



COCHRANE

# 2023-2025 DRAFT BUDGET

November 21, 2022





# AGENDA

## SCHEDULE:

### **01** 9AM – 5PM, NOV 21

Administration update and recommendations  
Council discussion and debate

### **02** 9AM – 5PM, NOV 24

*\*If required*

Cochrane

# Strategic Plan

2022-2025



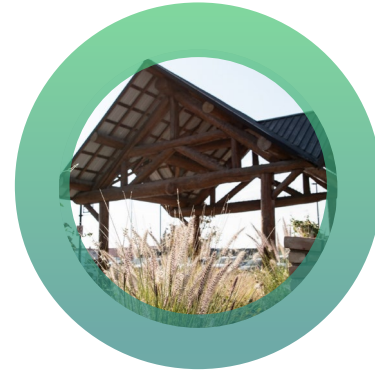
# FOUNDATIONS



FINANCIAL &  
ENVIRONMENTAL  
STEWARDSHIP



INTENTIONAL  
RELATIONSHIPS



BUILT  
ENVIRONMENT



ORGANIZATIONAL  
RESILIENCY

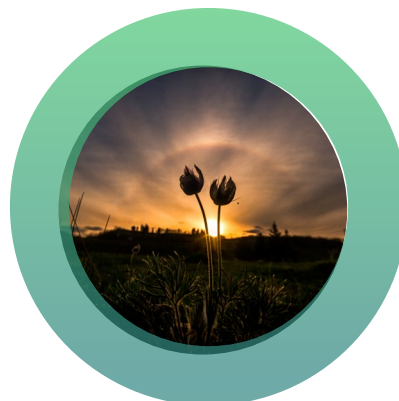
# ASPIRATIONS



IDENTITY



VIBRANT ECONOMY



OPEN SPACES &  
NATURAL AREAS



CONNECTIVITY



LIVABILITY





# PLANNING FRAMEWORK



# GUIDING PRINCIPLES BUDGET 2023-2025

1

Ensure capacity to support a thriving quality of life for our community.

2

Ensure intergenerational equity. Balance the needs of today while preserving long-term financial viability.

3

Proactively build organizational resiliency.

4

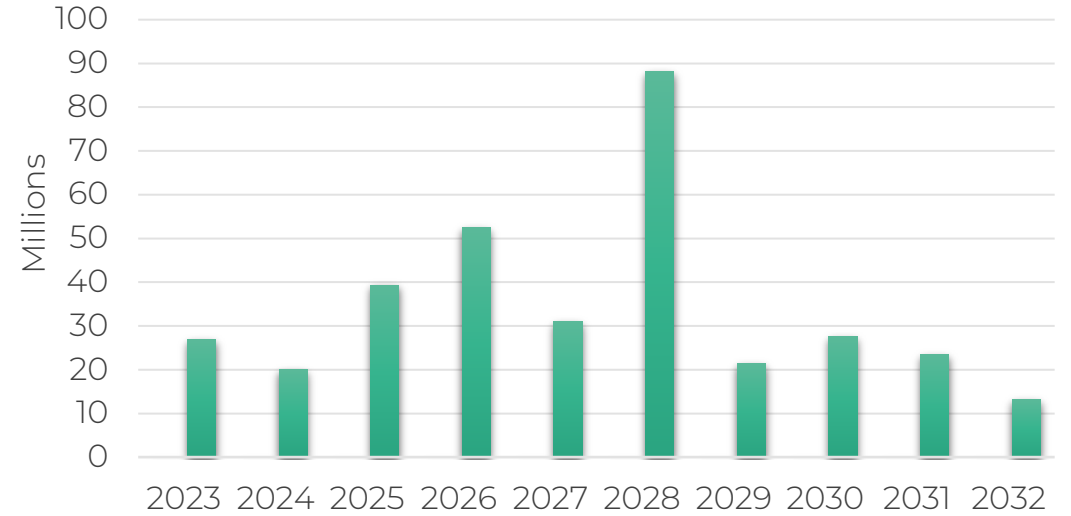
Budget for the size we are.

# COCHRANE INVESTMENT IMPACTS

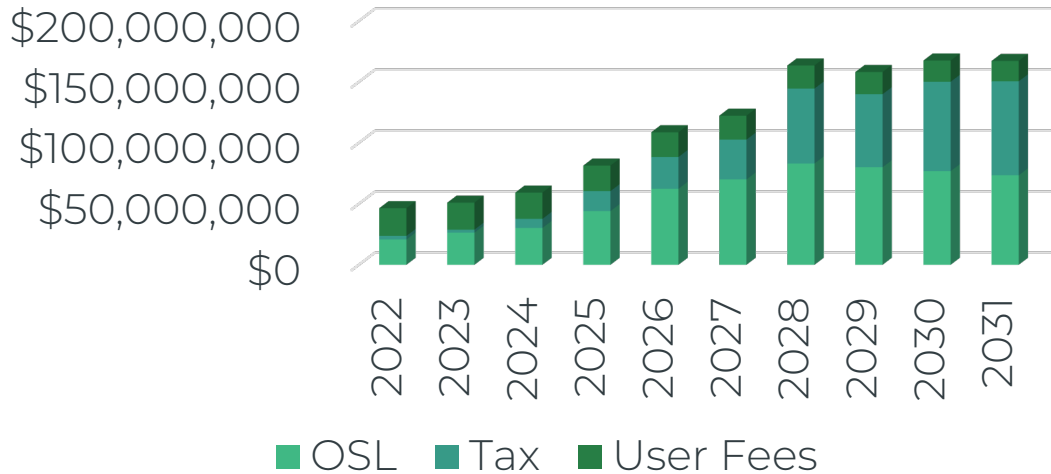
- Cultural renovation underway
- Reorganization of HR department
- Capital project communication
- Renewed focus on public & staff events to drive **civic literacy**, corporate culture and engagement
- Compensation review
- Director of Leg & Administrative Services
- Director of Financial & IT Services
- CSR rotation at **The Station**
- Supporting application to renew **CRL**
- Civic Plaza **Art Task Force**
- **Age Friendly** Cochrane Initiative
- Bike Cochrane Trail Stewardship Program
- Cochrane/RVC Recreation Cost Sharing **Agreement**
- Community Liaison, Diversity & Inclusion position
- Support for “The Trail”
- Arbor Day & School Tree Planting Day
- Manager of Parks
- **Active Transportation** Grant
- Cemetery **Master Plan**
- **Engagement** with Community Associations
- HWY 1A/Centre Ave Improvements
- Protective Services Building
- Water Servicing Strategy
- Quigley Dr community engagement
- Glenbow Dr flood mitigation
- **Water treatment plant** membrane replacements
- W3 master plan updates & water loss mitigation strategy
- Updates to **Zero Waste Framework**
- **The Station** opening
- Implement new **Land Use Bylaw**
- **Greystone** development underway
- **Cochrane Crossing** pedestrian crossing complete

# CAPITAL INVESTMENTS

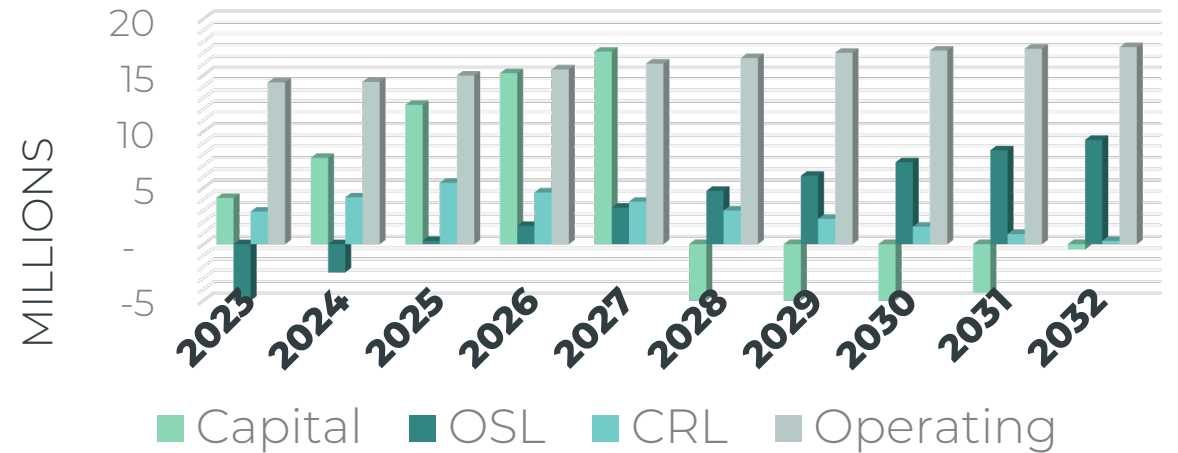
## Capital Expenditures By Year



## Debt by Type

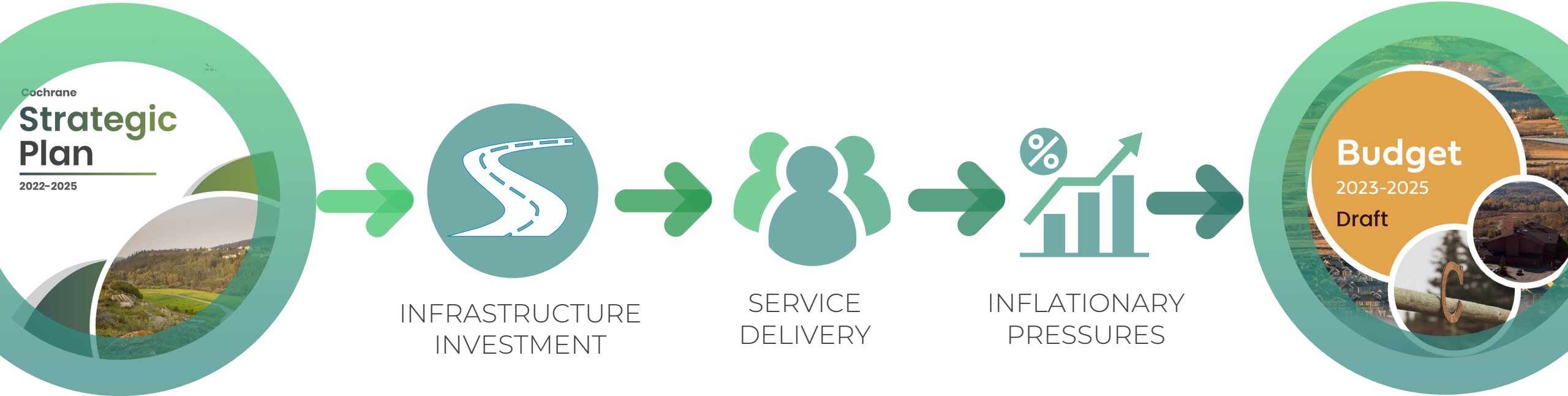


## Projected Reserve Balances





# INVESTING IN OUR COMMUNITY

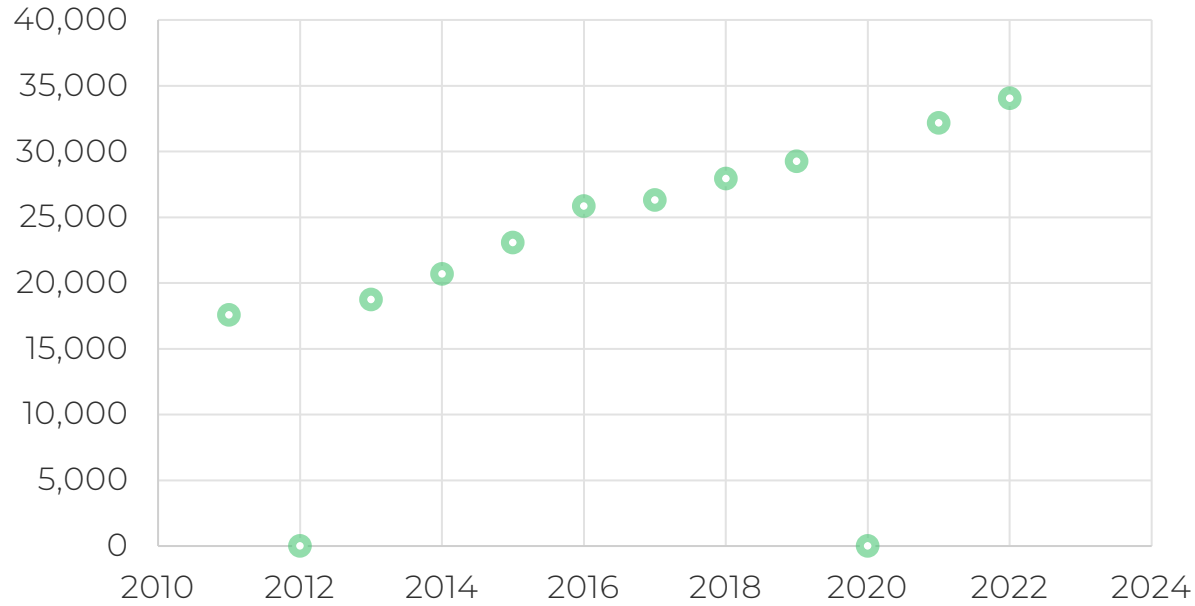


# MUNICIPAL PRICE INDEX & RESIDENTIAL TAXES PER CAPITA

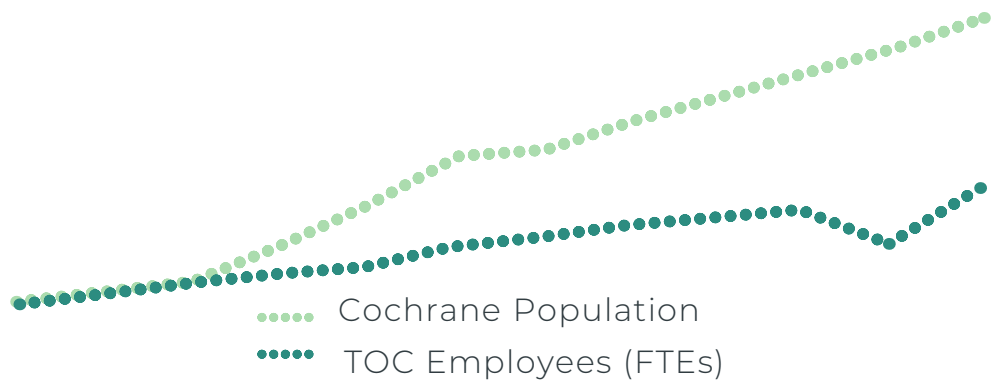
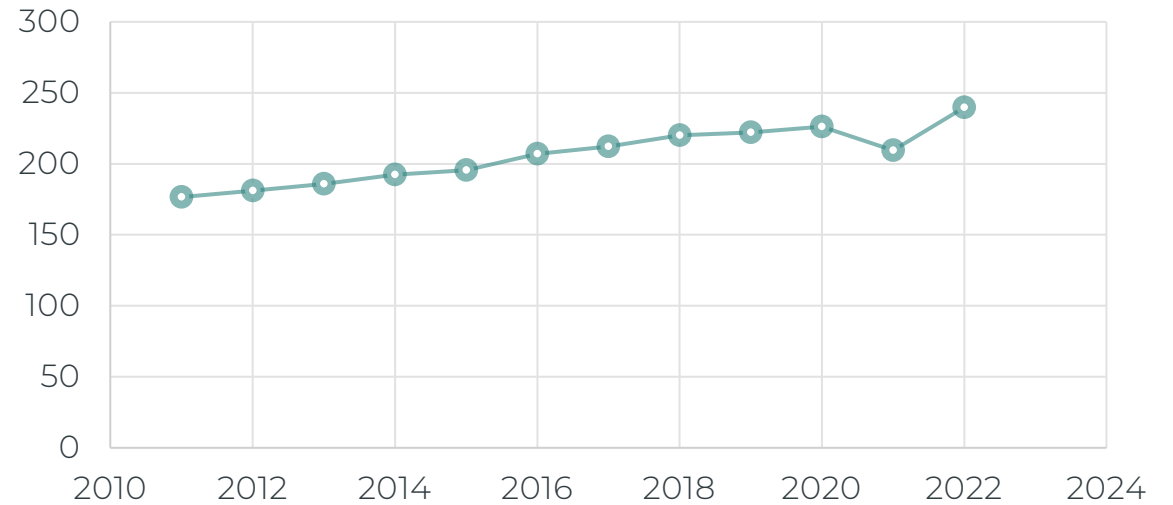
YEAR	MUNICIPAL PRICE INDEX	RESIDENTIAL TAXES / CAPITA
2012	2.70%	946
2013	2.83%	964
2014	2.09%	914
2015	1.46%	931
2016	1.48%	919
2017	2.48%	916
2018	2.88%	917
2019	2.16%	947
2020	0.11%	948
2021	4.20%	896
2022 (CPI)	6.70%	985
INCREASE	29.09%	4.12%

# POPULATION GROWTH VS FTE GROWTH

## Cochrane Population



## TOC Employees (FTEs)



### TOTAL CHANGE

POP INCREASE: 93.74%

FTE INCREASE: 35.74%



# 2022 PROJECTED SURPLUS BRIDGING THE GAP OF INFLATION

TO THE MUNICIPALITY

TO RESIDENTS





Mid-Sized Cities – 2023 Tax Increases		
Community	Increase	Proposed / Passed
Beaumont	7.4%	Proposed
Camrose	4%	Proposed
Canmore	12.50%	Proposed
Cold Lake	3.27%	Passed
Fort Saskatchewan	3.16%	Proposed
Lacombe	6%	Passed
Leduc	4.17%	Proposed
Lloydminster	4.75%	Proposed
*RM of Wood Buffalo	-1%	Proposed
Spruce Grove	4.9%	Proposed
St. Albert	4.6%	Proposed
Stony Plain	7.4%	Proposed
Strathcona County	5.5%	Proposed
Wetaskiwin	5.4%	Proposed
<b>Average Tax Increase</b>	<b>5.74%</b>	

# BUDGET 2023-2025: OPTION 1 (\*Recommended)

- \$751,000 from projected surplus
  - \$235,000 reduction in low risk / impact items
- = \$986,000

Low risk / impact items	Amount
Increase Safety Codes revenue	\$150,000
Increase Planning & Development revenue	\$40,000
Remove additional budget to support Gift Guide	\$20,000
Council budget correction	\$25,000
<b>TOTAL</b>	<b>\$235,000</b>

**OUTCOME: 4.55% tax increase in 2023**

## IMPACTS

- Reduces monthly household impact from \$15 to \$9
- Reduced ability to bolster capital infrastructure reserves
- Apply to 2023, 2024 and 2025
- Leave budget intact to implement strategic plan
- Uses funds collected from taxes and user fees
- Reflects savings from delayed staffing additions and controlled spending
- Reduces tax increase



# WHERE YOUR TAX DOLLARS GO



**\$495,700**

Average Cochrane  
home assessment

## 4.55% TAX INCREASE

- \$3,924** Total property taxes
- \$1,300** To Province to fund education
- \$24** To Rocky View Foundation to fund seniors housing
- \$2,600** Amount Cochrane receives for municipal services

ITEM	4.56% TAX INCREASE
Property taxes	\$9.42 / month
Storm sewer	\$0.78 / month
Water*	\$2.53 / month
Wastewater*	\$4.24 / month
<b>TOTAL</b>	<b>\$16.97/month</b>

# BUDGET 2023-2025: OPTION 2

- \$496,000 from surplus to
  - \$490,000 in reductions from low/medium/high risk items
- = \$986,000

Items to eliminate / reduce	Amount
Low Risk / Impact	\$235,000
Medium Risk / Impact	\$567,000
High Risk / Impact	\$115,000
<b>TOTAL</b>	<b>\$917,000*</b> Approx 2.83% tax reduction

**OUTCOME: 4.55% tax increase in 2023**

## IMPACTS

- Reduced ability to bolster capital infrastructure reserves
- Apply to 2023, 2024 and 2025
- Items reduced or eliminated would not be pursued
- Impacts implementation of strategic plan
- Uses funds collected from taxes and user fees
- Reduces tax increase

# BUDGET 2023-2025: OPTION 2

Low Risk/ impact items	2023 Amount
Increase Safety Codes revenue	\$150,000
Increase Planning & Development revenue	\$40,000
Remove additional budget to support Gift Guide	\$20,000
Council budget correction	\$25,000
<b>TOTAL</b>	<b>\$235,000</b>

Medium Risk/ Impact Items	2023 Amount
Slippage for delayed hiring	\$200,000
RCMP Slippage adjustment	\$84,000
Age Friendly Initiative	\$75,000
Seniors Tax Rebate Program Increase	\$50,000
Fibre Strategy	\$50,000
2 Solar light crossings	\$20,000
Line painting once / year	\$20,000
50-year visioning	\$20,000
Dust control service reduction	\$10,000
Back-up beeper program	\$10,000
Traffic studies consultant fee reduction	\$10,000
Recreation matching program	\$10,000
Maintain community grants at 2022 amounts	\$8,000
<b>TOTAL</b>	<b>\$567,000</b>

High Risk/ Impact Items	2023 Amount
Intergovernmental advocacy	\$75,000
Cochrane Tourism support reduction	\$25,000
Bike Cochrane support	\$15,000
<b>TOTAL</b>	<b>\$115,000</b>



# BUDGET 2023-2025: OPTION 3

## OPTION 3

- Council to provide alternative direction

**THANK YOU**

