

Draft 2020-2022 Budget

Presentation to Town Council

October 28, 2019



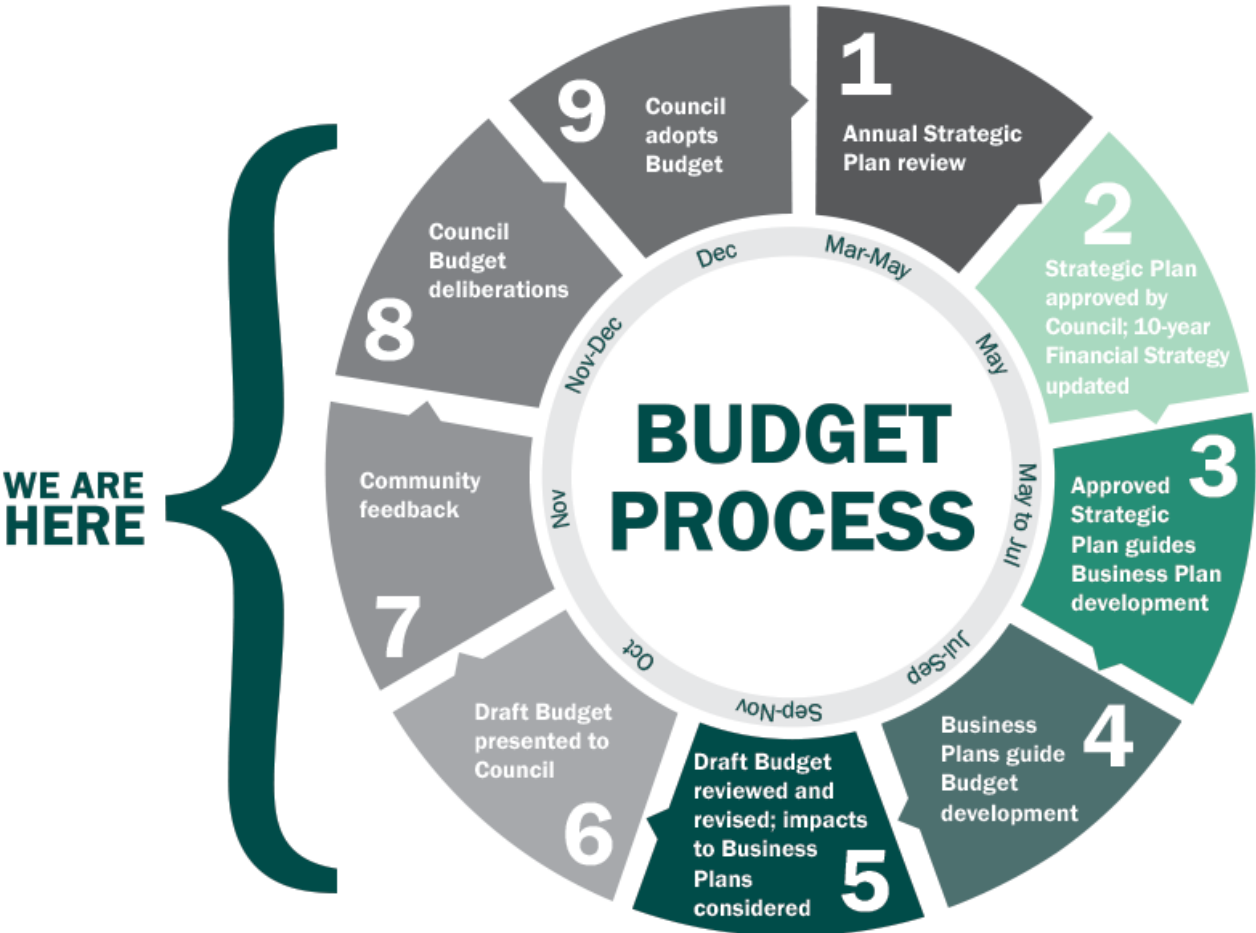
The proposed 2020-2022 budget:

- Delivers on community feedback and Council's strategic priorities;
- Invests in the infrastructure required for our growing community; and
- Ensures continued service delivery.



At a sustainable tax increase.

Budget Process



Meeting Council's Strategic Priorities



Community Connectivity

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



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.



Community Engagement

Focus on improved community engagement opportunities.



Community Facilities and Services

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

2020 Operating Budget

- Slowed growth has impacted anticipated revenues in many departments including Assessment and Taxation, Planning Services, Safety Codes, Civil Land Development, and the Utility Departments.
- \$500,000 annual increase in contribution to the Infrastructure Gap
- 2020 includes the first full year of COLT transit operating costs



Where Does It Come From?

USER FEES/RENTALS/
PERMITS **31%**

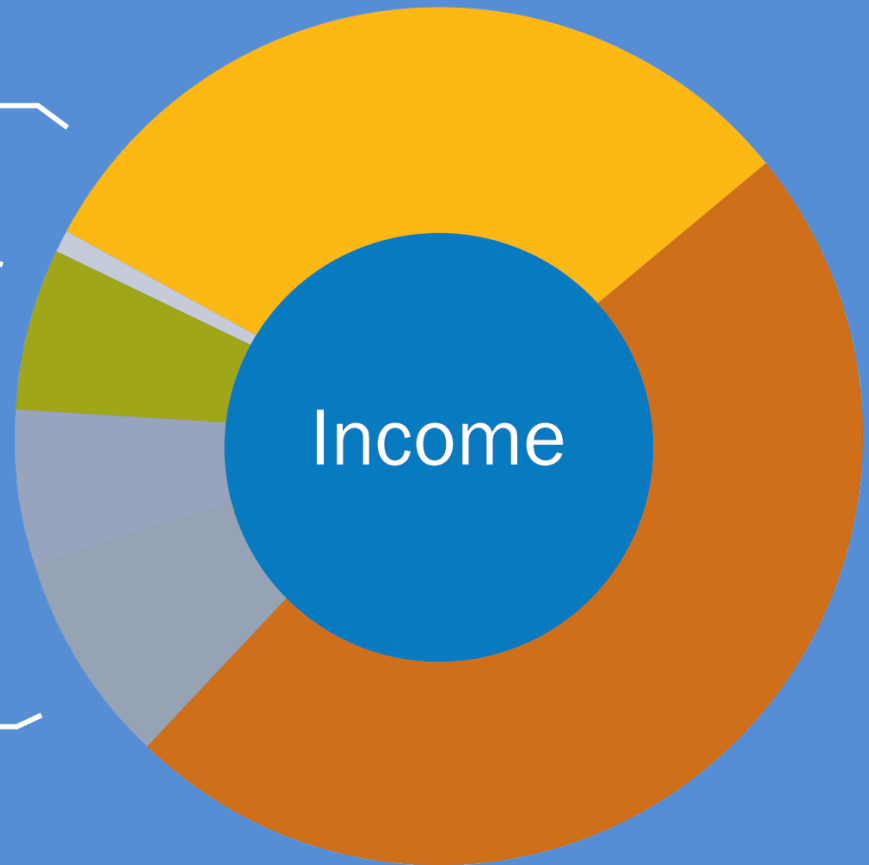
RESERVE DRAWS AND
UTILITY PAYMENT **1%**

FRANCHISE FEES **6%**

GOVERNMENT
CONTRIBUTIONS **6%**

FINES, PENALTIES &
OTHER REVENUE **8%**

YOUR MUNICIPAL TAX
DOLLARS **48%**



Where Does It Go?

COMMUNITY SAFETY **23%**

INFRASTRUCTURE **12%**

COUNCIL **1%**

WASTE &
RECYCLING **6%**

PLANNING, ENGINEERING
& ECONOMIC DEV. **6%**

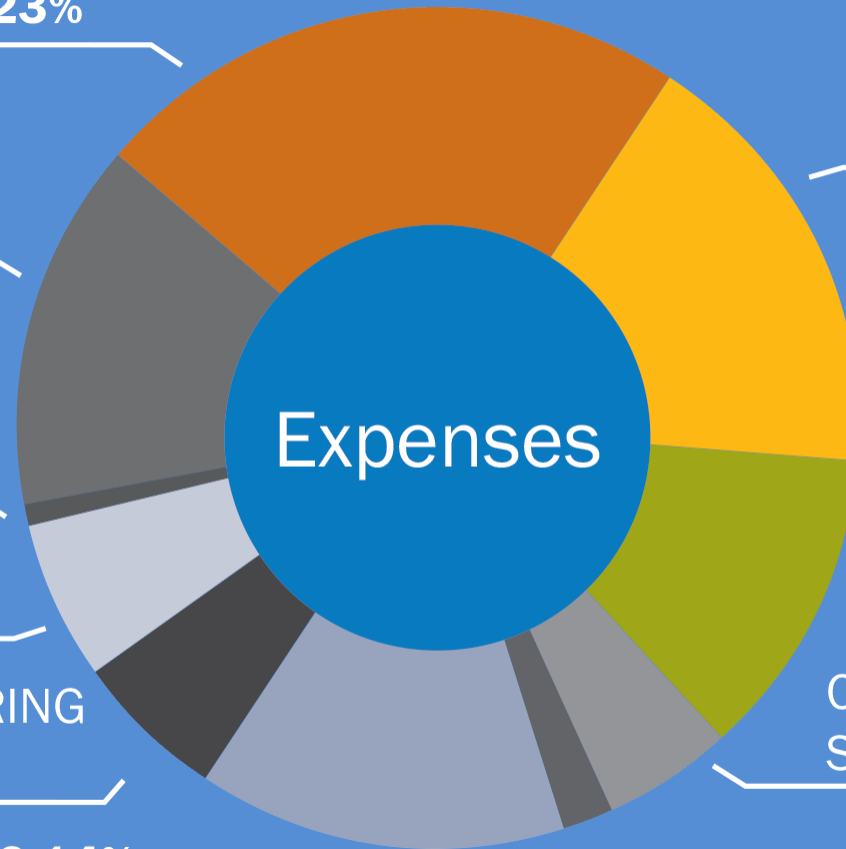
COMMUNITY SERVICES **14%**

WATER &
WASTEWATER **17%**

GENERAL GOV
& CORPORATE
SERVICES **14%**

COMMUNITY PARTNERS
SLSFSC & LIBRARY **5%**

TRANSIT **2%**



Proposed tax increases

	2020	2021	2022
Gross tax increase	5.20%	5.75%	5.50%
Less growth	2.25%	3.0%	3.0%
Net tax increase	2.95%	2.75%	2.50%

*1% represents \$275,144 in additional property tax revenues.



Impact on average home

Year	Taxes on average home	Annual increase	Cost per month
2019 - Approved	\$2,251	\$60	\$5.00
2020	\$2,317	\$66	\$5.50
2021	\$2,381	\$64	\$5.31
2022	\$2,440	\$59	\$4.92

*2019 average single family dwelling assessed at \$479,900.



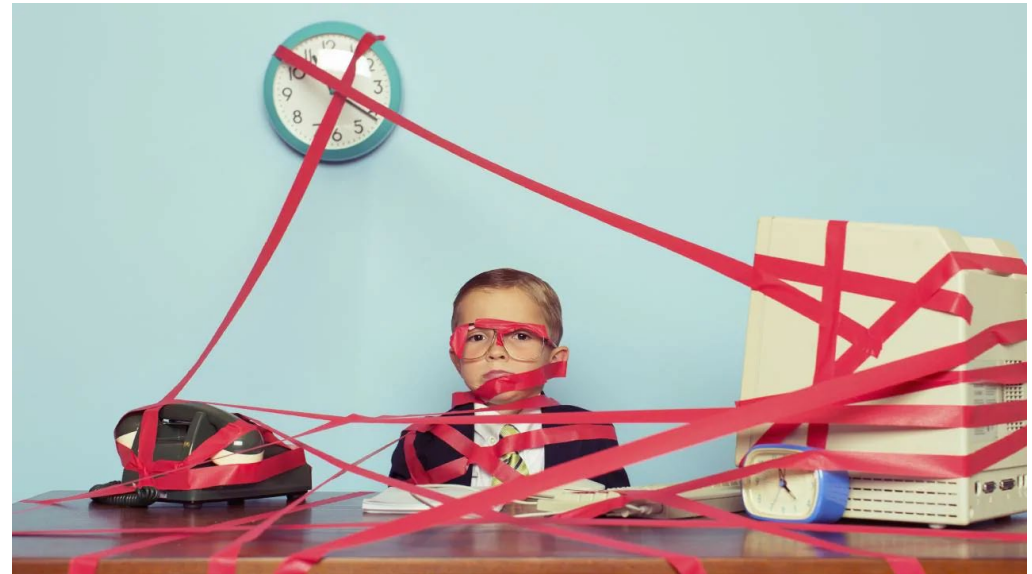
SaskMatrix

Proposed 2020 Staffing

- **4.87 FTE** new positions and increased hours (funded by growth):
 - Asset Management Coordinator
 - Network and Security Administrator (part of 2019 IS supplementary budget approval)
 - Transportation Engineer (Offset by reduction in contractor services)
 - Customer Service Representative (Offset by reduction in casual hours)
 - Summer Program Leader (Seasonal)
 - Energy Manager (grant supported)
 - Casual Facility Services Worker (increase in hours)
 - Casual Cleaner (increase in hours)
- **0.73 FTE** in increased hours for three positions (funded by utilities):
 - Water System Technologist
 - Administrative Assistant, Waste & Recycling
 - Environment Educator



Some of the efficiencies and red tape reduction initiatives already undertaken...



Through Use of Technology

- W3 automation of operating control systems
- GPS tracking of snow & ice removal vehicles
- Use of GIS
- Digital permit tracking & issuing software
- Technological solutions for development permit process
- Electronic payables process for corporate credit card purchases
- Automating bank reconciliation process
- Improved IS components including firewalls, sophisticated security software, cyber-security training, service desk ticketing system, increased bandwidth, new wireless antennas, improved VDI environment, improved data back-up system, more reliable printers/scanners

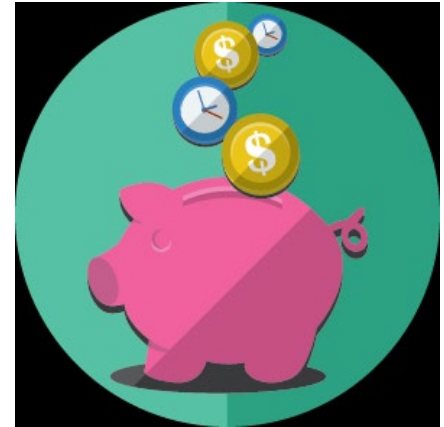


Through Online Solutions

- **Fillable PDF's for frequently requested documents**
- **Reorganized & beefed up webpage info**
- **Started developing online Planning customer service portal**
- **Started implementing online service request & special event booking systems**
- **Implementation of HR self-service software tools**
- **Increasing uptake of e-billing for utilities**
- **Increasing uptake of online payment facilities**

Through Cost & Time Savings

- Use of wood chipper for local use
- Internalized all inspector disciplines
- Changed website maintenance contract
- Bringing HR investigations inhouse
- Price reduction on plant material purchases
- Modification of staffing schedules to lower overtime hours
- Leasing vehicles for seasonal workers rather than owning
- Combining capital projects to coordinate work in same area
- Reduce power consumption & lower energy contract costs in/for Town facilities



Through Collaboration

- System for Safety Codes to check for business licenses
- Customer surveys
- Investigating alternate forms of performance securities comparable to other municipalities
- Planner On Call schedule
- Ranchehouse corporate catering booking direct with caterer
- Partnering with other agencies and service providers



Tax Supported Capital Reserve Transfer included in proposed budget

- In 2018 Council created the Infrastructure Gap Reserve to increase Tax Supported Capital Transfers to Reserves
- In 2019 Council transferred 2.27% or \$624,304 of Property Taxes to the Infrastructure Gap Reserve
- In the draft 2020 to 2022 Budget an additional \$500,000/year is transferred in.

	2019	2020	2021	2022
	Approved	Projected	Projected	Projected
Tax Supported Transfer to Infrastructure Gap Reserve	\$624,304	\$1,124,304	\$1,624,304	\$2,124,304
% of Property Taxes	2.27%	3.88%	5.31%	6.58%

Capital Plan Highlights

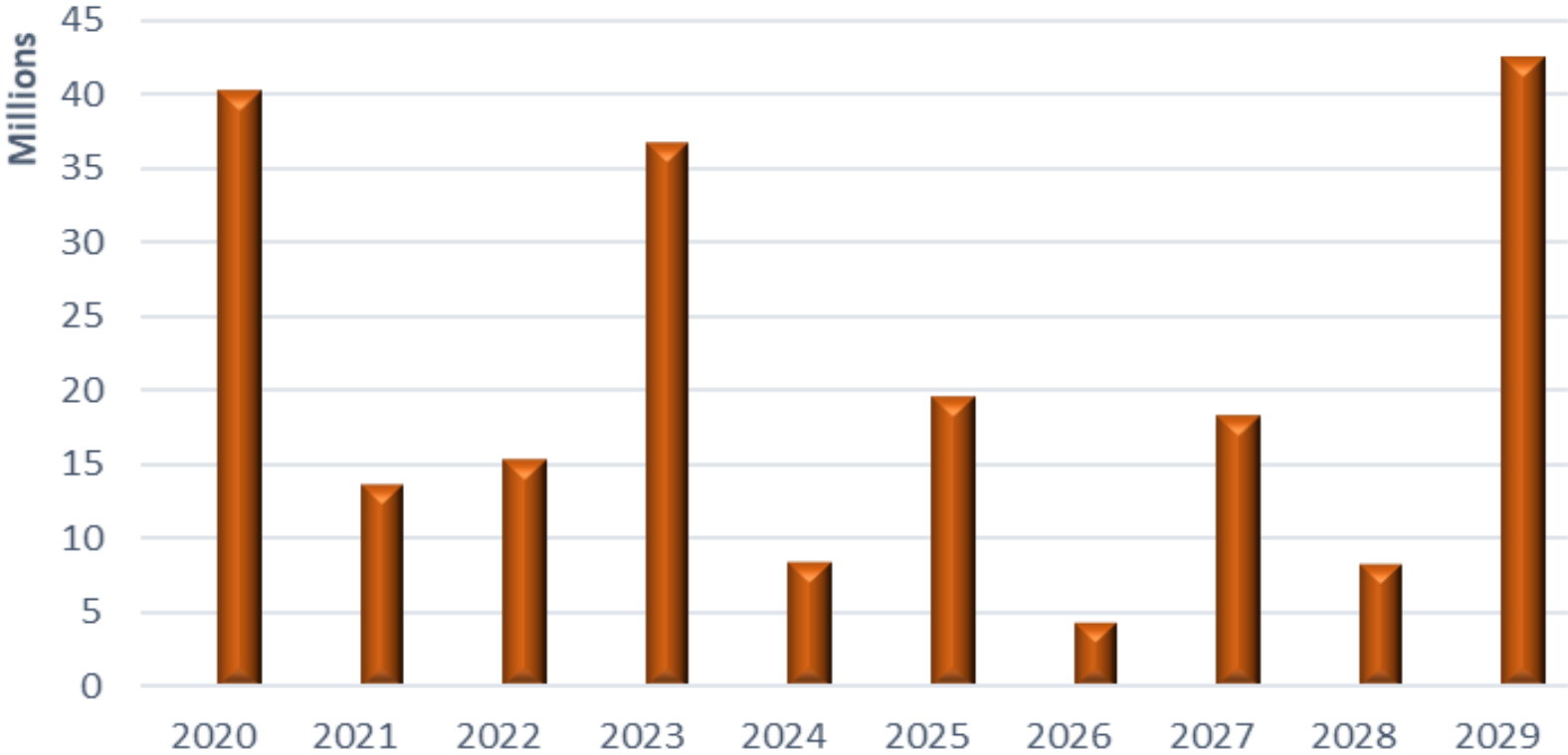
The draft budget includes \$40.1M in capital projects for 2020 including:

- Transit Hub and Innovation Outpost
- Railway Street West infrastructure upgrades
- Centre Avenue widening design
- Downtown pedestrian crossing
- New Protective Services building
- Horse Creek Sports Park servicing
- Completion of Jack Tennant Bridge & connections



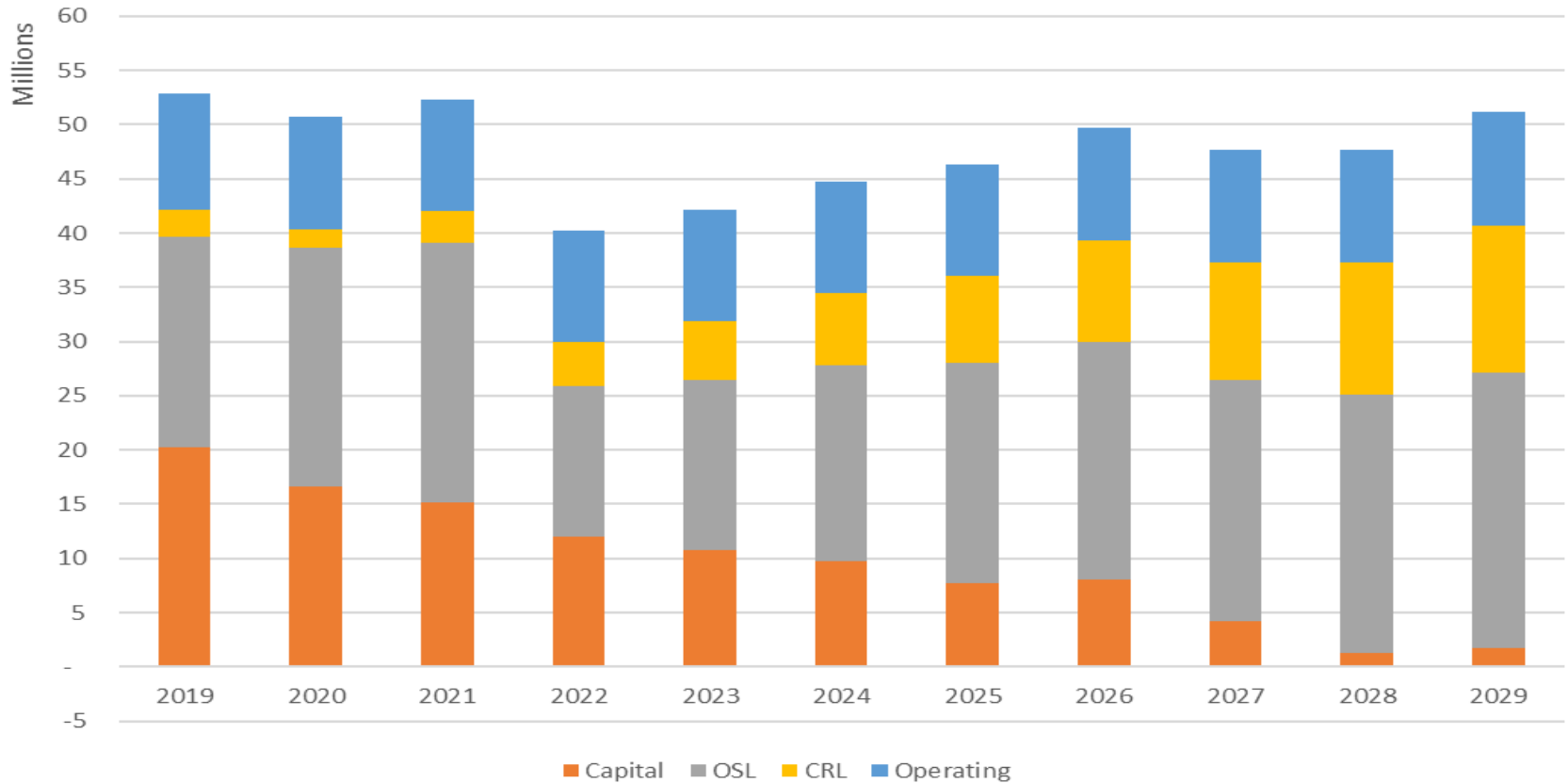
Capital Expenditures

Capital Expenditures By Year

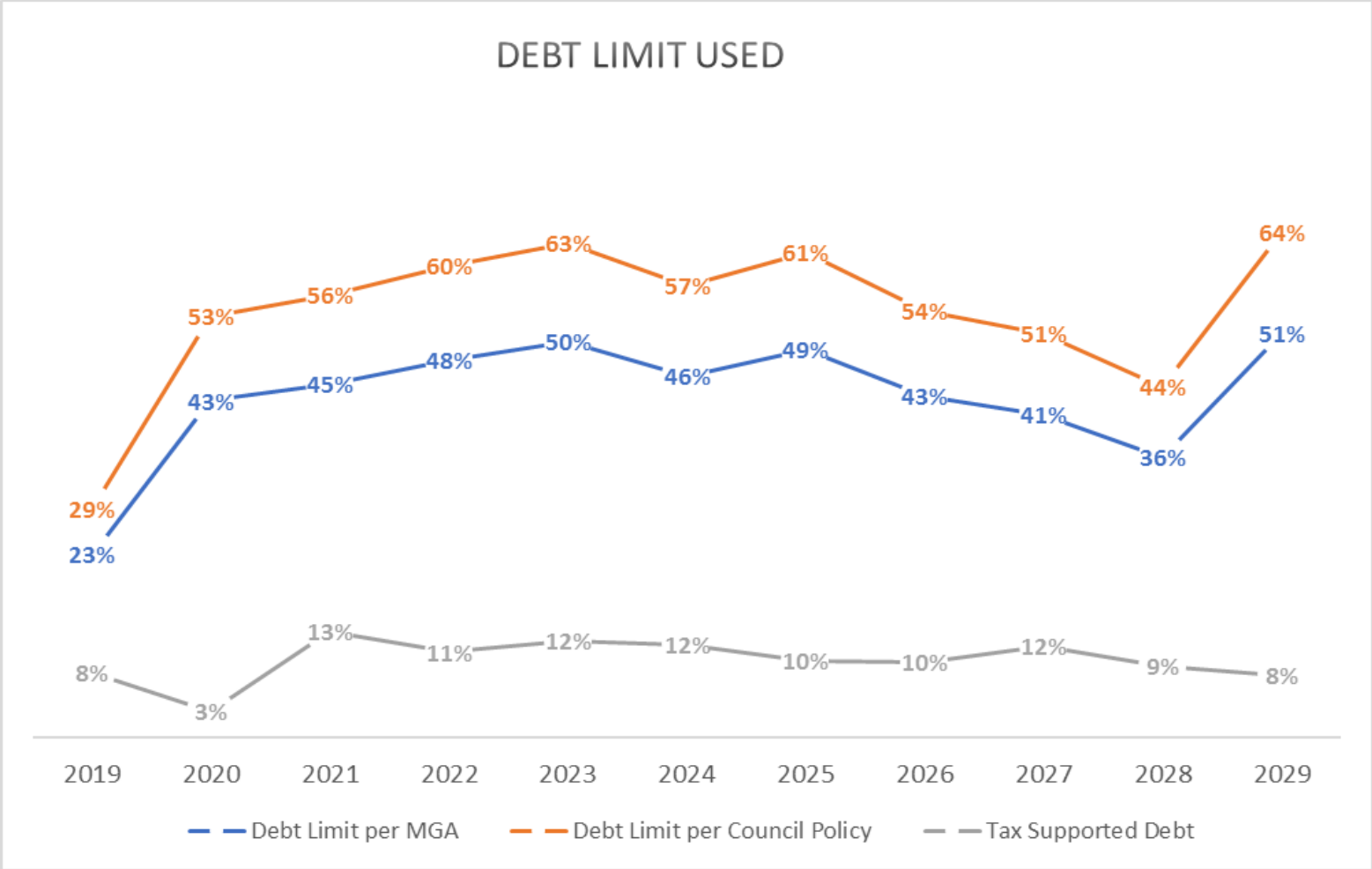


Reserves Projections

Reserves Balances



Debt Projections



Next steps

Oct 29 – Nov 13

Online feedback – LetsTalkCochrane.ca/Budget

November 2 & 5

Let's Talk budget pop up engagement (SLSFSC)

November 18 & 19

Council budget deliberations

December 9

2020-2022 budget adopted by Council



Questions?

