



COCHRANE

2023-2025

DRAFT BUDGET

November 15, 2022



Call to Order

That Council temporarily suspends Section 4.2(c) and 10 of Procedural Bylaw 19/2019 for the duration of the Special Meeting November 15, 16, 21 and 24, 2022.



AGENDA

SCHEDULE:

01 9AM – 5PM, NOV 15

Operating budget overview and discussion

02 9AM – 5PM, NOV 16

Capital budget overview and discussion

03 9AM – 5PM, NOV 21 & 24

Operating and Capital budget discussion and debate

04 QUESTIONS

05 PARKING LOT ITEMS FOR FOLLOW UP



AGENDA



Building a complete community

COCHRANE STRATEGIC PLAN



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.

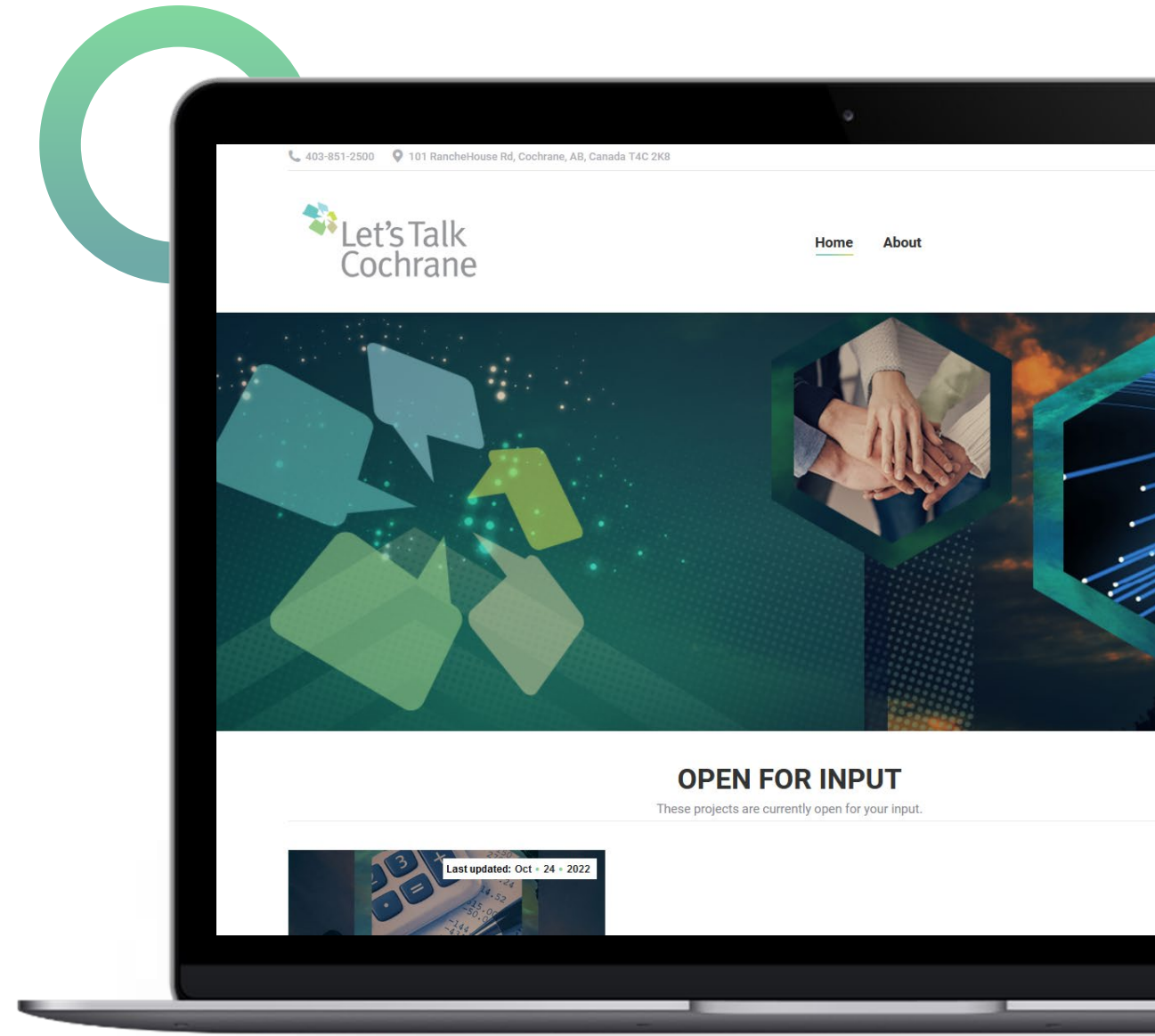
3

Proactively build organizational resiliency.

4

Budget for the size we are.

BUDGET ENGAGEMENT



ENGAGEMENT: SPRING 2022

Participants identified the following community priorities:

- **parks and open spaces**
- **community safety**
- **community services**
- **infrastructure**
- **roads**

312 survey responses were received.

Survey participants were asked to provide preferred service levels.

Results did not identify a department where the majority was interested in a decrease of service.

60.5% Support the use of tax dollars to build financial reserves for future infrastructure and maintenance





ENGAGEMENT: FALL 2022



Pop-up budget engagement sessions at SLSFSC



Online survey October 25 – November 9

Participants were asked to rank Cochrane's five aspirations in alignment with their values.

91 responses were received, and this is the outcome:

- 1 Identity
- 2 Open spaces & natural areas
- 3 Livability
- 4 Vibrant economy
- 5 Connectivity

Themes from engagement participants:

- Parks & recreation
- Property taxes
- Capital projects
- COLT
- Business development
- Traffic
- Compensation
- General

STRATEGIC PLAN FOUNDATIONS



Financial &
environmental
stewardship



Intentional relationships



Built environment



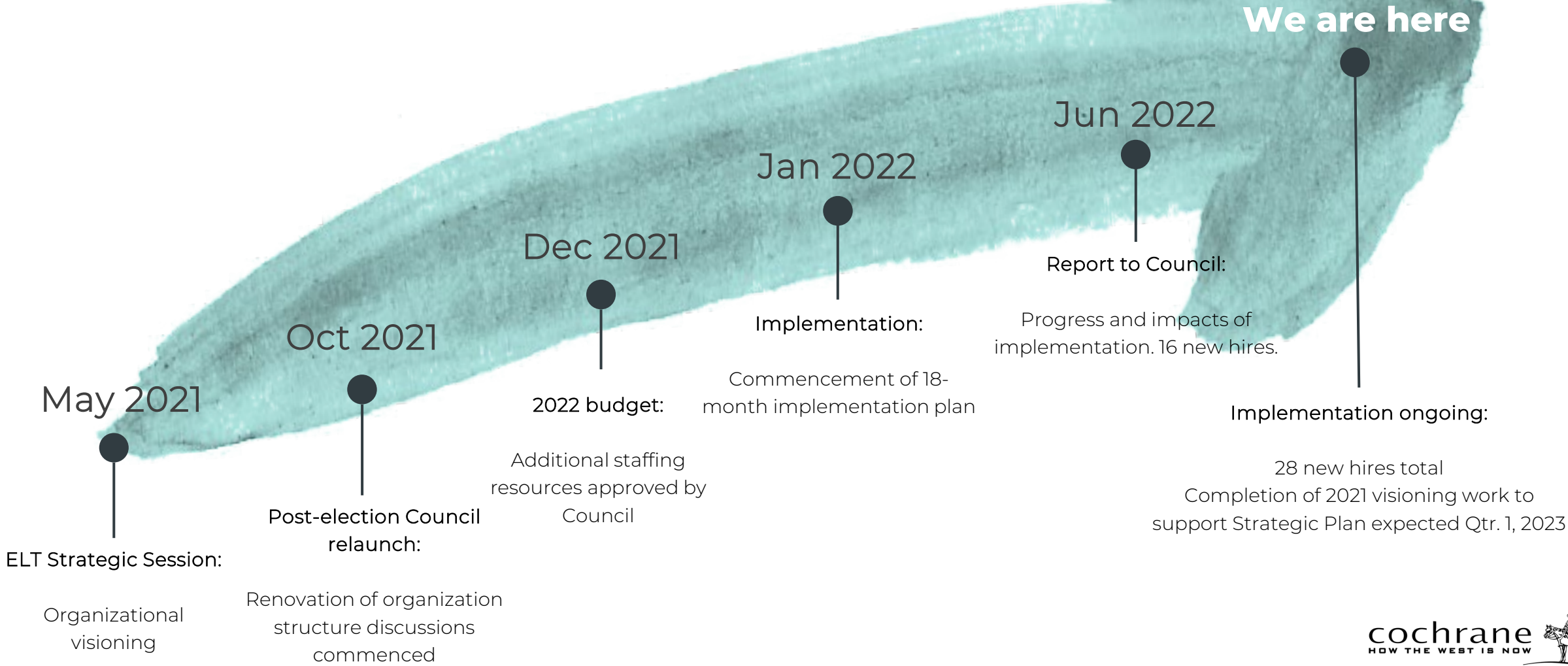
Organizational resiliency

BUILDING A RESILIENT ORGANIZATION



STRATEGIC PLAN PILLAR: FOUNDATION

ORGANIZATIONAL RESILIENCY



STRATEGIC PLAN PILLAR: FOUNDATION

ORGANIZATIONAL RESILIENCY



- Evaluation of implementation
- Reporting outcomes
- Connection to Strategic Plan – proactive workforce and service delivery planning

ORGANIZATIONAL CAPACITY

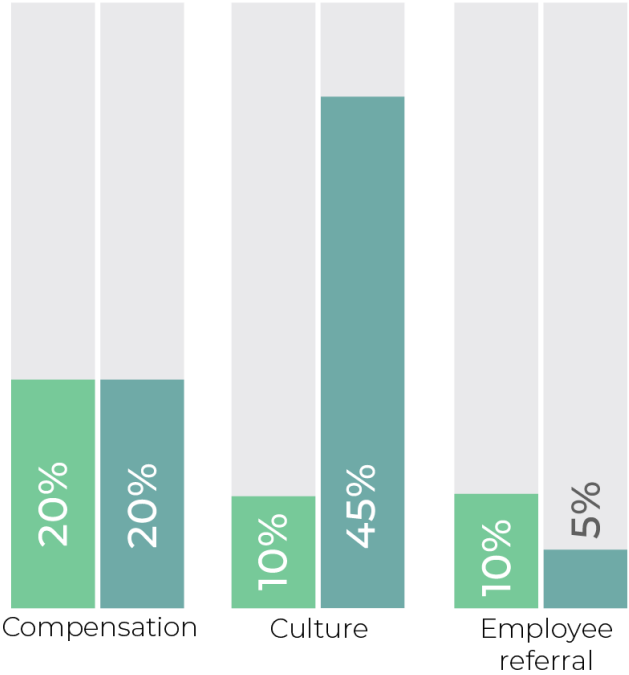
PROACTIVE vs REACTIVE



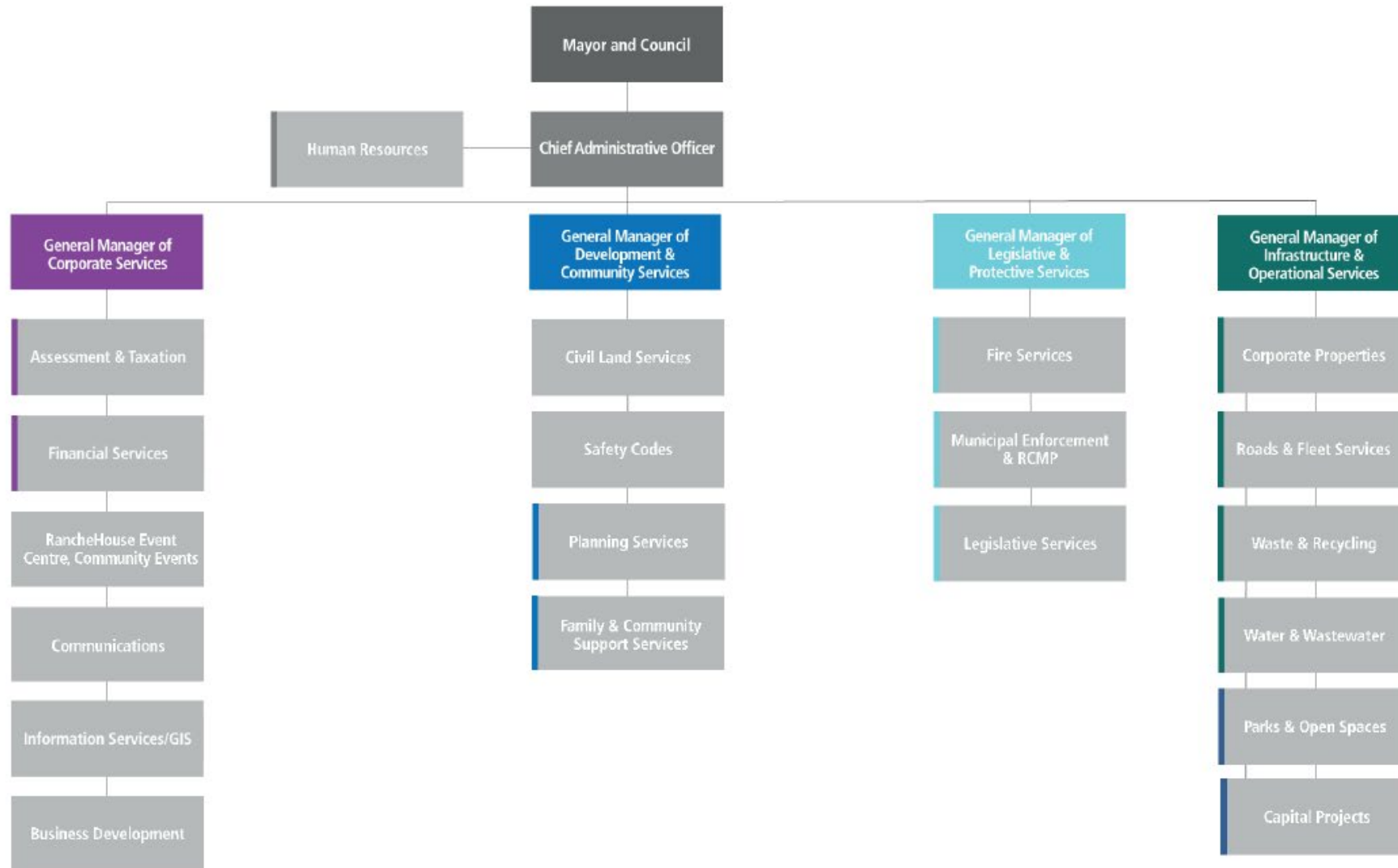
REFLECTIONS ON ORGANIZATION VISION IMPLEMENTATION

Valued, respected and healthy staff are a critical component of outstanding work performance.

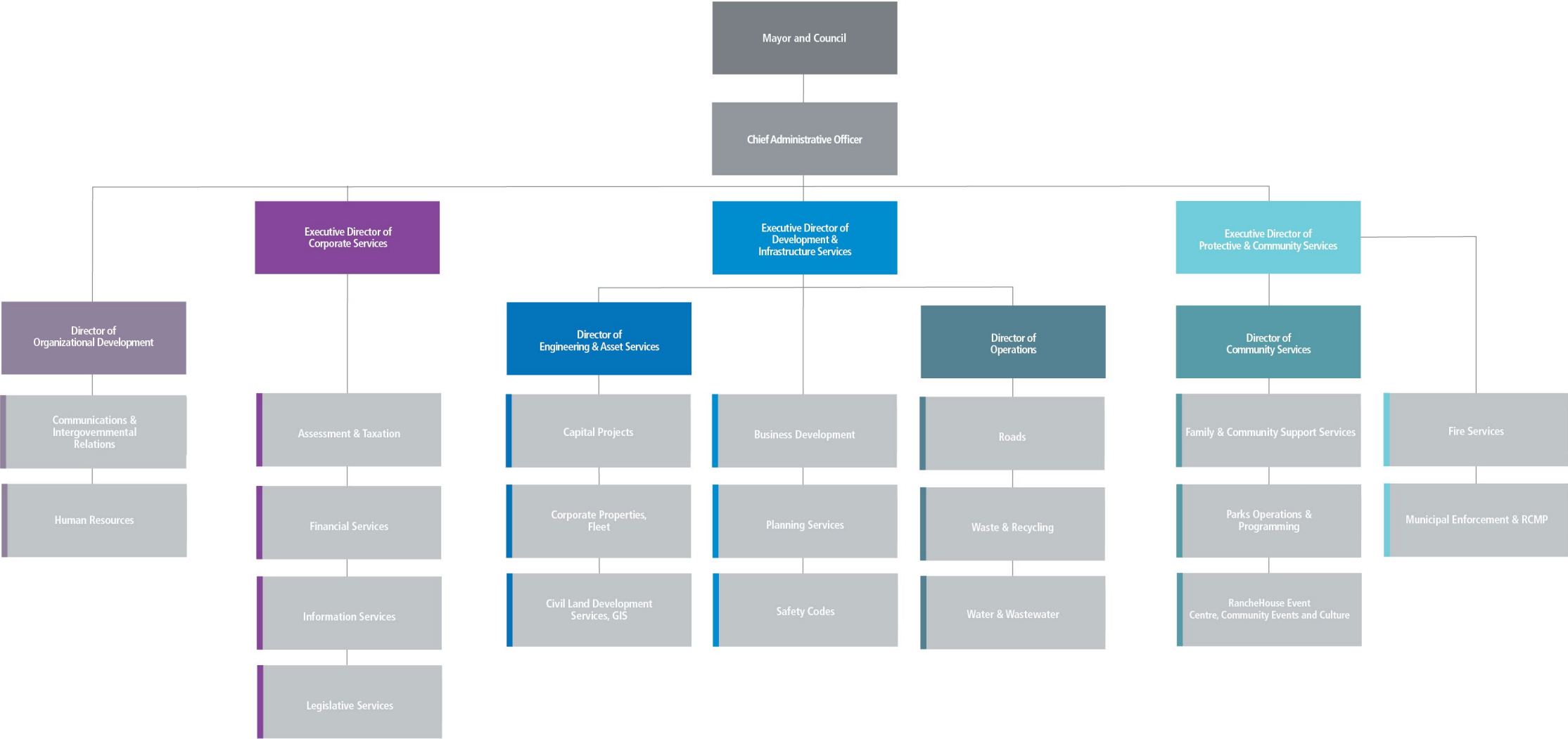
Extracts from recent new hire survey:



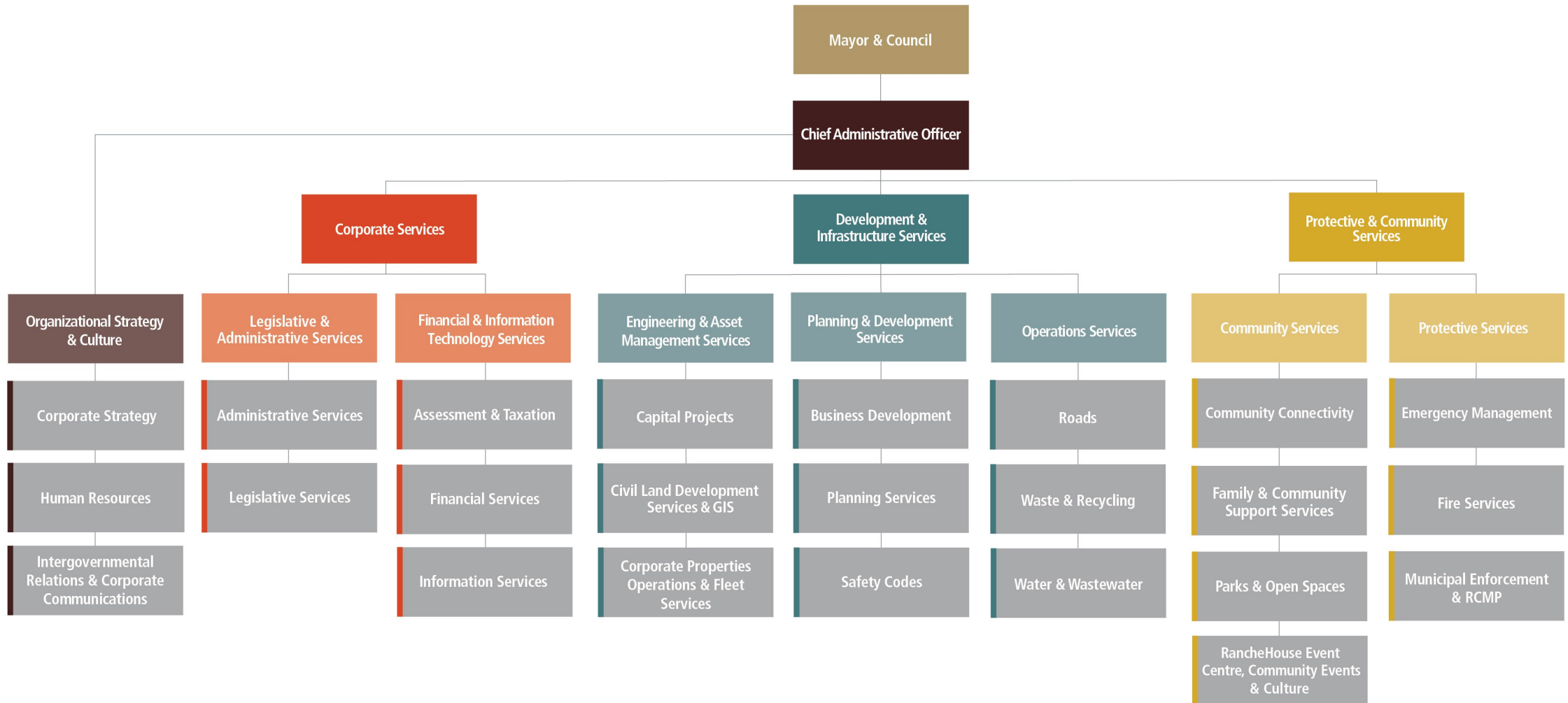
2021 ORGANIZATIONAL STRUCTURE



2022 ORGANIZATIONAL STRUCTURE



PROPOSED 2023 ORGANIZATIONAL CHART



* Total FTE 2023 = 248.86

ORGANIZATIONAL STRATEGY & CULTURE

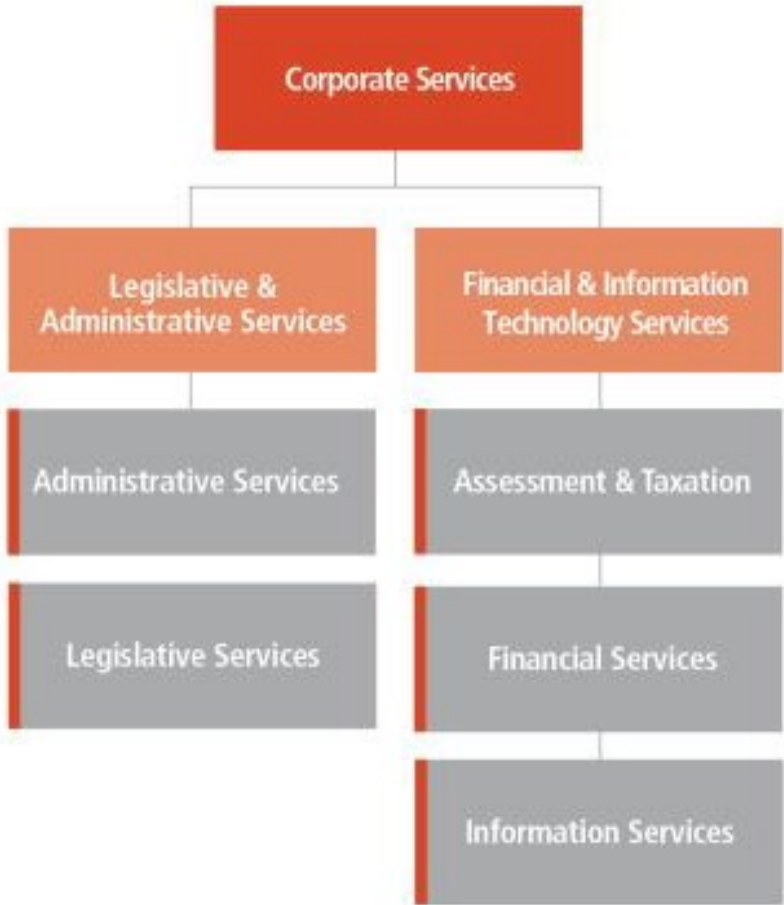
Full Time Employees



	2021 FTEs	2022 FTEs	2023 FTEs	Exec	Mid mngt	Front line
Council	7	7	7			
CAO	3	1	1	1	0	0
Director Organizational Development & Culture	0	4	4.31	0	1	3.31
Communications & Intergovernmental Relations	3	5	5	0	1	4
Human Resources	7.86	10.04	10.04	0	1	9.04
TOTAL	13.86	20.04	27.35	1	3	16.35

CORPORATE SERVICES

Full Time Employees



	2021 FTEs	2022 FTEs	2023 FTEs	Exec	Mid mngt	Front line
Executive Director Corporate Services	1	1	2	1	0	1
Director Legislative & Administrative Services	0	1	1	0	1	0
Administrative Services	0	0	1	0	1	0
Legislative Services	6	8	8	0	1	7
Director Financial & Technology Services	0	1	1	0	1	0
Assesement & Taxation	6	8.50	8.50	0	1	7.50
Financial Services	8	10.50	10.50	0	1	9.50
Information Services	8	5	7	0	1	6
TOTAL	29	44	39	1	7	31

DEVELOPMENT & INFRASTRUCTURE SERVICES

Full Time Employees



	2021 FTEs	2022 FTEs	2023 FTEs	Exec	Mid mngt	Front line
Executive Director Development & Infrastructure	1	1	1	1	0	0
Dir Engineering & Asset Mngt	0	2	3	0	3	0
Corporate Properties	6.63	5.78	5.78	0	1	4.78
Fleet	0	0	2	0	0	2
Civil Land	4	4	4	0	1	3
GIS	0	3	3	0	0	3
Director Planning & Dvlt Services	0	2	2	0	1	1
Business Development	3.27	3.41	3.41	0	1	2.41
Planning Services	10	11	11	0	1	10
Safety Codes	4	5	6	0	1	5
Director Operations	0	2.34	2.34	0	1	1.34
Roads	13.43	15	13	0	1	12
Water & Wastewater	14.74	14.85	14.85	0	1	13.85
Waste & Recycling	6.54	6.54	6.78	0	1	5.78
TOTAL	63.61	75.92	78.16	1	13	64.16

PROTECTIVE & COMMUNITY SERVICES

Full Time Employees



	2021 FTEs	2022 FTEs	2023 FTEs	Exec	Mid mngt	Front line
Executive Director Protective & Community Services	1	2	1	1	0	0
Director Community Services	0	4	5	0	2	3
FCSS	17.74	17.61	17.61	0	1	16.61
Parks	18.33	18.55	21.25	0	1	20.25
Ranchehouse Events Centre, Community Events & Culture	9.70	9.50	9.50	0	1	8.50
Director Protective Services	0	0	1	0	1	0
Fire Services	32.61	33	33	0	2	31
Municipal Enforcement	9	10	10	0	1	9
RCMP Admin	7	7	7	0	0	7
TOTAL	95.38	101.66	105.36	1	9	95.36

Population & Full Time Employees

Year	Cochrane Population	% change (year-over-year)	TOC Employees (FTEs)	% change (year-over-year)
2011	17,580	-	176.52	-
2012	*no census	-	181.08	+2.58%
2013	18,750	+6.65%	185.85	+2.63%
2014	20,708	+10.4%	192.35	+3.5%
2015	23,084	+11.47%	195.47	+1.6%
2016	25,853	+12%	206.9	+5.85%
2017	26,320	+1.80%	212.06	+2.49%
2018	27,960	+6.23%	219.98	+3.73%
2019	29,277	+4.7%	222.12	+0.97%
2020	*no census	-	226.22	+1.85%
2021	32,199	+9.98%	209.42	-7.4%
2022	34,060	5.78%	239.62	+14.42%
% CHANGE		+93.74%		+35.74%

Municipal Full Time Employee Comparisons

	Population (*2021 Federal Census)	Number of Full Time Employees
Airdrie	74,100	593
Spruce Grove	37,645	290
Leduc	34,094	429
Cochrane	32,199	240
Okotoks	30,405	291
High River	14,119	153

BUILDING A RESILIENT ORGANIZATION



- COLA 3.5%
- No steps for any staff being requested in the 2023 budget
- Compensation review update

INVESTING IN OUR COMMUNITY

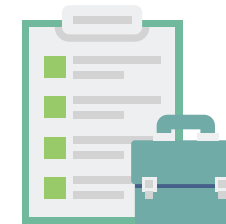
COCHRANE 2023-2025 DRAFT BUDGET

Invest in our
infrastructure needs



Respond to Inflationary
Pressure (Calgary CPI
6.7% as of August 2022)

Continue to provide
quality services



Deliver on the
Strategic Plan



INVESTING IN OUR COMMUNITY

WHERE YOUR TAX DOLLARS GO



\$495,700: Average Cochrane home assessment

\$3,999 Total property taxes

\$1,300 To Province to fund education

\$24 To Rocky View Foundation to fund seniors housing

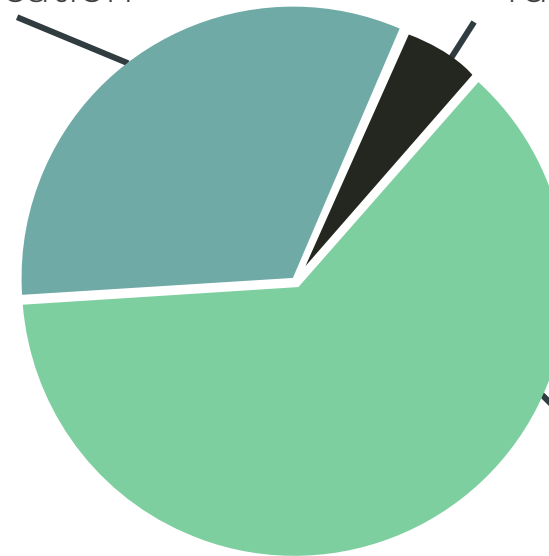
\$2,675 Amount Cochrane receives for municipal services

34%

To the Province to fund education

0.5%

Rocky View Foundation to fund Seniors Housing



65.5%

To fund municipal services

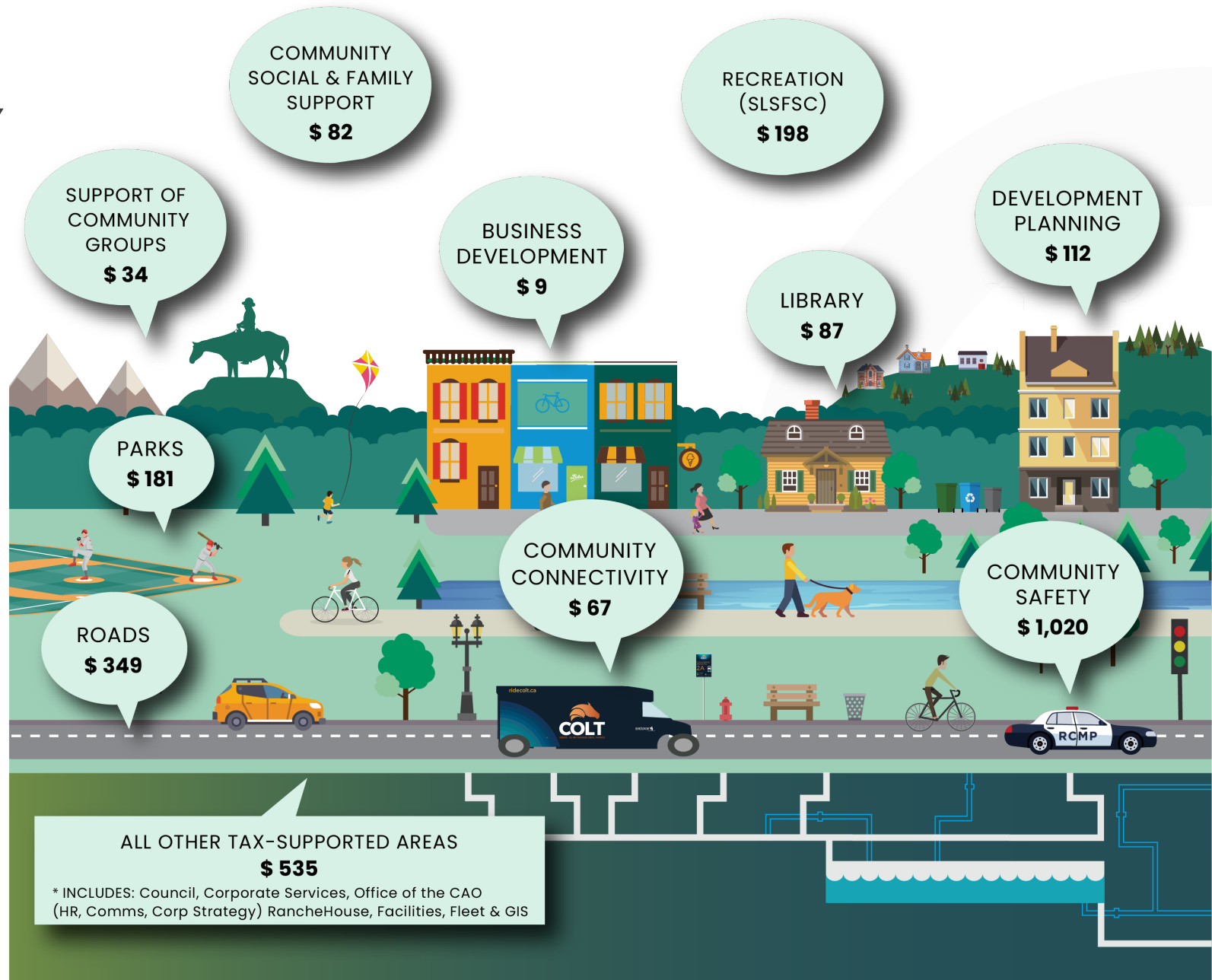


INVESTING IN OUR COMMUNITY

WHERE YOUR TAX DOLLARS GO

\$2,675

Of the property taxes from the average assessed home goes to support municipal services



2023 Uncontrollable Costs

Item	Increase
RCMP contract & retro pay costs	590,000
Non-Union COLA	456,000
Union Compensation	253,000
Partner Organizations	241,000
The Station	559,000
Power and gas utility	107,000
Telecommunications	81,000
Software Licensing	80,000
Fuel	42,000
Bank & credit card charges	42,000
Insurance	21,000
TOTAL:	2,472,000

This equates to **7.5%** tax increase.



KEEPING UP WITH GROWTH

Table 1

Alberta's 17 Largest Municipalities (ranked best to worst)

Municipality	Rank	2010-2020 Real Operating Spending Growth per Capita (%)	2010-2020 Real Operating Spending Growth (%)	2010-2020 Population Growth (%)	2020 Operating Spending per Capita (\$)
Cochrane	1	-32.0%	41.2%	107.5%	1,452
Lloydminster	2	-15.7%	52.2%	80.4%	1,928
Airdrie	3	-3.8%	83.0%	90.1%	1,585
Okotoks	4	0.1%	36.8%	36.7%	1,530
Spruce Grove	5	-3.4%	52.7%	58.0%	1,886
Calgary	6	-11.7%	12.2%	27.1%	2,317
Grande Prairie	7	-10.1%	24.2%	38.1%	2,272
Edmonton	8	-8.5%	22.4%	33.9%	2,322
Fort Saskatchewan	9	-5.2%	41.3%	49.0%	2,245
St. Albert	10	-0.3%	14.9%	15.3%	2,243
Red Deer	11	-2.1%	15.9%	18.5%	2,340
Leduc	12	1.6%	49.2%	46.9%	2,595
Lethbridge	13	6.0%	24.0%	16.9%	2,527
Rocky View County	14	15.4%	36.5%	18.4%	2,274
Strathcona County	15	11.9%	31.2%	17.2%	3,066
Parkland County	16	48.0%	57.6%	6.5%	2,077
Regional Municipality of Wood Buffalo	17	-9.9%	9.8%	21.9%	4,629
Average	-	-8.4%	19.2%	30.1%	2,383

Source: CFIB calculations, Municipal Affairs, Alberta Government, 2010-2020.¹⁰



ORGANIZATIONAL STRATEGY & CULTURE

ORGANIZATIONAL STRATEGY & CULTURE

2023-2025 BUDGET HIGHLIGHTS





ORGANIZATIONAL STRATEGY & CULTURE INVESTMENT IMPACT

- Cultural renovation underway
- Reorganization of Human Resources department
- Capital project and infrastructure communication
- Renewed focus on public and staff events to drive civic literacy, corporate culture and engagement
- Compensation review

ORGANIZATIONAL STRATEGY & CULTURE



COMMUNICATIONS



HUMAN RESOURCES



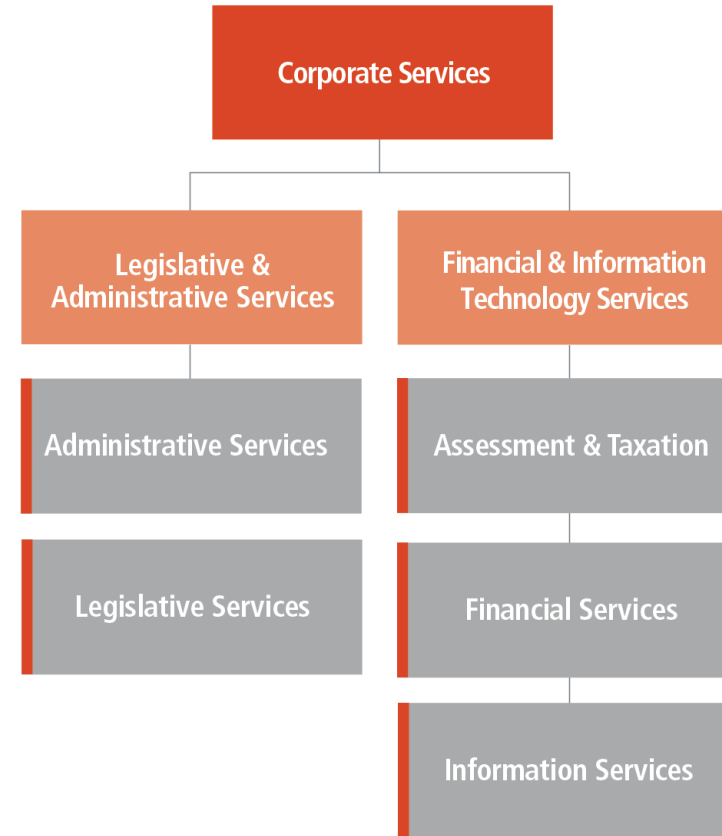
**INTERGOVERNMENTAL
RELATIONS**



CORPORATE SERVICES

CORPORATE SERVICES

2023-2025 BUDGET HIGHLIGHTS



CORPORATE SERVICES

INVESTMENT IMPACT

- Director of Legislative & Administrative Services
- Director of Financial & Information Technology Services
- CSR rotation at The Station
- Supporting application to renew Cochrane CRL

CORPORATE SERVICES

ORGANIZATIONAL RESILIENCY



- Financial capacity to deliver on Strategic vision
- Policies and procedures
- Anticipate and manage risk
- Protect, maintain and maximize IT resources and systems
- Implement multi-factor authentication when logging in from outside to increase system security
- Requesting additional Assessment resources

CORPORATE SERVICES

FINANCIAL & ENVIRONMENTAL STEWARDSHIP

- Develop and implement financial framework and policies
- Plan for a sustainable financial future and infrastructure needs
- Provide financial information and impacts to ensure decisions consider inter-generational equity
- Ensure accurate property assessments
- Monitor financial transactions to ensure fiscal responsibility
- Lifecycle IT equipment



CORPORATE SERVICES

BUILT ENVIRONMENT

- Project costs for expanded services, programs and facilities
- Acquire and maintain information to inform the budget



CORPORATE SERVICES

INTENTIONAL RELATIONSHIPS

- Sustain relationships with other levels of government
- Maintain relationships that inform the organization around best practices



PROTECTIVE & COMMUNITY SERVICES



PROTECTIVE & COMMUNITY SERVICES

2023-2025 BUDGET HIGHLIGHTS



PROTECTIVE & COMMUNITY SERVICES

INVESTMENT IMPACT

- 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 and School Tree Planting Day
- Manager of Parks
- Active Transportation Grant
- Cemetery Master Plan
- Direct engagement with Community Associations

PROTECTIVE & COMMUNITY SERVICES

ORGANIZATIONAL RESILIENCY



- Fire Services Master Plan Completion / Implementation
- Peace Officer Program Transition
- Emergency Management Training
- Community Services Reinvigoration



PROTECTIVE & COMMUNITY SERVICES

FINANCIAL & ENVIRONMENTAL STEWARDSHIP

- Local/Regional Colt
- Film Friendly Cochrane
- Seniors Tax Rebate Program
- Community Partner Support
- Recreation Agency Matching Grant
- Parks Infrastructure Program



PROTECTIVE & COMMUNITY SERVICES

BUILT ENVIRONMENT

- Multi-modal mobility
- Age Friendly Cochrane
- Cemetery Master Plan Implementation
- Trail Stewardship
- Community Housing Program



PROTECTIVE & COMMUNITY SERVICES

INTENTIONAL RELATIONSHIPS

- Diversity & Inclusion Portfolio Build-out
- Community Partners Support
- Recreation Agency Matching Grant
- Provincial Policing & AHS/EMS
- Indigenous Placemaking Centre Support**



SPRAY LAKE SAWMILLS FAMILY SPORTS CENTRE



2023 – 2025 BUDGET REVIEW



November, 2022

Presented to: Cochrane
Council

Prepared by: SLSFSC

SLSFSC FUNDING

	2022 BUD	2023 BUD	2024 MRF	2025 MRF
TOTAL OPERATING	\$ 1,703,578	\$1,463,917	\$1,249,320	\$1,132,420
TOTAL CAPITAL	\$ 729,500	\$1,273,500	\$1,683,000	\$1,834,000
TOTAL FUNDING	\$ 2,433,080	\$2,737,417	\$2,932,320	\$2,966,420
<i>RVC Funded</i>	<i>\$159,020</i>	<i>\$159,020</i>	<i>\$159,020</i>	<i>\$159,020</i>
<i>Funding Request</i>	<i>\$2,274,060</i>	<i>\$2,578,397</i>	<i>\$2,773,300</i>	<i>\$2,807,400</i>
<i>Cochrane Admin Targeted Savings (1)</i>		<i>(\$200,000)</i>	<i>(\$200,000)</i>	<i>(\$200,000)</i>
<i>Funding Request per Draft Budget</i>		<i>\$2,378,397</i>	<i>\$2,573,300</i>	<i>\$2,607,400</i>

(1) Targeted budget adjustment per Town of Cochrane administration. Adjustments completed across all segments/ partners to reduce overall tax rate burden.

BUDGET 2023-2025 – KEY PERFORMANCE INDICATORS

	2018 ACTUAL	2019 ACTUAL	2022 FORECAS T*	2023 BUD	2024 MRF	2025 MRF
Total Revenue	\$ 5,883,700	\$ 6,273,889 +6.6%	\$6,648,615 +6.0%	\$8,009,117 +20.5%	\$8,846,110 +7.7%	\$9,457,249 +6.9%
Total Expenses	\$ 7,088,666	\$ 7,869,999 +11.0%	\$8,125,109 +3.2%	\$9,473,034 +17.0%	\$10,095,427 +6.2%	\$10,589,669 +4.9%
Net Operating (Loss)	(\$ 1,204,966)	(\$ 1,596,110)	(\$1,496,065)	(\$1,463,917) ↑	(\$1,249,318) ↑	(\$1,132,419) ↑
Operating Cost Recovery %	83.0%	79.7%	81.8%	84.5%	87.6%	89.3%
Total Memberships (Peak, Ending)	P – 3,330 E – 2,624	P – 2,806 E – 2,806	P – 3,705 E – 3,705	P – 3,780 E – 3,718	P – 4,382 E – 4,351	P – 4,753 E – 4,719
YoY MB Growth	n/a	-16%	32%	+6%	+8%	+8%
Total Wage Costs	\$4,445,037	\$4,973,486	\$4,877,885	\$6,032,925	\$6,443,126	\$6,666,003
Revenue to Labor (x)	* 2020 and 2021 were heavily impacted by COVID; thus, excluded from comparative info.					1.44x

Theme: 2023 BUD results show a marked increase in revenue and cost recovery % as membership and program demand is expected to be robust post-COVID.

KEY BUDGET ASSUMPTIONS: 2023

GENERAL:

- Theme: **GROWTH** – membership and program growth due to renewed appreciation for health, wellness and shared social experience. Revenues are moderate growth estimates built on the assumption that business operations will be normalized after three years of COVID related closures.
- COVID/ Closures: COVID-19 is a non-factor. No impact on demand or staffing.
- Economy: Continued strength in demand for memberships, programming and facility amenities.
 - We have far-exceeded the anticipated timeframe to return to pre-COVID membership levels and overall facility demand (~12 month acceleration).
 - Consumer behavior has changed since pre-pandemic → higher expectations of service, cleanliness, demand for smaller group activities, and value (program inclusions) due lower/volatile discretionary income.
- Staff: Scaled to meet program and facility demand. Projected membership growth and facility use demands and increase in staffing to deliver services. Leaders will continue to seek opportunities for efficiencies in program delivery.
 - Salary escalation at 2.5% annual cost of inflation. Wages had been frozen since 2019 and only in 2022 did we start to apply a small ~1% COLA for staff. We have some 'catching-up' on wages if we are to remain competitive and retain our people.

BENCHMARKING DATA – PRE-COVID (2019 FISCAL)

Name (3)	Location	Size (sq.ft.)	Annual Visits	Revenues (\$MM)	Expenses (\$MM)	Deficit (\$MM)	Cost Recovery %
SLSFSC (1)	Cochrane	350,000	700,000	\$6.0	\$7.2	(\$1.2)	84%
TOP PERCENTILE PERFORMANCE							
TransAlta Tri-Leisure	Spruce Grove	226,000	n/a	\$6.4	\$8.3	(\$1.9)	78%
YMCA Lethbridge	Lethbridge	250,000	n/a	\$3.9	\$5.8	(\$1.9)	67%
Genesis Place	Airdrie	275,000	1,515,000	\$6.3	\$8.3	(\$2.0)	76%
Vivo Calgary	Calgary	195,000	800,000	\$6.9	\$9.8	(\$2.9)	70%
YMCA Calgary	Calgary	10 facilities	n/a	\$52.9	\$60.6	(\$7.7)	87%
Collicutt Centre	Red Deer	250,000	1,324,000	\$3.1	\$6.8	(\$3.7)	45%
Big Hill Leisure Pool (2)	Cochrane	14,000	n/a	\$0.4	\$0.9	(\$0.5-\$0.7)	50%

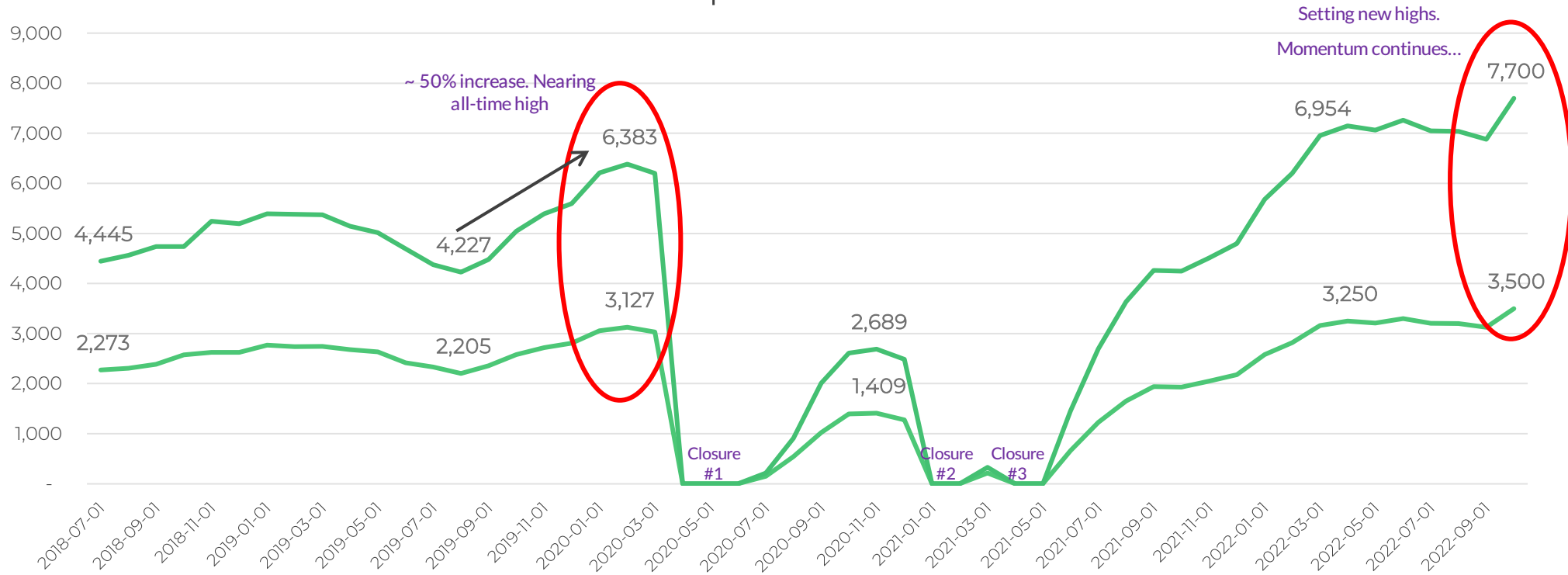
(1) Fiscal year ended July 31, 2019

(2) SLSFSC aquatic centre is 40,000 sq.ft. or 3x the size and contains 5x the water as the Big Hill Leisure Pool (2016). Benchmarking data shows aquatic centres typically recover 20-75% of costs

(3) Facilities all include aquatic centres

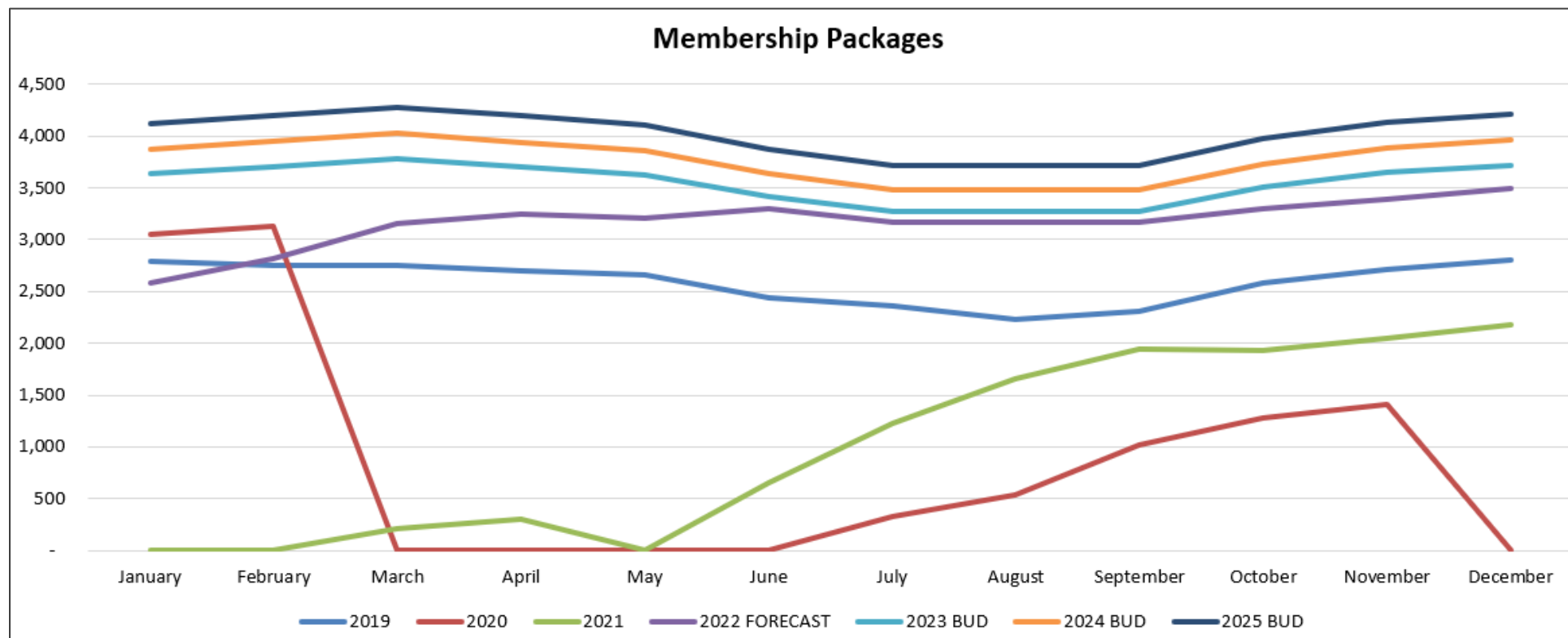
MEMBERSHIP TRENDS

Memberships & Total Members



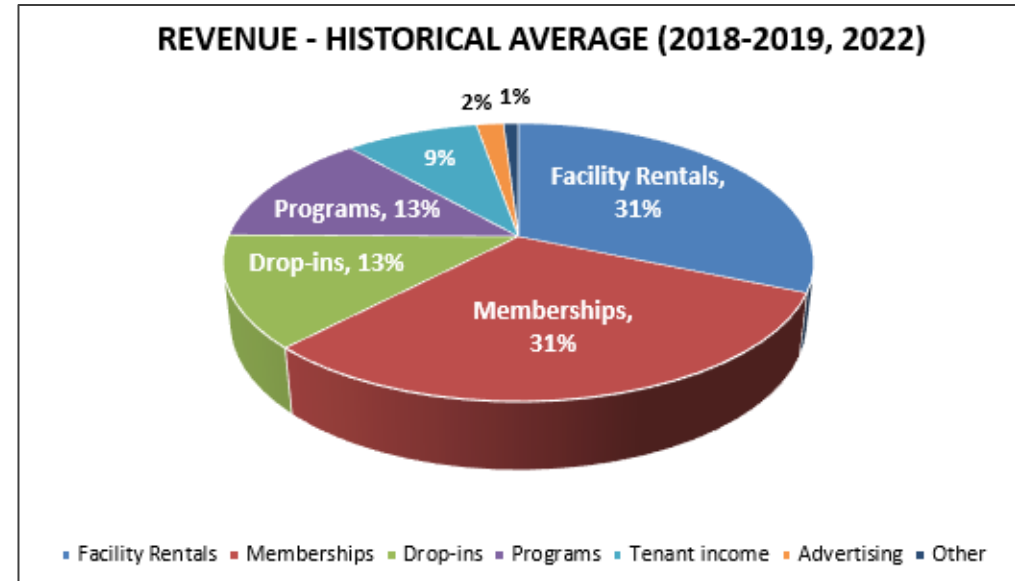
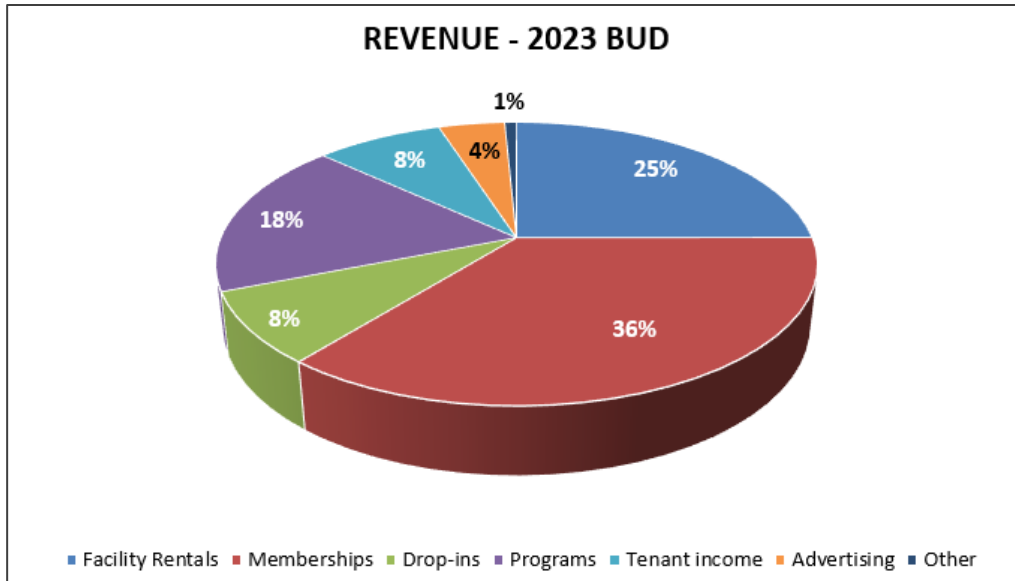
- Membership low in August 2019, due to economic downturn and summer months.
- Re-brand of memberships in October 2019, bringing on new wave of members. New membership high in March 2021, just prior to COVID-19 pandemic.
- Facility endured three separate facility-wide mandated closures through 2020 and 2021 (total 7 months)
- Demand continues to be strong, setting new membership records each month through 2022.

MEMBERSHIP PROJECTIONS

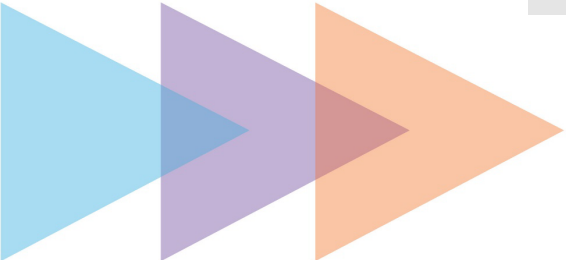


- Membership increases: 6% increase year-over-year
 - We returned to pre-COVID membership highs ~12 months earlier than expected (by April 2022).
 - Membership trajectory supported by overall population growth, coupled with focused marketing campaign(s) to attract new members.
- Sensitivity analysis:
 - +/- 10% memberships = \$287,000 impact to revenue

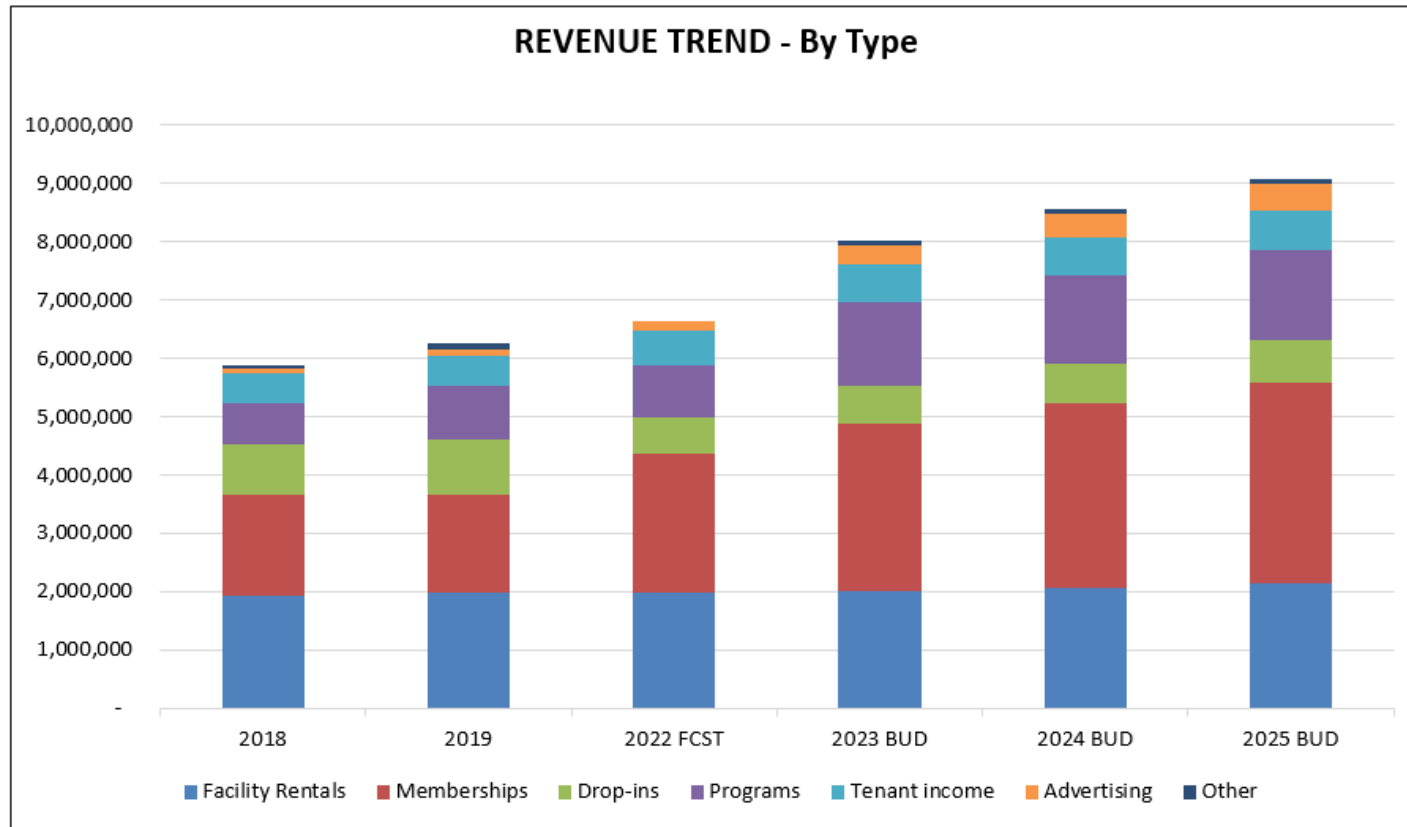
REVENUE TRENDING



- 2023 BUD revenues are in-line with historical average proportions, with an uptick in the portion attributable to membership revenues (decrease in day pass portion).
- Facility rentals and memberships account for >60% of total revenues.

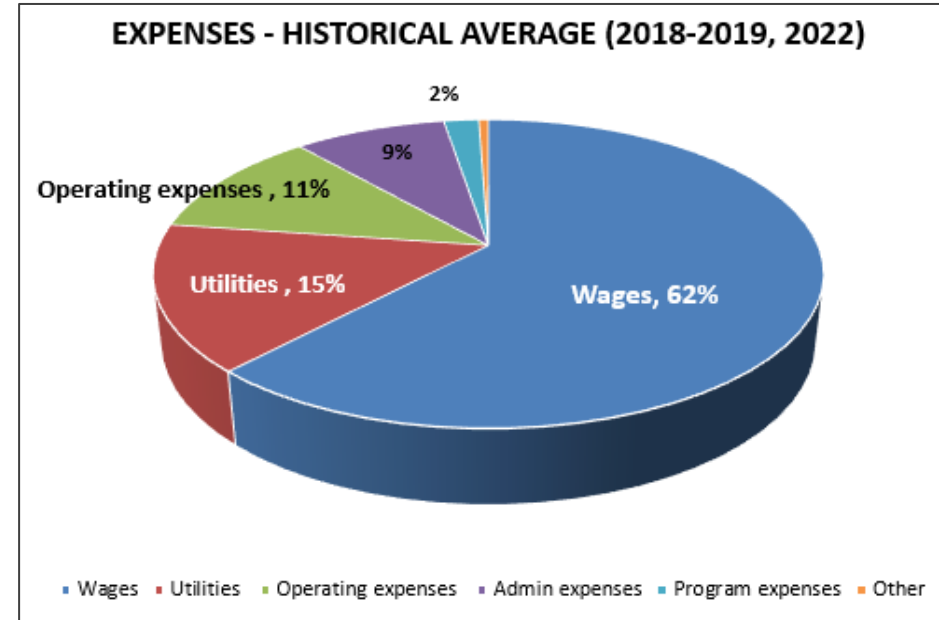
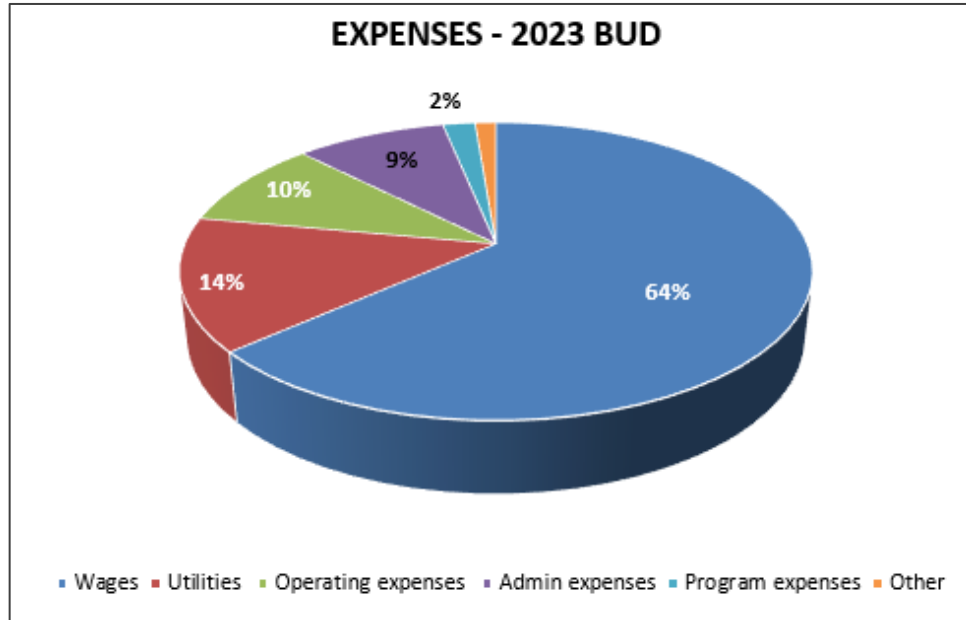


REVENUE TRENDING (cont'd)



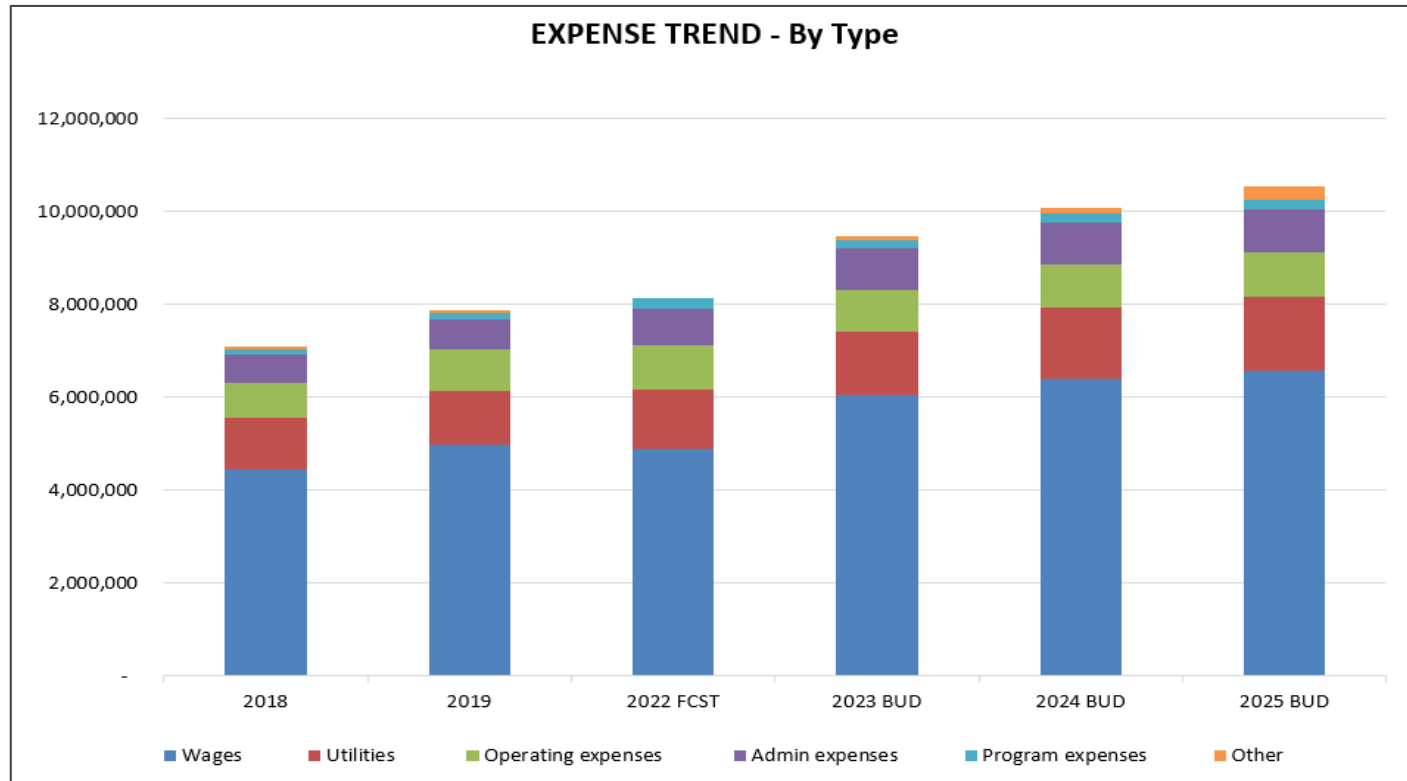
- 2023 BUD revenues are projected to increase ~20% from 2022, attributable to robust membership and program demand in the post-COVID economy.
- *2020 and 2021 are outliers due to COVID and significant portion of revenues from government assistance; thus, excluded from trend analysis.*

EXPENSE TRENDING



- 2023 BUD expenses are in-line with historical average proportions
- Wages and utilities costs account for ~80% of total expenses. Utilities costs increase YOY due to carbon tax and significant increase in commodity costs.
- Staffing is scaled to program and facility demand.

EXPENSE TRENDING (cont'd)



- 2023 BUD expenses are increasing, as program and facility demand increase.
- Total expenses increase at a slower pace than revenues, which contributes to improved operating cost recovery metrics. Notable is the increase in utilities expense, due to carbon tax and overall commodity cost increases.
- *2020 and 2021 are outliers due to COVID and multiple facility closures; thus, excluded from trend analysis.*

CAPITAL REQUIREMENTS:

- Safety and sustaining capital is increasing as facility ages, and larger capital replacements approach (roofs, cooling towers, lighting, turf, etc.).
- Capital spend % of total asset cost is well in-line with industry, which is ~ 1.4-2.1%, some as high as 3%.

	2022 BUD**	2023 BUD	2024 MRF	2025 MRF
TOTAL CAPITAL	\$ 729,500	\$1,273,500	\$1,683,000	\$1,834,000
Safety & Compliance	\$ 171,000	\$219,000	\$214,000	\$293,000
Sustaining	\$ 406,000	\$790,000	\$1,239,000	\$1,241,000
Productivity - Technology	\$152,500	\$150,000	\$185,000	\$200,000
Enhancement – Program & Service Delivery	\$ -	\$114,000	\$45,000	\$100,000
Capital Spend % of Total Asset Cost (\$110MM)	0.66%	1.16%	1.53%	1.67%

***Original 2022 Budgeted Capital was \$1.1M. SLSFSC is tracking favorable on operating budget for 2022; thus, we have allocated an additional \$300K to capital for a total of \$1.2M in capital.*



DEVELOPMENT & INFRASTRUCTURE SERVICES

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2023-2025 BUDGET HIGHLIGHTS



DEVELOPMENT & INFRASTRUCTURE SERVICES INVESTMENT IMPACT

- HWY 1A/Centre Ave Improvements
- HWY 1A/22 Interchange
- Protective Services Building
- Water Servicing Strategy
- Quigley Dr community engagement & consultation
- Glenbow Dr flood mitigation improvements
- Water treatment plant membrane replacements
- W3 master plan updates and 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

DEVELOPMENT & INFRASTRUCTURE SERVICES

ENGINEERING & ASSET MANAGEMENT



Action Plan:

- Adopt best practices in project management & delivery
- Advance asset management
- Leverage relationships with industry partners



DEVELOPMENT & INFRASTRUCTURE SERVICES

PLANNING & DEVELOPMENT SERVICES



Action Plan:

- Complete Growth Study
- Municipal Development Plan update
- Maintain Service levels in Cochrane QMP
- Continue to support entrepreneurship & innovation to enable a vibrant local economy



DEVELOPMENT & INFRASTRUCTURE SERVICES OPERATIONS

Action Plan:

- Deliver annual works programs for Operations departments
- Present updated water & wastewater service levels and rates in Jan 2023
- Review operational practices, ensuring sufficient resources to support current and future community needs



SERVICE FEES

Roads fees changed to reflect Alberta Road Builders and Heavy Construction Association guide

Housekeeping changes

Bring fees inline with those charged by other municipalities

Increased costs of providing the services



BUDGET IMPACTS ON AVERAGE RESIDENTIAL PROPERTY

Item	Proposed Increase
Property taxes (average residential property)	\$15.67 / month
Storm sewer	\$0.78 / month
Water*	\$2.53 / month
Wastewater*	\$4.24 / month
TOTAL	\$23.22/month

*Proposed changes to water and sanitary sewer utility rates will be brought forward in Q1 2023 for Council consideration.

THANK YOU

Questions?

