

Alley Repairs

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

Project Forecast:

	2021	2022	2023	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:

To repair the surface condition of eight rear alleys in Riversong and Fireside.

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

In 2020, over \$50,000 was spent on alleys that was not allocated. The Civil Land department is investigating a new standard for new developments to avoid this in the future.

Strategic Alignment:

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

4th Avenue Bridge Design and Replacement

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 110,000	\$ 700,000	\$ -	\$ 810,000
Funding source				
Grants	\$ -	\$ 700,000	\$ -	\$ 700,000
Debt	-	-	-	-
Reserves	110,000	-	-	110,000
Other	-	-	-	-
Total funding sources	\$ 110,000	\$ 700,000	\$ -	\$ 810,000

Project Description:

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

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

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

The intent is to complete a design in 2021 for the replacement of the 4th Avenue bridge in 2022. This would also include geotechnical investigation, survey and government approvals.

Strategic Alignment:

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

5th Avenue Site Development Strategy

Department:	Infrastructure Services	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	January, 2021
Project Type:	Growth	Est. Completion Date:	December, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 100,000	\$ -	\$ -	\$ 100,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	100,000	-	-	100,000
Other	-	-	-	-
Total funding sources	\$ 100,000	\$ -	\$ -	\$ 100,000

Project Description:

In 2018 the Town led the Tri-Site Concept Plan process, which explored various community facilities/uses on the 5th Avenue Site and other Town owned land. Through the process several community facilities/uses were identified for the 5th Avenue site, including seniors housing, an events centre, parks space, etc. To ensure an integrated understanding of the site and to enable the Town to make key decisions related to future uses on the site, the 5th Avenue Site Development Strategy will review key components, such as success factors, site servicing needs, access conditions, future user needs, etc.. These findings will be used to establish development scenarios, identify key trade-offs and inform critical path decisions for the site.

Strategic Alignment:

This project supports Council's strategic priority of community facilities and services, specifically consulting with user groups and finalizing concepts for future development of the 5th Avenue site.

Cochrane Ranche Historic Site Master Plan / Mitford Park Master Plan

Department:	Parks	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	January, 2021
Project Type:	Growth	Est. Completion Date:	December, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 100,000	\$ -	\$ -	\$ 100,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	100,000	-	-	100,000
Other	-	-	-	-
Total funding sources	\$ 100,000	\$ -	\$ -	\$ 100,000

Project Description:

The intent of this project is to create a master plan for the Cochrane Ranche Historic site and Mitford park site to provide a framework of background information and expected future needs, development options and costs associated with future uses of the two sites.

Combining the master plans into one document would help define the distinct roles and functions for each site. Both sites have felt the pressure of increased events and traffic and require forward thinking to remain sustainable. This project was originally approved in 2020 but was delayed due to COVID demands on workforce capacity.

Strategic Alignment:

This project supports Council's strategic priority of community facilities and services.

Centennial Park Playground Resurface

Department:	Parks	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	June, 2021
Project Type:	Maintenance	Est. Completion Date:	October, 2021

Project Forecast:

	2021	2022	2023	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:

This project looks to replace the protective surfacing zone in the accesible playground located on the east side of Centennial Park. Once the surfacing meets Canadian Patient Safety Institute (CPSI) standards, the Town will partner with Variety Charity to install updated inclusive and accessible playground equipment with minimal cost to the town. Fundraising efforts for equipment will be steered by Variety Charity and will come in the form of grants and donations.

The west area surface was installed in spring of 2019 as a joint project with Variety Alberta Children's Charity. The west zone partnership was succesful at many levels and is one of the most frequented play areas in Cochrane.

The east zone protective surfacing has become outdated and requires replacement. Replacement of the surface will open the door to upgraded equipment in that area.

Strategic Alignment:

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

Bow Ridge Field Investigation and Design

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 45,000	\$ -	\$ -	\$ 45,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	45,000	-	-	45,000
Other	-	-	-	-
Total funding sources	\$ 45,000	\$ -	\$ -	\$ 45,000

Project Description:

The spring in the southwest portion of the Bow Ridge Sport field has increased steadily in size for the past several years and has reached a point where the run off is affecting play on the baseball diamond. Attempts were made to divert some of the water with the George Fox Trail update, however the source of the water appears to be away from the previously upgraded area and the condition persists.

The intent of this project would be to identify the source of the spring and design a drainage system to be tendered at a later date if approved. The project would involve hiring a consultant to evaluate the area through test plots and geotechnical assessments. Information would be gathered and used for the design of an effective drainage system in the area.

Strategic Alignment:

This project delivers on 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:	2021
Asset Type:	Utility Projects	Start Date:	January, 2021
Project Type:	Maintenance	Est. Completion Date:	April, 2023

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 400,000	\$ 300,000	\$ 300,000	\$ 1,000,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	400,000	300,000	300,000	1,000,000
Other	-	-	-	-
Total funding sources	\$ 400,000	\$ 300,000	\$ 300,000	\$ 1,000,000

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.

The modules are designed to be removed and replaced without the need to replace the entire membrane rack. Replacement is based on industry standards, historical maintenance requirements and lost service time due to failures. The WTP is experiencing lost service time due to a reduction in treatment capacity while the membrane rack is down to repair a single module.

This project includes the replacement of membrane module racks over the next two years. Reserve balances are in place to accommodate this project.

Strategic Alignment:

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

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

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 200,000	\$ 200,000	\$ 3,600,000	\$ 4,000,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	3,600,000	3,600,000
Reserves	200,000	200,000	-	400,000
Other	-	-	-	-
Total funding sources	\$ 200,000	\$ 200,000	\$ 3,600,000	\$ 4,000,000

Project Description:

The Town of Cochrane Rocky View Schools collaborated on development of a master site plan for the Horse Creek Sports Park, located immediately north of Heritage Hills. The intent of this project is to complete a detailed design, costing, and utility servicing installation.

The Horse Creek Sports Park is a quarter section of land located immediately north of Heritage Hills. The land was purchased by Rocky View Schools (RVS) in 2015 as a future high school site. The Town of Cochrane and RVS collaborated on the development of a master site plan, which will see approximately 30 acres dedicated to the school site, with the Town owning and developing the remaining 128 acres. As part of the development of the site, utility servicing will be required by the Town of Cochrane.

The land was purchased by Rocky View Schools (RVS) in 2015 as a future high school site. The Town of Cochrane and RVS collaborated on the development of a master site plan. When fully complete, it will include installation of all services to the site, a high school, Town maintenance facilities, and recreational amenities such as ball diamonds, soccer / rugby fields, playgrounds, outdoor ice rinks, multi-purpose courts, pathways, gathering spaces, and bike facilities.

Approximately 30 acres will be dedicated to the school site, with the Town owning and developing the remaining 128 acres. The development will be phased, with a significant portion of the funding to come from fundraising efforts from local sports groups, and provincial grant funding.

Strategic Alignment:

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

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

Water Treatment Plant Equipment Lifecycling

Department:	Waterworks	Budget Year:	2021
Asset Type:	Utility Projects	Start Date:	January, 2020
Project Type:	Maintenance	Est. Completion Date:	October, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 128,000	\$ -	\$ -	\$ 128,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	128,000	-	-	128,000
Other	-	-	-	-
Total funding sources	\$ 128,000	\$ -	\$ -	\$ 128,000

Project Description:

The water treatment plant was originally constructed in 1997. Over the last 22 years, equipment has been life-cycled as required through recommended equipment specs and maintenance history. This work commenced in 2019 and continues with work on replacing overhead heaters, online analyzers, and valve controllers.

To continue to produce potable water that meets and exceeds drinking water standards, it is important to replace old equipment with more accurate, efficient models and reduce maintenance and repair costs. As the equipment ages, it typically becomes more inefficient and prone to failure. Online analyzers are 20 plus years old and are beginning to fail more frequently. Valve controls are no longer supported with the older technology.

Reserves have been established for this purpose and continue to fund these critical maintenance projects.

Strategic Alignment:

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

Water Strategy

Department:	Waterworks	Budget Year:	2021
Asset Type:	Utility Projects	Start Date:	January, 2020
Project Type:	Growth	Est. Completion Date:	October, 2022

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 125,000	\$ 985,000	\$ 900,000	\$ 2,010,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	125,000	985,000	900,000	2,010,000
Other	-	-	-	-
Total funding sources	\$ 125,000	\$ 985,000	\$ 900,000	\$ 2,010,000

Project Description:

Administration is working with the Minister of Environment and Parks to facilitate a process to secure the additional water licences required by the Town to support the future growth of our community. With the anticipated support from the Minister's office to facilitate a water licence transfer, this project includes costs associated with the proposed transfer and associated servicing costs.

Project costs include:

\$125,000 in 2021 to support license acquisition.

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

\$900,000 in 2023 to further support storage and license acquisition costs.

Strategic Alignment:

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

Sanitary Sewer Inspection Camera

Department:	Wastewater	Budget Year:	2021
Asset Type:	Utility Projects	Start Date:	February, 2021
Project Type:	Maintenance	Est. Completion Date:	March, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 25,000	\$ -	\$ -	\$ 25,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	25,000	-	-	25,000
Other	-	-	-	-
Total funding sources	\$ 25,000	\$ -	\$ -	\$ 25,000

Project Description:

The use of the inspection camera provides W3 staff the tool to inspect and rectify blockages in residential sewer lines. This process allows staff to provide a high level of service to customers experiencing sewer back ups. The intent of this project is to replace the camera that has been in service for over 20 years, with an updated piece of technology.

The current equipment is 20+ years old and requires increased maintenance to keep in service. This aging technology is no longer supported and recordings are not compatible for filing and viewing with current Information Systems software.

An equipment replacement reserve has been established to ensure this inspection tool remains relevant and functional to continue to maintain this high level of service.

Strategic Alignment:

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

Transfer Station Wet Well Access

Department:	Wastewater	Budget Year:	2021
Asset Type:	Utility Projects	Start Date:	January, 2021
Project Type:	Maintenance	Est. Completion Date:	May, 2021

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ 25,000	\$ -	\$ -	\$ 25,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	25,000	-	-	25,000
Other	-	-	-	-
Total funding sources	\$ 25,000	\$ -	\$ -	\$ 25,000

Project Description:

Currently, there is no means of accessing the wet well for cleaning or to determine the condition of the equipment within the wet well. As a result, current efforts to clean the wet well have been challenging and not as effective as cleaning from within.

Through this project, a consultant will provide the location and size limitations for concrete coring. A hole will be cored through the top of the wet well and a hatch covering that can be secured will be installed.

This will provide the opportunity to meet the cleaning requirements of removing grit and wipes that build up on mixers at least twice per year. If cleaning is not done, pumps will become plugged and will shorten the useful life of the mixers and pumping equipment.

Strategic Alignment:

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

Capital Improvement Projects - 2022

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2022 Fleet Replacements

Department:	Facilities & Ranchhouse	Budget Year:	2021
Asset Type:	Fleet & Equipment	Start Date:	January, 2022
Project Type:	Maintenance	Est. Completion Date:	December, 2022

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ 290,000	\$ -	\$ 290,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	290,000	-	290,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 290,000	\$ -	\$ 290,000

Project Description:

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

2022 fleet replacements include:

2014 Parks & Open Spaces rotary mower for a total purchase price of \$70,000.

2008 Municipal Enforcement patrol unit for a total purchase price of \$95,000.

2008 Water/Wastewater pickup for a purchase price of \$60,000.

2012 Parks & Open Spaces utility vehicle with snowplow and sander for a purchase price of \$65,000.

Parks & Open Spaces rotary mower: 2014 Toro Groundsmaster (Unit#: PKS-14-01) with approximately 2,130 hours. Based on current use rates this mower is projected to have 3,635 hours prior to replacement. A parks mower of this nature's recommended maximum life is approximately 3,000 hours. The proposed replacement vehicle would be a very similar mower equipped with a snowplow and a mowing deck. This multi-purpose unit is used year-round for green space and play field maintenance, as well as snow and ice control on municipal pathways, sidewalks and parking lots. This vehicle is currently in good mechanical and autobody condition.

Municipal Enforcement patrol vehicle: 2008 Dodge Nitro SUV (Unit#: 201) with approximately 90,276km. Based on current use rates this car is projected to have roughly 106,526km prior to replacement. This vehicle is currently in good mechanical and autobody condition. However, this vehicle was not originally acquired as a fleet vehicle and was reassigned and thereafter retrofitted in an attempt to make it work for the section. This creates a significant safety risk to the officers who operate the vehicle due to poor site lines and poor visual aspects of the emergency equipment on it. The required equipment inside has increased blind spots and poses a safety risk during a collision as the vehicle was not meant to be outfitted in this way. Enforcement specific vehicles are outfitted with heavy duty parts to run emergency equipment, computers, in car cameras and the demands put on them by daily driving. The retrofit of equipment puts a significant strain on the vehicle leaving officers stranded on many occasions, making the vehicle unreliable, even when stored overnight in the PSC, resulting in significant delays in officer deployment. The Nitro is currently beyond its functional life, with all repairs now becoming cost prohibitive.

2022 Fleet Replacements - Continued

Water/Wastewater pickup: 2008 Ford F-150 4x4 Supercab (Unit#: 4200-412) with approximately 134,555km. Based on current usage, this truck is projected to have roughly 147,655km prior to replacement. This unit is primarily used for light utility duties and occasionally fire prevention activities. The mechanical condition of the vehicle is average with increasing problems and downtime has some body rust and small dents. The proposed replacement vehicle would be very similar to the current one.

Parks & Open Spaces utility vehicle: 2012 Kubota RTV 1100 (Unit#: 7900-012) with approximately 2,855 hours. Based on current usage, this RTV is projected to have roughly 3,300 hours prior to replacement. A parks utility RTV vehicle's recommended maximum life is approximately 3,000 hours. This multi-purpose unit is used year round for green space and play field maintenance, and snow and ice control work on municipal pathways and parking lots. The proposed replacement vehicle would be a very similar small utility vehicle equipped with a snowplow and sander attachment. This vehicle is currently in good mechanical condition with moderate body damage.

Strategic Alignment:

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

2022 Fleet Additions

Department:	Facilities & Ranchhouse	Budget Year:	2021
Asset Type:	Fleet & Equipment	Start Date:	January, 2022
Project Type:	Growth	Est. Completion Date:	December, 2022

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ 145,000	\$ -	\$ 145,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	145,000	-	145,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 145,000	\$ -	\$ 145,000

Project Description:

Ensuring financial sustainability of our fleet assets is a priority. New assets enable the delivery of services.

2022 fleet additions include:

Parks truck for a purchase price of \$65,000.

Roads truck with snowplow for a purchase price of \$80,000.

Parks truck: This truck would be used 12 months of the year in all aspects of daily Parks Section maintenance and repair.

Roads truck: This truck with snowplow aligns with a staffing request and to aid in winter snow and ice control activities. The unit will be used year round in all aspects of daily roads work and in the winter will be outfitted with a quickly mountable small front mount snowplow attachment. The Roads Section is seeing significant additions of asphalt roadways that require maintenance in the winter. Many of these roads are in areas that are very narrow with parked vehicles on both sides of the street. These types of streets are very difficult to operate a large traditional snowplow truck on and this new unit would be utilized primarily in these sorts of areas. Other options such as leasing or renting for this project were considered but a vehicle equipped with a snowplow is not available for this application thus ownership was considered to be the best solution.

Strategic Alignment:

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

Centre Avenue and Highway 1A Improvements - Phase 2

Department:	Infrastructure Services	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	January, 2022
Project Type:	Growth	Est. Completion Date:	December, 2022

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ 7,070,000	\$ -	\$ 7,070,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	7,070,000	-	7,070,000
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ 7,070,000	\$ -	\$ 7,070,000

Project Description:

With Council's approval, this project includes construction of the ultimate Centre Avenue widening to four lanes.

This is the second phase of the Centre Avenue improvement project. Phase 1 was completed in 2020 and included the removal of on-street parking and repainting street line to facilitate two southbound lanes from Highway 1A to 1st Street.

This phase includes widening Centre Avenue to four lanes from Highway 1A to Railway Street. This will provide four lanes along Centre Avenue from Griffin Road to Highway 1A and is part of a larger strategy to reduce traffic congestion and create efficient traffic flow from the Jack Tennant Memorial Bridge through to Highway 1A.

This project requires changes to existing power lines, to be negotiated with Fortis. The project will begin following the completion of the Highway 1A Centre Avenue to 5th Avenue improvements.

Strategic Alignment:

This project supports Council's strategic priority of community connectivity, and specifically, design and construct improvements to Centre Avenue.

Designs for Asphalt Overlays

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ 353,000	\$ -	\$ 353,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	353,000	-	353,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 353,000	\$ -	\$ 353,000

Project Description:

This project is to design the asphalt overlays in 2022 for Gleneagles Drive, Riverview Drive, Quigley Drive, and 1st Street East (Centre to 1st Avenue). With Council's approval, construction is anticipated to proceed in 2023.

Completing the predesign work the year prior to construction helps to ensure the project can be managed efficiently and budgeted accurately.

Strategic Alignment:

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

Bridge Repairs at River Avenue and George Fox Trail

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ 300,000	\$ -	\$ 300,000
Funding source				
Grants	\$ -	\$ 300,000	\$ -	\$ 300,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ 300,000	\$ -	\$ 300,000

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 being an emergency access/egress and a primary pathway connection spanning the Bow River.

The George Fox Trail bridge spans the Jumping Pound Creek and is the primary connection for the communities of Bow Ridge and Jumping Pound Bridge. This bridge is also the primary pedestrian connection to the Town trail system.

These repairs should be completed in 2022.

Strategic Alignment:

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

Cemetery - Veterans Field of Honour Development

Department:	Parks	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	April, 2022
Project Type:	Growth	Est. Completion Date:	December, 2022

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ 185,000	\$ -	\$ 185,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	185,000	-	185,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 185,000	\$ -	\$ 185,000

Project Description:

This project includes the installation of the Veterans Field of Honour area in Cochrane Cemetery, in accordance with the Cemetery Master Plan. The project includes the installation of the veterans columbaria units in the area.

The area will include a plaza space for ceremonial purposes, processions and gatherings and will include areas for in ground casket and cremation burial. The area will be provided for veterans of the Armed Forces as well as veterans of Protective Services. Design plans currently have the area located on the east side of the Cochrane Cemetery.

This will create an important space for military and first responders and their families to feel honoured and continues the Cemetery Master Plan implementation.

The Cochrane Cemetery Master Plan was created in November of 2016 and includes implementation phases. The Columbaria Garden was previously installed, the Nature walk is being installed in fall of 2019, and the Field of Honour is the next progressive step according to the Cemetery Master Plan.

Strategic Alignment:

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

Glenbow Pathway Bridge Lifecycling

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ 100,000	\$ -	\$ 100,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	100,000	-	100,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 100,000	\$ -	\$ 100,000

Project Description:

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

Pending Council support, this project looks to replace and/or repair four of the wooden foot bridges on the Glenbow Park pathway system.

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

Strategic Alignment:

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

Playground Equipment Replacements

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ 80,000	\$ -	\$ 80,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	80,000	-	80,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 80,000	\$ -	\$ 80,000

Project Description:

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

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

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

Strategic Alignment:

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

Water Treatment Plant Backwash / Storm Pond Cleaning

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ 930,000	\$ -	\$ 930,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	930,000	-	930,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 930,000	\$ -	\$ 930,000

Project Description:

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

This pond is at capacity and requires cleaning.

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

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

Wetland Project: \$510,000

Residuals Line: \$91,000

Engineering/Landscape Design: \$120,000

Survey: \$25,000

Contingency: 30%

Total: \$930,000

Strategic Alignment:

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

Water Plant Clear Well Curtain

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ 300,000	\$ -	\$ 300,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	300,000	-	300,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 300,000	\$ -	\$ 300,000

Project Description:

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

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

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

Strategic Alignment:

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

Mountainview Lift Station Repair

Department:	Wastewater	Budget Year:	2021
Asset Type:	Utility Projects	Start Date:	May, 2022
Project Type:	Maintenance	Est. Completion Date:	October, 2022

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ 165,000	\$ -	\$ 165,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	165,000	-	165,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 165,000	\$ -	\$ 165,000

Project Description:

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

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

Strategic Alignment:

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

Residuals Handling

Department:	Wastewater	Budget Year:	2021
Asset Type:	Utility Projects	Start Date:	January, 2022
Project Type:	Growth	Est. Completion Date:	August, 2022

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ 76,700	\$ -	\$ 76,700
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	76,700	-	76,700
Other	-	-	-	-
Total funding sources	\$ -	\$ 76,700	\$ -	\$ 76,700

Project Description:

In order to understand the viability and capital and operational costs related to a residuals handling system as compared to the current operations, a pilot program is recommended to trial a residuals handling process and evaluate its effectiveness, as they are unique to each water treatment plant.

The scope of this work is to complete a pilot test to establish feasibility to treat and reuse water used in the filter cleaning process, improve water characteristics for release to the environment and concentrate sludge for further treatment and removal. The pilot is an 8-week program consisting of a dissolved air flotation (DAF) for the removal of contaminants.

Alberta Environment & Parks is trending to water plants treating water for release to the environment by reducing contaminants entering ecosystem. With successful piloting a system can be installed in conjunction with a centrifuge to treat sludge generated in the treatment process reducing costs for sludge processing. Next steps would be to identify requirements for system requirements and develop a capital budget for purchase and installation.

Strategic Alignment:

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

Pump Station Fire Pump Upgrades

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ 47,000	\$ 1,236,000	\$ 1,283,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	47,000	1,236,000	1,283,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 47,000	\$ 1,236,000	\$ 1,283,000

Project Description:

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

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

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

The following year would include detailed design and construction.

Strategic Alignment:

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

Transfer Station Office / Lab

Department:	Wastewater	Budget Year:	2021
Asset Type:	Utility Projects	Start Date:	January, 2022
Project Type:	Growth	Est. Completion Date:	June, 2022

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ 20,000	\$ -	\$ 20,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	20,000	-	20,000
Other	-	-	-	-
Total funding sources	\$ -	\$ 20,000	\$ -	\$ 20,000

Project Description:

The intent of the project is to modify the sodium hypochlorite room at the wastewater transfer station to create an office and lab space. The lab will be used to perform tests to ensure wastewater parameters do not exceed the limits outlined in the Master Service Agreement (MSA) with the City of Calgary.

The building retro-fit is fairly simple and requires the removal of a pony wall, pour concrete to level floor, add sinks, counter space and ventilation.

The Master Service Agreement between Cochrane and Calgary identifies limits to wastewater parameters that when exceeded, result in surcharges and fines. The operation of the septage dump station and the use of low-flow fixtures contribute to higher strengths of contaminants in the wastewater. Additional due diligence and preventative monitoring will provide efficient and cost effective use of chemicals to reduce the risk of fines. Further to this is the need to work with Calgary on odor issues that occur in Valley Ridge at the pipeline discharge location. Lab testing will provide staff knowledge to dose the wastewater prior to entering the pipeline to Calgary and mitigate risk.

Strategic Alignment:

This project supports Council's strategic priority of community development and planning.

Capital Improvement Projects - 2023

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2023 Fleet Replacements

Department:	Facilities & Ranchhouse	Budget Year:	2021
Asset Type:	Fleet & Equipment	Start Date:	January, 2023
Project Type:	Maintenance	Est. Completion Date:	December, 2023

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ -	\$ 1,800,000	\$ 1,800,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	1,800,000	1,800,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 1,800,000	\$ 1,800,000

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.

2023 fleet replacements requests include:

One (1) 2006 Corporate Properties cargo van for a purchase price of \$85,000, funded from the Corporate Properties Fleet Reserve.

One (1) 2009 Roads gravel/plow truck for a purchase price of \$560,000, funded from the Roads Heavy Equipment Reserve.

One (1) 2007 Parks & Open Spaces pickup for a purchase price of \$65,000, funded from the Parks Truck Reserve.

One (1) 2015 Parks & Open Spaces front rotary mower with snowplow attachment for a purchase price of \$70,000, funded from the Parks Truck Reserve.

One (1) 2003 Fire Services pumper truck for a purchase price of \$900,000, funded from the Fire Truck Replacement Reserve.

One (1) 2011 Water/Wastewater pickup for a purchase price of \$60,000, funded from the W3 Truck Reserve.

One (1) 2008 Water and Wastewater pickup for a total purchase price of \$60,000, funded from the Water and Wastewater Truck Reserves (50/50).

This Corporate Properties cargo van is a 2006 Ford E-250 (Unit#: 712) with approximately 108,593km of total use on the odometer (Jan 2020). In calendar year 2019 the odometer on this vehicle recorded 3,905km of use. Based on current use rates this van is projected to have roughly 114,593km on it by the time it is replaced in 2021. This vehicle is used daily by Corporate Properties staff for facility maintenance and repair activities and is really a mobile workshop housing various tools, parts and supplies for building repair activities. The current mechanical condition is good with increasing spots of body rust. As a mobile workshop staff need to be able to work inside of the cargo body. This van has a regular height roof design which makes standing up inside the vehicle very difficult and is not ergonomic. The replacement vehicle would be very similar to the existing one but would have a raised roof design to facilitate better work flow. The City of Calgary lifecycles similar vehicles every 7 years with 100,000 kilometers of use. This project was approved by SLT in the 2020 budget deliberations.

This Roads gravel/plow truck is a 2010 Kenworth T-800 tandem axle (Unit#: 3200-251) equipped with a reversible

2023 Fleet Replacements - Continued

underbody snowplow and a slide in rear discharge sander with approximately 80,178km of total use on the odometer (Jan 2020). In calendar year 2019 the odometer recorded 10,239km of use. Based on current use rates this truck is projected to have roughly 100,778km on it by the time it is replaced in 2021. While the current mechanical condition is good this unit has experienced an increased number of breakdowns and downtime in recent years due to the nature of the very rough work it does. The truck and sander are also starting to show signs of some rusting and corrosion due to winter snow and ice control products. The Roads Section currently deploys three plow trucks with sanders to cover typical snow and ice control duties. Between 2020 and 2022, approximately 21km of new roadways will be inherited from development that will require service and maintenance. The proposed replacement vehicle would be a virtually identical unit equipped with a underbody snowplow and a slide in rear discharge sander. The City of Calgary lifecycles similar vehicles every 5 years with 200,000 kilometers of use. This project was approved by SLT in the 2020 budget deliberations.

This Parks & Open Spaces rotary mower is a 2015 John Deere 1585 (Unit#: PKS-15-01) with approximately 1,932 hours of total use on the hourmeter (Jan 2020). In calendar year 2019 the hourmeter recorded 623 hours of use. Based on current use rates this mower is projected to have roughly 3,503 hours on it by the time it is replaced in 2022. This unit is used 12 months of the calendar year and is a multi-purpose vehicle. Starting in spring and continuing through the fall, it is used for green space and play field maintenance. In the winter months a snowplow is attached and this unit is utilized for snow and ice control work on municipal pathways, sidewalks and parking lots. A parks mower of this nature's recommended maximum life is approximately 3,000 hours. The proposed replacement vehicle would be a very similar mower equipped with a snowplow and a mowing deck. This vehicle is currently in good mechanical and autobody condition. The City of Calgary lifecycles similar vehicles every 5 years with 3,000 hours of use. This project is a new budget request.

This Parks & Open Spaces pickup is a 2007 Dodge Ram 2500 4x4 Crew Cab (Unit#: 709) with approximately 112,657km of total use on the odometer (Jan 2020). In calendar year 2019 the odometer recorded 7,401km of use. Based on current use rates this truck is projected to have roughly 142,257km on it by the time it is replaced in 2023. This pickup is currently in good mechanical condition with some small autobody dents and rust spots. This unit is used 12 months of the calendar year and performs all types of hauling and trailer pulling activities in support of daily parks maintenance and repair operations. The proposed replacement vehicle would be very similar to the current one. The City of Calgary lifecycles similar vehicles every 6 years with 150,000 kilometers of use. This project was originally requested for replacement for budget year 2022 in 2020 budget deliberations by SLT and deferred to budget year 2023.

This Fire Services pumper truck is a 2006 Freightliner FL-80 4x4 Crew Cab (Unit#: 2300-006) with approximately 2,819 hours of total use on the truck hourmeter (Jan 2020). In calendar year 2019 the odometer recorded 113 hours of use. Based on current use rates this truck is projected to have roughly 2,459 hours on it by the time it is replaced in 2023. This unit is primarily used for pumping water to firefighters at structure fires. The proposed replacement vehicle would be a similar NFPA certified fire apparatus. The City of Calgary Fire Department lifecycles similar vehicles every 15 years with 10,000 hours of use on the truck engine. This project is a new budget request.

This Water/Wastewater pickup is a 2011 Dodge Ram 1500 4x4 Quad Cab (Unit#: 4200-416) with approximately 98,759km of total use on the odometer (Jan 2020). In calendar year 2019 the odometer recorded 11,234km of use. Based on current use rates this truck is projected to have roughly 143,959km on it by the time it is replaced in 2023. This unit is used for all types of cargo hauling and trailer pulling activities in support of daily Water/Wastewater Section maintenance and repair activities. This vehicle currently is in good mechanical and autobody condition. The proposed replacement vehicle would be very similar to the current one. The City of Calgary lifecycles similar vehicles every 6 years with 150,000km of use. This project is a new request.

This Water/Wastewater pickup is a 2008 Ford F-150 4x4 Supercab (Unit#: 4100-413) with approximately 105,892km of total use on the odometer (Jan 2020). In calendar year 2019 the odometer recorded 10,789km of use. Based on current

2023 Fleet Replacements - Continued

use rates this truck is projected to have roughly 133,392km on it by the time it is replaced in 2022. This unit is used for hauling and trailer pulling activities in support of daily Water/Wastewater Section operations. The mechanical condition of the vehicle is good with some small dents and rust spots. The proposed replacement vehicle would be very similar to the current one. The City of Calgary lifecycles similar vehicles every 6 years with 150,000km of use. This project is a new request.

All departments contribute to fleet reserves to replace aging vehicles when mechanical condition requires it.

Strategic Alignment:

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

Datacenter Relocation

Department:	Corporate Services	Budget Year:	2021
Asset Type:	Fleet & Equipment	Start Date:	January, 2023
Project Type:	Maintenance	Est. Completion Date:	December, 2023

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ -	\$ 140,000	\$ 140,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	140,000	140,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 140,000	\$ 140,000

Project Description:

This project looks to relocate the datacenter from the basement to the east side of the second floor, attached to an existing hub closet. This will minimize flood risks and allows for increased response time of the IT team to physically intervene in the event of any hardware issue that doesn't trigger software alert notifications.

Datacenters should not be located in a basement due to flood risk. Minimal HVAC considerations would be required to facilitate this move as rack liquid cooling or rack chillers are available and more efficient than cooling the existing oversized space. Proximity of the datacenter to the technical team is also beneficial to identify any alarms that aren't accurately triggering automated notifications.

Strategic Alignment:

This project aligns with Council's priority of achieving organizational efficiencies.

RancheHouse Flooring & Facility Update

Department:	Facilities & Ranchehouse	Budget Year:	2021
Asset Type:	Facilities	Start Date:	January, 2023
Project Type:	Growth	Est. Completion Date:	December, 2023

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ -	\$ 415,000	\$ 415,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	415,000	415,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 415,000	\$ 415,000

Project Description:

Safety and functionality gaps have been identified in customer reception areas in Town operated facilities. This project would allow for upgrades to mitigate security/functionality gaps to be implemented. The end goal is to improve safety, ergonomics, and user friendliness of reception space in all TOC operated Administrative reception spaces.

The flooring in both the second floor Administration areas and second floor east wing is due for replacement. The carpets in these areas are aging and are showing signs of wear. This project would allow for the carpets to be replaced with vinyl flooring which has much lower maintenance costs and is known for its long service life and durability.

The flooring replacement in the reception area would be changed in conjunction with the 2021 Reception Area Security/Functionality capital growth project. The second floor Administration flooring was installed 15 years old (installed in 2005) and is showing signs of wear in the high traffic areas. The carpet installed in this area is a high end commercial carpet with a designed life of 12-15 years. The areas included as part of this project include hallways, meeting rooms, and main reception area including flooring on the other side of the north reception wall (HR wing) as well as south side of reception counter. Material for Administration Offices would be included in the order, however installation in the offices would be phased in as turn over occurs in the offices.

The second floor east wing flooring will be between 7 and 13 years old at the time of install (installed between 2007 and 2013) and is due for life cycling. The carpet installed in this area is an entry level commercial carpet with a designed life of 7-10 years. The areas that would be replaced include hallways, preschool spaces, kitchen area, offices and stairs.

Strategic Alignment:

This project supports Council's strategic priority of community facilities and services.

Upgrade Township 262

Department:	Roads	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	May, 2023
Project Type:	Maintenance	Est. Completion Date:	October, 2023

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ -	\$ 5,430,000	\$ 5,430,000
Funding source				
Grants	\$ -	\$ -	\$ 5,430,000	\$ 5,430,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 5,430,000	\$ 5,430,000

Project Description:

This project includes the upgrade of Township Road 262 from Horse Creek Rd to RR43.

This upgrade is required due to the anticipated closure of RR43 access from Highway 22. When the Provincial Government upgrades the intersection of highway 1A and 22 all the residents north of 262 will be rerouting onto 262 and Horse Creek Rd.

This project is to complete the required design and construction. The Town will be seeking Provincial funding to complete this project as the roadway upgrade is not required due to growth

Strategic Alignment:

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

Quigley Drive Upgrades - Phase 2

Department:	Roads	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	June, 2023
Project Type:	Maintenance	Est. Completion Date:	October, 2023

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ -	\$ 2,090,000	\$ 2,090,000
Funding source				
Grants	\$ -	\$ -	\$ 2,090,000	\$ 2,090,000
Debt	-	-	-	-
Reserves	-	-	-	-
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 2,090,000	\$ 2,090,000

Project Description:

In 2017, the Town upgraded the east section of Quigley Dr. The existing asphalt condition has deteriorated past its service life and requires upgrading.

Phase 2 would encompass the rest of the road towards the west, from West Edge to West Point.

This project includes surface upgrades to Quigley Drive 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 flow and pedestrian flows throughout the community.

Extend Highway 22 Twinning to Sunset Boulevard

Department:	Infrastructure Services	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	July, 2023
Project Type:	Growth	Est. Completion Date:	October, 2023

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000
Funding source				
Grants	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
Debt	-	-	-	-
Reserves	-	-	1,000,000	1,000,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000

Project Description:

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

Administration recommends expanding the project scope to include twinning on highway 22 north of the interchange to Sunset Boulevard (approximately 1 km).

The developer of Sunset Ridge requires the highway to be twinned in order to open dual-left turns at Sunset Boulevard and lift the development cap in the Sunset Ridge community.

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

Strategic Alignment:

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

1st Street East: (Centre Avenue to 1st Avenue)

Department:	Roads	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	July, 2023
Project Type:	Maintenance	Est. Completion Date:	October, 2023

Project Forecast:

	2021	2022	2023	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 their service life and requires upgrading. This section of main street was never upgraded during the Downtown Revitalization Project that occurred in the late 90s due to local improvement charges that were not supported by the adjacent properties.

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

Strategic Alignment:

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

Cemetery Gates and Fence Frontage

Department:	Parks	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	February, 2023
Project Type:	Growth	Est. Completion Date:	December, 2023

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ -	\$ 100,000	\$ 100,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	100,000	100,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 100,000	\$ 100,000

Project Description:

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

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

Strategic Alignment:

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

Street Light Upgrades for Ranche Road

Department:	Roads	Budget Year:	2021
Asset Type:	Roads & Parks	Start Date:	July, 2023
Project Type:	Growth	Est. Completion Date:	October, 2023

Project Forecast:

	2021	2022	2023	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 to enter and exit from Ranche Road. In order to meet current standards of roadway lighting, the Town will be required to move forward with this project and install street light upgrades to the specifications provided by Fortis.

Strategic Alignment:

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

Glenpatrick Drive North to Glenbrook Cr. Infrastructure Replacement

Department:	Wastewater	Budget Year:	2021
Asset Type:	Utility Projects	Start Date:	July, 2023
Project Type:	Maintenance	Est. Completion Date:	September, 2023

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ -	\$ 3,600,000	\$ 3,600,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	3,600,000	3,600,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 3,600,000	\$ 3,600,000

Project Description:

The Glenpatrick Drive design project consists of full underground and surface replacement from 5th Avenue to Glenbrook Crescent. The project scope includes complete replacement of all effected infrastructure within the road including all water, sewer and storm pipes, in addition to the road structure including concrete curbs and sidewalks.

The estimate includes an allowance for survey pickup, geotechnical investigations, detailed design drawing packages and three individual tender packages.

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

Strategic Alignment:

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

Chinook Dr. and Crocus Cr. Utilities Replacement

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

Project Forecast:

	2021	2022	2023	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:

Predesign replacement of sanitary and water mains. to include survey geo and contract procurement. Design assist. The infrastructure has reached its useful life as it was constructed in 60s and 70s. Water pipe is asbestos concrete and the sanitary is clay tile. Sanitary is fracturing and suffering from root intrusions. Water mains are 150 mm and should be 200 mm to meet today's standards.

Strategic Alignment:

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

Mountain Street Alley Utility Replacement Design

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

Project Forecast:

	2021	2022	2023	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:

Replacement of sanitary and water mains in the alley. Survey, geo, preliminary design and contract procurement. Construction will be started in future years.

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

Strategic Alignment:

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

Chemical Optimization

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

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ -	\$ 77,000	\$ 77,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	77,000	77,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 77,000	\$ 77,000

Project Description:

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

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

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

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

Strategic Alignment:

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

Cochrane Heights Sanitary Predesign

Department:	Wastewater	Budget Year:	2021
Asset Type:	Utility Projects	Start Date:	May, 2023
Project Type:	Maintenance	Est. Completion Date:	August, 2023

Project Forecast:

	2021	2022	2023	Total
Funding request	\$ -	\$ -	\$ 50,000	\$ 50,000
Funding source				
Grants	\$ -	\$ -	\$ -	\$ -
Debt	-	-	-	-
Reserves	-	-	50,000	50,000
Other	-	-	-	-
Total funding sources	\$ -	\$ -	\$ 50,000	\$ 50,000

Project Description:

Replace aging sanitary sewer line in Cochrane Heights from Chinook Dr. to 2nd St. West

The sewer main was installed in about 1960 and is constructed of clay tile pipe. The pipe is fracturing and has root intrusions. The manholes have suffered from corrosion attacks and are starting to fail.

Strategic Alignment:

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

SERVICE FEES



cochrane
HOW THE WEST IS NOW



Service fees

Animal services

Service description	2020 fee	2021 proposed fee	2022 planned fee	2023 planned fee
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 (<i>not including intake or release date</i>)	\$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

Business licenses

Service description (Bylaw # 22/18)	2020 fee	2021 proposed fee	2022 planned fee	2023 planned fee
Business license fee: resident				
Commercial	\$160	\$160	\$175	\$175
Home based-minor	\$80	\$80	\$100	\$100
Home based-major	\$160	\$160	\$175	\$175
Industrial	\$160	\$160	\$175	\$175
Retail	\$160	\$160	\$175	\$175
Business license fee: non-resident				
Commercial	\$320	\$320	\$350	\$350
Home-based	\$320	\$320	\$320	\$320
Retail	\$320	\$320	\$350	\$350
Term fees (3 or 6 months)				
Resident	\$48/\$96	\$48/\$96	\$55/\$100	\$55/\$100
Non-resident	\$96/\$192	\$96/\$192	\$110/\$200	\$110/\$200
Event permit fee: 1-day event	\$65	\$65	\$65	\$65
Event permit fee: 2-day event	\$120	\$120	\$120	\$120
Event permit fee: 3-5 day event	\$160	\$160	\$160	\$160
Flat rate penalty fee	\$30	\$30	\$30	\$30
Appeal fee	\$100	\$100	\$100	\$100

Service fees

Cemetery

Service description (Bylaw 33/2016)	2020 fee	2021 proposed fee	2022 planned fee	2023 planned fee
Cemetery plot sales: non-resident				
Full	\$2,180	\$2,180	\$2,220	\$2,220
Cremation	\$1,450	\$1,450	\$1,480	\$1,480
Cemetery plot sales: resident* discount 35%				
Full	\$1,415	\$1,415	\$1,443	\$1,443
Cremation	\$945	\$945	\$962	\$962
Cemetery: non-resident				
Columbaria niche (1 urn)	\$2,625	\$2,625	\$2,625	\$2,625
Columbaria niche (2 urns)	\$3,135	\$3,135	\$3,135	\$3,135
Cemetery: resident*				
Columbaria niche (1 urn)	\$1,885	\$1,885	\$1,885	\$1,885
Columbaria niche (2 urns)	\$2,395	\$2,395	\$2,395	\$2,395
Cemetery: opening/closing				
Casket (summer)	\$1,140	\$1,140	\$1,140	\$1,140
Casket (winter)	\$1,400	\$1,400	\$1,400	\$1,400
Cremation (summer)	\$300	\$300	\$300	\$300
Cremation (winter)	\$360	\$360	\$360	\$360
Cemetery: disinter				
Casket	\$2,280	\$2,280	\$2,280	\$2,280
Cremation	\$600	\$600	\$600	\$600
Additional fees				
GST	5%	5%	5%	5%
Saturday/after 3:30 weekdays – overtime fee	\$600	\$600	\$600	\$600
Columbaria vase	\$95	\$95	\$95	\$95
Columbaria inscription	incl with niche purchase	incl with niche purchase	incl with niche purchase	incl with niche purchase
Flat or upright marker permit	\$100	\$100	\$105	\$105
Memorial Benches				
Bench and Plaque	\$3,100	\$3,100	\$3,100	\$3,100
Bench and Plaque (with photo)	\$3,250	\$3,250	\$3,250	\$3,250
Picnic table and plaque	\$3,600	\$3,600	\$3,600	\$3,600
Picnic table and plaque (with photo)	\$3,750	\$3,750	\$3,750	\$3,750

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

Civil land development services

Service description	2020 fee	2021 proposed fee	2022 planned fee	2023 planned fee
Non-specific area	determined by technologist	determined by technologist	determined by technologist	determined by technologist
Development charge (includes drawing & report review; Draft/execute SSA; site inspections; CCC & FAC inspection)	\$1,800 + 550/ha	\$1,800 + \$550/ha	\$1,800 + \$550/ha	\$1,800 + \$550/ha
Infrastructure (storm pond, offsite, reservoir)	\$3,775	\$3,775	\$3,775	\$3,775
Stripping & grading application	\$1,000	\$1,000	\$1,000	\$1,000
Final inspection - 4 th & subsequent	\$750	\$750	\$750	\$750

Service fees

Civil land development services continued

4 th and each subsequent submission	\$1,500	\$1,500	\$1,500	\$1,500
Request for variance after approval requiring changes to approved servicing design	\$200/request	\$200/request	\$200/request	\$200/request
Shallow utilities (line assignments)	\$250+ \$5/lm if not within URW	\$250+ \$5/lm if not within URW	\$250+ \$5/lm if not within URW	\$250+ \$5/lm if not within URW
Temporary road closure permit	\$250	\$250	\$250	\$250

Corporate & legislative services

Service description (Bylaw #20/99)	2020 fee	2021 proposed fee	2022 planned fee	2023 planned fee
FOIP fee - less than \$150				
One-time request	\$25	\$25	\$25	\$25
Continuing request	\$50	\$50	\$50	\$50
FOIP fee - greater than \$150				
Copying of records	\$0.25	\$0.25	\$0.25	\$0.25
Search & retrieve records/hour	\$27	\$27	\$27	\$27
Computer programming/hour	\$27	\$27	\$27	\$27
Preparing records/hour	\$27	\$27	\$27	\$27
Supervise reviewing of originals/hour	\$27	\$27	\$27	\$27
Shipping records	at cost	at cost	at cost	at cost
Financial services and Taxation fees				
Tax certificate - online service reduced cost	\$25	\$25	\$25	\$25
NSF fee	\$30	\$30	\$30	\$30
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

Field fees

Service description	2020 fee	2021 proposed fee	2022 planned fee	2023 planned fee
Adult single booking / hour	\$35	\$35	\$36	\$36
Youth single booking / hour	\$22	\$22	\$23	\$23
League field / hour adult	\$17	\$17	\$18	\$18
League field / hour youth	\$9	\$9	\$10	\$10
League diamond / hour adult	\$18	\$18	\$19	\$19
League diamond / hour youth	\$14	\$14	\$15	\$15
League – Glenbow diamond / hour youth	\$12	\$12	\$12	\$12
Tournament field / day adult	\$165	\$165	\$170	\$170
Tournament field / day youth	\$75	\$75	\$77	\$77
Tournament diamond / day adult	\$180	\$180	\$185	\$185
Tournament diamond / day youth	\$82.50	\$82.50	\$85	\$85

Service fees

Fire services

Service description	2020 fee	2021 proposed fee	2022 planned fee	2023 planned fee
Fire permit (Bylaw 3/2014)	\$50	\$50	\$50	\$50
Responding to an incident or false alarm	amount expended	amount expended	amount expended	amount expended
Technical Rescue Team Response	\$1325/hr or portion thereof	\$815/hr or portion thereof	\$815/hr or portion thereof	\$815/hr or portion thereof
Standby or fire watch (per hour)	\$250	\$250	\$250	\$250
File search (+ copy charges)	\$100	\$100	\$100	\$100
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)				
Initial inspection: base or new construction or new occupancy (per inspection)	\$50	\$50	\$50	\$50
Annual inspection (cost per inspection)	\$50	\$50	\$50	\$50
1 st re-inspection (per hour) (min 1 hr)	\$100	\$100	\$100	\$100
2 nd 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

GIS mapping

Service description	2020 fee	2021 proposed fee	2022 planned fee	2023 planned fee
24"x36"	\$25	\$25	\$25	\$25
36"x36"	\$35	\$35	\$35	\$35
42"x42"	\$45	\$45	\$45	\$45
Contours	available on open data	available on open data	available on open data	available on open data
Street centrelines	available on open data	available on open data	available on open data	available on open data
Addresses	available on open data	available on open data	available on open data	available on open data
Land use	available on open data	available on open data	available on open data	available on open data
Custom map work per hour	\$75	\$75	\$75	\$75

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

Service fees

Infrastructure services

Service description	2020 fee	2021 proposed fee	2022 planned fee	2023 planned fee
Roads manager: regular time (per hour)	\$45	\$45	\$45	\$45
Roads manager: overtime (per hour)	\$65	\$65	\$65	\$65
Roads staff: regular time (per person and per hour)	\$25	\$25	\$25	\$25
Roads staff: overtime (per person and per hour)	\$38	\$38	\$38	\$38
Tandem axle gravel truck (per hour)	\$120	\$120	\$120	\$120
Tandem axle gravel truck with plow (per hour) (+ material & + \$18 slide-in sander)	\$191	\$191	\$191	\$191
Tandem axle gravel truck with plow (per hour) (+ material & + \$18 slide-in sander)	\$185	\$185	\$185	\$185
450 single axle gravel truck /dually/crew cab/dump body (per hour)	\$105	\$105	\$105	\$105
450 single axle gravel truck dually/crew cab/dump body (per hour) (+ material and +\$23/hr slide in sander & front mount blade)	\$170	\$170	\$170	\$170
Bucket truck (per hour)	\$195	\$195	\$195	\$195
Spray patch trailer (per hour + material)	\$348	\$348	\$348	\$348
Mechanical broom street sweeper (per hour + water)	\$2.06	\$2.06	\$2.06	\$2.06
Rubber tire loader (per hour) (+5% for scale & 5% for quick attach)	\$148	\$148	\$148	\$148
Motor grader (per hour) (+ 5% for AWD, 5% for Wing, 5% for 6WD)	\$162	\$162	\$162	\$162
1 ton truck (per hour)	\$32 **	\$32 **	\$32 **	\$32 **
1/2 ton & 3/4-ton truck (regular cab) (per hour)	\$24 * **	\$24 * **	\$24 * **	\$24 * **
1/2 ton & 3/4-ton truck (crew cab) (per hour)	\$26 * **	\$26 * **	\$26 * **	\$26 * **
Equipment trailer (including flat deck & paint) (per hour)	\$9	\$9	\$9	\$9

Note: All rates are based on a 1-hour minimum charge. Rates are per hour and include operator unless otherwise noted. All rates subject to a 10% Town of Cochrane administration fee. All rates are based on the 2019 edition of the Alberta Road Builders & Heavy Construction Association (ARCHA) equipment rental rates guide and membership roster.

*Driver not included. ** Plus 15% for 4x4

Operational services

Service description	2020 fee	2021 proposed fee	2022 planned fee	2023 planned fee
Sewer fee (Bylaw #16/2016)				
Base charge (per month) (rate depends on meter size)	ranges from \$8.00-\$579.49	ranges from \$9.75-\$620.05	ranges from \$9.75-\$620.05	ranges from \$10.34-\$620.05
Sizes				
15mm (5/8")	\$8.00	\$9.75	\$9.75	\$10.34
25mm (1")	\$12.42	\$13.29	\$13.29	\$13.29
40mm (1.5")	\$23.71	\$25.37	\$25.37	\$25.37
50mm (2")	\$39.44	\$42.20	\$42.20	\$42.20
75mm (3")	\$84.43	\$90.33	\$90.33	\$90.33
100mm (4")	\$147.42	\$157.74	\$157.74	\$157.74
150mm (6")	\$327.45	\$350.37	\$350.37	\$350.57
200mm (8")	\$579.49	\$620.05	\$620.05	\$620.05

Service fees

Operational services continued

Consumption charge (per cubic metre)	\$2.26	\$2.26	\$2.26	\$2.30
Bulk wastewater disposal fee (per cubic metre)	\$8.87	\$10.94	\$13.01	\$15.08
Wastewater surcharge (per cubic metre)	\$5.43	\$6.93	\$8.43	\$9.93
Storm sewer fee (per month)	\$4.69	\$4.92	\$5.17	\$5.43
Water fee (bylaw # 04/2013)				
Base charge (per month) (rate depends on meter size)	ranges from \$7.65 - \$695.24	ranges from \$7.65 - \$695.24	ranges from \$7.65 - \$695.24	ranges from \$7.85 - 713.32
Sizes				
15mm (5/8")	\$7.65	\$7.65	\$7.65	\$7.85
25mm (1")	\$13.47	\$13.47	\$13.47	\$13.82
40mm (1.5")	\$27.01	\$27.01	\$27.01	\$27.71
50mm (2")	\$45.96	\$45.96	\$45.96	\$47.15
75mm (3")	\$100.08	\$100.08	\$100.08	\$102.68
100mm (4")	\$175.83	\$175.83	\$175.83	\$180.40
150mm (6")	\$392.39	\$392.39	\$392.39	\$402.59
200mm (8")	\$695.24	\$695.24	\$695.24	\$713.32
Consumption charge residential				
First 25 cubic metres	N/A	N/A	N/A	N/A
25-60 cubic metres	N/A	N/A	N/A	N/A
Over 60 cubic meters	N/A	N/A	N/A	N/A
First 15 cubic metres	\$1.22	\$1.23	\$1.23	\$1.23
15-30 cubic metres	\$1.72	\$1.72	\$1.72	\$1.72
Over 30 cubic meters	\$2.54	\$2.54	\$2.54	\$2.70
Multiple self-contained units consumption charge (per cubic metre)	\$1.22	\$1.23	\$1.23	\$1.23
Non residential consumption charge (per cubic metre)	\$1.38	\$1.38	\$1.38	\$1.38
Irrigation consumption charge (per cubic metre)	\$2.54	\$2.54	\$2.54	\$2.70
Bulk water (per cubic metre)	\$4	\$4	\$4	\$4
Bulk water non-domestic surcharge (per cubic metre)	\$2	\$2	\$2	\$2
Utility reconnection fee	\$50	\$50	\$50	\$50
Utility admin connection fee	\$25	\$25	\$25	\$25
Radio read meters				
3/4" (short)	\$635	\$650	\$665	\$682
1"	\$725	\$745	\$765	\$784
1.5"	\$1,430	\$1,465	\$1,505	\$1,545
2"	\$1,700	\$1,745	\$1,790	\$1,842
3"	\$3,160	\$3,250	\$3,330	\$3,436
4"	\$4,980	\$5,125	\$5,265	\$5,427
Waste management (Bylaw 08/2019)				
Waste/recycling collection	\$22.48	\$23.58	\$23.66	\$23.66
Waste management: excess waste bag	\$3	\$3	\$3	\$3
Waste & recycling collection: new account set up	\$185/new home	\$185/new home	\$185/new home	\$185/new home
Lost/stolen/damaged waste cart replacement	\$45/cart	\$45/cart	\$45/cart	\$45/cart
Lost/stolen/damaged recycling cart replacement	\$70/cart	\$70/cart	\$70/cart	\$70/cart
Additional waste cart set up	\$45/set up	\$45/set up	\$45/set up	\$45/set up
Additional organics cart set up - 120 liter cart	\$45/set up	\$45/set up	\$45/set up	\$45/set up

Service fees

Operational services continued

Additional organics cart set up - 240 litre cart	\$70/set up	\$70/set up	\$70/set up	\$70/set up
Additional recycling cart set up	\$70/set up	\$70/set up	\$70/set up	\$70/set up
Additional waste cart excess rate (per month)	\$14	\$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
Microwaves / hot water tanks	\$15	\$0	\$0	\$0
Eco Centre				
Eco Centre fee	\$5	\$5	\$5	\$5
Pay-as-you-throw rate 1	\$3/bag	\$3/bag	\$3/bag	\$3/bag
Pay-as-you-throw rate 2	\$30/load	\$30/load	\$30/load	\$30/load

Planning services

Service description	2020 fee	2021 proposed fee	2022 planned fee	2023 planned fee
Document photocopies				
Letter (8.5" x 11") (per page)	\$0.15	\$0.15	\$0.15	\$0.15
Legal (8.5" x 14") (per page)	\$0.25	\$0.25	\$0.25	\$0.25
Land use bylaw (LUB)	\$40	\$40	\$40	\$40
Municipal development plan	\$40	\$40	\$40	\$40
Area structure plan	\$25	\$25	\$25	\$25
Area redevelopment plan	\$25	\$25	\$25	\$25
Certificate of title (search & print)	\$15	\$15	\$15	\$15
Planning confirmations				
Certificate of compliance: residential	\$125	\$125	\$125	\$125
Certificate of compliance: non-residential	\$300	\$300	\$300	\$300
Land use district (zoning) confirmation letter	\$50	\$50	\$50	\$50
Encroachment agreement (<i>*applicant pays LTO costs</i>)	\$125*	\$125*	\$125*	\$125*
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 (% of original app fee)	25%	25%	25%	25%
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

Service fees

Planning services continued

Statutory/non-statutory plan amendments				
Asp amendment	\$3,000	\$3,000	\$3,000	\$3,000
Area redevelopment plan amendment	\$3,000	\$3,000	\$3,000	\$3,000
Concept/outline plan amendment	\$2,000	\$2,000	\$2,000	\$2,000
Neighbourhood plan amendment	\$2,000	\$2,000	\$2,000	\$2,000
Land use bylaw amendment				
Land use district change	greater of 3,000 or \$250/ha	greater of 3,000 or \$250/ha	greater of \$3,000 or \$250/ha	greater of \$3,000 or \$250/ha
Textual/other	\$3,000	\$3,000	\$3,000	\$3,000
Municipal development plan amendment	\$3,000	\$3,000	\$3,000	\$3,000
Multiple statutory/non-statutory plan amendments	\$5,000 max	\$5,000 max	\$5,000 max	\$5,000 max
Revised submission (% of original app fee)	25%	25%	25%	25%
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
Subdivisions/boundary adjustments				
Condominium certificate	\$40/unit	\$40/unit	\$40/unit	\$40/unit
Subdivision application				
Up to 5 lots	\$1,500	\$1,500	\$1,500	\$1,500
More than 5 lots	\$300/lot	\$300/lot	\$300/lot	\$300/lot
Boundary adjustment (no new parcels created)	\$500	\$500	\$500	\$500
Condominium application				
Up to 5 units	\$500	\$500	\$500	\$500
More than 5 units	\$100/unit	\$100/unit	\$100/unit	\$100/unit
Subdivision endorsement				
Up to 5 lots	\$500	\$550	\$550	\$550
More than 5 lots	\$100/lot	\$110/lot	\$110/lot	\$110/lot
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
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
Development permits				
Home-based businesses				
Major	\$250	\$250	\$250	\$250
Day-home	\$250	\$250	\$250	\$250
Bed & breakfast	\$250	\$250	\$250	\$250
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

Service fees

Planning services continued

Non-residential development	\$800 + \$1/m ²	\$800 + \$1/m ²	\$800 + \$1/m ²	\$800 + \$1/m ²
Additions				
Residential	\$200 + \$0.50/m ²	\$200 + \$0.50/m ²	\$200 + \$0.50/m ²	\$200 + \$0.50/m ²
Non-residential	\$800 + \$1/m ²	\$800 + \$1/m ²	\$800 + \$1/m ²	\$800 + \$1/m ²
Variances				
Residential	\$150	\$150	\$150	\$150
Non-residential	\$300	\$300	\$300	\$300
Signs				
Temporary (0-4 days)	no fee	no fee	no fee	no fee
Temporary (5-30 days)	\$75	\$75	\$75	\$75
Permanent (> 30 days)	\$150	\$150	\$150	\$150
Demolition (heritage buildings)	\$250	\$250	\$250	\$250
Change of use	\$300	\$300	\$300	\$300
Excavation & stockpiling (stripping & grading)				
No professional referral	\$1,000	\$1,000	\$1,000	\$1,000
Professional referral	\$2,500	\$2,500	\$2,500	\$2,500
Community enhancement fee (per residential unit)	\$1,000	\$1,000	\$1,000	\$1,000
Parks development fee (residential)	\$3,460/ha	\$3,460/ha	\$3,460/ha	\$3,460/ha
Time extension request	\$350	\$350	\$350	\$350
Development appeal	\$200	\$200	\$200	\$200
Development commence without approval	double applicable app fee	double applicable app fee	double applicable app fee	double applicable app fee
Revised submission	25% of original app fee	25% of original app fee	25% of original app fee	25% of original app fee
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
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	\$20,000/stall	\$20,000/stall	\$20,000/stall	\$20,000/stall
Referral of studies/reports to qualified professionals	applicant bears all costs	applicant bears all costs	applicant bears all costs	applicant bears all costs
Discharge of registered land title documents	\$50, applicant pays LTO costs	\$50, applicant pays LTO costs	\$50, applicant pays LTO costs	\$50, applicant pays LTO costs

Service fees

Safety Codes

Service description	2020 fee	2021 proposed fee	2022 planned fee	2023 planned fee
<p><i>**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.</i></p> <p>NOTE: Fees will be doubled for any construction that has commenced prior to issuance of a permit.</p>				
Building permit fees				
Residential minimum charge (built on site or moved in)	\$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)	\$0.70	\$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)	N/A	\$0.25	\$0.25	\$0.25
Basement development (\$/sq ft)	\$0.25	\$0.25	\$0.25	\$0.25
Decks (\$/sq ft)	\$0.25	\$0.25	\$0.25	\$0.25
Hydronic heating inspection	\$150	\$150	\$150	\$150
Show home permit	\$250	\$250	\$250	\$250
Demolition (\$/sq ft) per building	\$0.10	\$0.10	\$0.10	\$0.10
Temporary tent or air structure	\$90	\$90	\$90	\$90
Multiple temporary tents or air structures	\$200	\$200	\$200	\$200
Commercial minimum charge	\$100	\$100	\$100	\$100
Commercial, industrial, institutional per \$1,000 bid price	\$8.75	\$8.75	\$8.75	\$8.75
Renovations per \$1,000 of bid price	\$8.75	\$8.75	\$8.75	\$8.75
Transfer of ownership fees/permit	\$150	\$150	\$150	\$150
Electrical permit fees				
Maximum of 1500 sq. Ft	\$200	\$200	\$200	\$200
Greater than 1501 to 2500 sq. Ft	\$210	\$210	\$210	\$210
Greater than 2501 to 3500 sq. Ft	\$225	\$225	\$225	\$225
Greater than 3501 sq. Ft.	\$230	\$230	\$230	\$230
Detached garages	\$90	\$90	\$90	\$90
Basement development	\$90	\$90	\$90	\$90
Residential additions & renovations	\$90	\$90	\$90	\$90
Residential solar	\$100	\$100	\$100	\$100
Commercial electrical fees				
Annual permit	\$200	\$200	\$200	\$200
Commercial minimum charge	\$100	\$100	\$100	\$100
\$0 to \$1000	\$100	\$100	\$100	\$100
\$1,001-\$5,000	\$175	\$175	\$175	\$175
\$5,001-\$10,000	\$200	\$200	\$200	\$200
\$10,001-\$20,000	\$300	\$300	\$300	\$300
\$20,001-\$30,000	\$350	\$350	\$350	\$350
\$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

Service fees

Safety Codes continued

\$80,001-\$90,000	\$700	\$700	\$700	\$700
Commercial electrical fees continued				
\$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
Multi family, commercial and industrial gas permit fees				
0-100,000 (Per gas meter)	\$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 flat fee	\$700	\$700	\$700	\$700
Propane and small installations				
Propane tank sets (new/replacement)	\$90	\$90	\$90	\$90
Temporary propane/natural gas heating (including tank set)	\$90	\$90	\$90	\$90
Temporary heat permit (multiple heaters or tank sets valid for one year)	\$250	\$250	\$250	\$250
Gas/propane cylinder centres	\$110	\$110	\$110	\$110
Replacement of heating appliances (based on BTU input)				
0-200,000	\$100	\$100	\$100	\$100
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

Service fees

Safety Codes continued

Commercial plumbing				
1 fixture	\$100	\$100	\$100	\$100
2-100 fixtures	min fee + \$5/fixture	min fee + \$5/fixture	min fee + \$5/fixture	min fee + \$5/fixture
More than 100 fixtures	\$600+\$6.50/fixture over 100	\$600+\$6.50/fixture over 100	\$600+\$6.50/fixture over 100	\$600+\$6.50/fixture over 100
Safety codes council fees (all permits)				
Permit extension fee	25% of the original permit fee OR \$90 (whichever is greater)			
Special inspection (per inspection)	\$150	\$150	\$150	\$150
Variance request	\$500	\$500	\$500	\$500
Out of hours inspection minimum	\$250	\$250	\$250	\$250
Reinspection 1st offence/permit	\$150	\$150	\$150	\$150
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 <i>**In addition, once first offence is levied, each additional week the verification of compliance is not submitted a \$120 fee will be charged.</i>	\$250	\$250	\$250	\$250
Additional plan reviews or plan changes	\$150	\$150	\$150	\$150
Administration fees minimum 1hour	\$100/hr	\$100/hr	\$100/hr	\$100/hr
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
Occupancy prior to full approval first offence calendar year	\$2,000	\$2,000	\$2,000	\$2,000
Second offence calendar year	\$3,500	\$3,500	\$3,500	\$3,500
Additional offences per calendar year	\$5,000	\$5,000	\$5,000	\$5,000
Falsifying information on permit applications or in plans	\$1,500	\$1,500	\$1,500	\$1,500
Construction commenced without a permit	\$500 + double original fees	\$500 + double original fees	\$500 + double original fees	\$500 + double original fees
Permit fee refunds				
<i>**Request for permit fee refunds shall be submitted in writing to the safety codes officer.</i>				
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

Service fees

RancheHouse fees

Service description	2020		Proposed 2021		Planned 2022		Planned 2023	
	hourly	full day	hourly	full day	hourly	full day	hourly	full day
Clubhouse								
Community rate (min 2hrs)	\$45	\$225	\$45	\$225	\$45	\$225	\$45	\$225
Aspen								
Wedding	N/A	\$740	N/A	\$810	N/A	\$810	N/A	\$810
Regular	\$85	\$425	\$95	\$475	\$95	\$475	\$95	\$475
Community	\$68	\$340	\$70	\$350	\$70	\$350	\$70	\$350
Birch								
Wedding	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Regular	\$85	\$425	\$95	\$475	\$95	\$475	\$95	\$475
Community	\$68	\$340	\$70	\$350	\$70	\$350	\$70	\$350
Cedar								
Wedding	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Regular	\$85	\$425	\$95	\$475	\$95	\$475	\$95	\$475
Community	\$68	\$340	\$70	\$350	\$70	\$350	\$70	\$350
Aspen/Birch								
Wedding	N/A	\$1,480	N/A	\$1,600	N/A	\$1,600	N/A	\$1,600
Regular	\$170	\$850	\$185	\$925	\$185	\$925	\$185	\$925
Community	\$136	\$680	\$140	\$700	\$140	\$700	\$140	\$700
Aspen/Birch/Cedar								
Wedding	N/A	\$1,980	N/A	\$2,180	N/A	\$2,180	N/A	\$2,180
Regular	\$256	\$1,200	\$280	\$1,400	\$280	\$1,400	\$280	\$1,400
Community	\$205	\$1,020	\$210	\$1,050	\$210	\$1,050	\$210	\$1,050
Chinook dining room/East foyer								
Wedding	N/A	\$3,750	N/A	\$4,125	N/A	\$4,125	N/A	\$4,125
Regular	\$254	\$1,300	\$280	\$1,400	\$280	\$1,400	\$280	\$1,400
Community	\$203	\$1,015	\$210	\$1,050	\$210	\$1,050	\$210	\$1,050
Hall of vision/East foyer								
Wedding	N/A	\$3,200	N/A	\$3,520	N/A	\$3,520	N/A	\$3,520
Regular	\$196	\$980	\$215	\$1,075	\$215	\$1,075	\$215	\$1,075
Community	\$157	\$785	\$160	\$800	\$160	\$800	\$160	\$800
Chinook dining room/East foyer/Hall of vision								
Wedding	N/A	\$4,300	N/A	\$4,800	N/A	\$4,800	N/A	\$4,800
Regular	\$393	\$1,960	\$430	\$2,150	\$430	\$2,150	\$430	\$2,150
Community	\$314	\$1,570	\$320	\$1,600	\$320	\$1,600	\$320	\$1,600
Main floor								
Wedding	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Regular	N/A	\$3,555	N/A	\$3,900	N/A	\$3,900	N/A	\$3,900
Community	N/A	\$2,600	N/A	\$2,600	N/A	\$2,600	N/A	\$2,600
Courtyard								
Wedding (Ceremony fee)	N/A	\$1,000	N/A	\$1,000	N/A	\$1,000	N/A	\$1,000
Theatre								
Wedding	\$81	\$488	\$115	\$575	\$115	\$575	\$115	\$575
Regular	\$98	\$488	\$115	\$575	\$115	\$575	\$115	\$575
Community	\$78	\$390	\$85	\$425	\$85	\$425	\$85	\$425

Service fees

RancheHouse fees continued

Sage room/Willow room								
Wedding	included	included	included	included	included	included	included	included
Regular	\$38	\$190	\$50	\$250	\$50	\$250	\$50	\$250
Community	\$30	\$155	\$30	\$155	\$30	\$155	\$30	\$155
East & West reception areas								
Wedding	included	included	included	included	included	included	included	included
Regular	\$38	\$190	\$50	\$250	\$50	\$250	\$50	\$250
Community	\$30	\$155	\$30	\$155	\$30	\$155	\$30	\$155
Guest amenity fee (where applicable)	N/A	\$10/person	N/A	\$12/person	N/A	\$12/person	N/A	\$12/person
Corkage	N/A	\$3/person	N/A	\$6/person	N/A	\$6/person	N/A	\$6/person
Bar rates								
Beer / coolers	\$6/355 ml	\$6/355 ml	\$6/355 ml	\$6/355 ml	\$6/355 ml	\$6/355 ml	\$6/355 ml	\$6/355 ml
Wine	\$7/175 ml	\$7/175 ml	\$7/175 ml	\$7/175 ml	\$7/175 ml	\$7/175 ml	\$7/175 ml	\$7/175 ml
Spirits	\$6/oz	\$6/oz	\$6/oz	\$6/oz	\$6/oz	\$6/oz	\$6/oz	\$6/oz
Scotch	\$7/oz	\$7/oz	\$7/oz	\$7/oz	\$7/oz	\$7/oz	\$7/oz	\$7/oz
Audio visual equipment								
Café lights	N/A	\$200	N/A	\$200	N/A	\$200	N/A	\$200
Dvd player	N/A	\$40	N/A	\$40	N/A	\$40	N/A	\$40
Flip chart	N/A	\$15	N/A	\$15	N/A	\$15	N/A	\$15
Handheld wireless mic	N/A	\$40	N/A	\$40	N/A	\$40	N/A	\$40
Lapel mic	N/A	\$40	N/A	\$40	N/A	\$40	N/A	\$40
Laptop	N/A	\$100	N/A	\$100	N/A	\$100	N/A	\$100
Lcd projector	N/A	\$75	N/A	\$75	N/A	\$75	N/A	\$75
Napkins	N/A	\$0.60 per	N/A	\$0.60 per	N/A	\$0.60 per	N/A	\$0.60 per
Pipe and drape	N/A	\$35	N/A	\$35	N/A	\$35	N/A	\$35
Projection screen	N/A	\$35	N/A	\$35	N/A	\$35	N/A	\$35
Speaker phone	N/A	\$60	N/A	\$60	N/A	\$60	N/A	\$60
Staging 4 x 8 piece	N/A	\$40	N/A	\$40	N/A	\$40	N/A	\$40
Subwoofer	N/A	\$200	N/A	\$200	N/A	\$200	N/A	\$200
Table skirting	N/A	\$25	N/A	\$25	N/A	\$25	N/A	\$25
Table cloths	N/A	\$6	N/A	\$6	N/A	\$6	N/A	\$6
Television	N/A	\$40	N/A	\$40	N/A	\$40	N/A	\$40
Up-lighting	N/A	\$200	N/A	\$200	N/A	\$200	N/A	\$200
Whiteboard	N/A	\$35	N/A	\$35	N/A	\$35	N/A	\$35