

What We Heard Report

Budget Planning Survey 2026-2028

Conducted April 7-May 8, 2025

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About the project

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 objective of this engagement is to ensure the Town of Cochrane's business plans and budgets reflect the projects and level of service that our residents have come to know and expect. And in doing so, The Town is committed to ensuring that the services provided are aligned with the needs of the residents of Cochrane and delivered in an effective, efficient, and financially sustainable way.

Methodology

Survey population and data collection

Budget engagement support was coordinated through help with an external consultant and available on Cochrane's engagement portal (letstalkcochrane.ca).

Feedback opportunities consisted of:

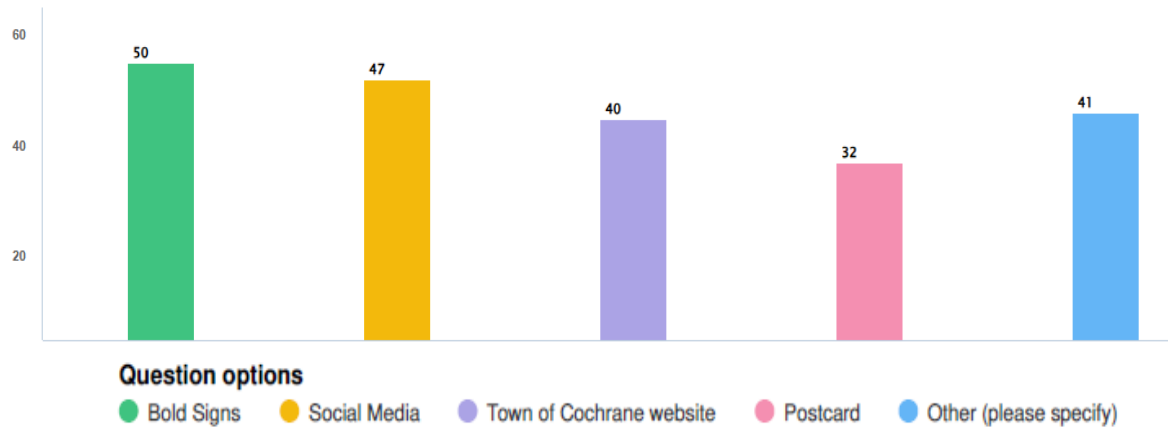
- A randomly recruited, probability-based, telephone survey for residents over the age of 18
- Direct mail letter sent to each residence in Cochrane including a link to the survey
- Opting in through QR code link
- An online survey on letstalkcochrane.ca that was open from April 7 - May 8, 2025
- In-person at the SLS Centre for the Chamber Trade Show on May 3 and 4, 2025

Survey responses

- In 2024, 179 complete surveys were recorded on 'Letstalkcochrane.ca'
- In 2025, 151 complete surveys were recorded on 'Letstalkcochrane.ca'
- In 2024, 407 complete surveys were recorded with Advanis
- In 2025, 825 complete surveys were recorded with Advanis (of those 758 came from postcard completes)

Survey awareness

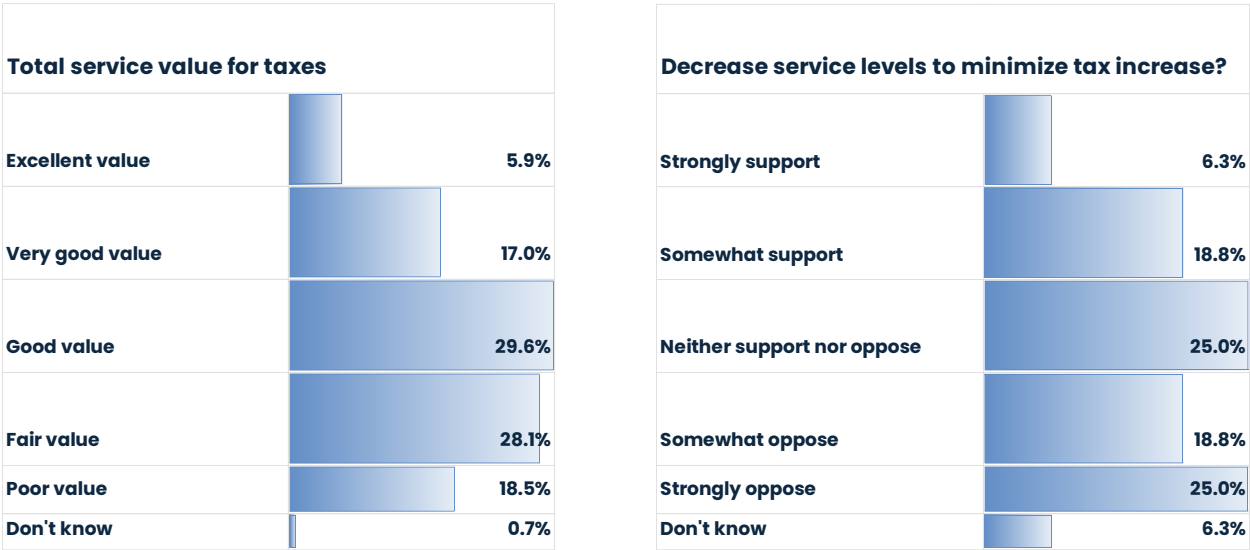
Survey participants were asked if they recalled seeing or hearing an advertisement for the survey. The highest levels of engagement came from magnetic board signs and social media (which includes Facebook and Instagram). “Other” options indicated on the survey included responses for: Cochrane Eagle, News, App, mail-out, letter in the mail, social media, and a utility bill insert.



Executive summary

There was a total of 151 adult Cochrane residents who completed the Town of Cochrane online survey from April 7th to May 8th, 2025. The following are summaries of the information presented in this report.

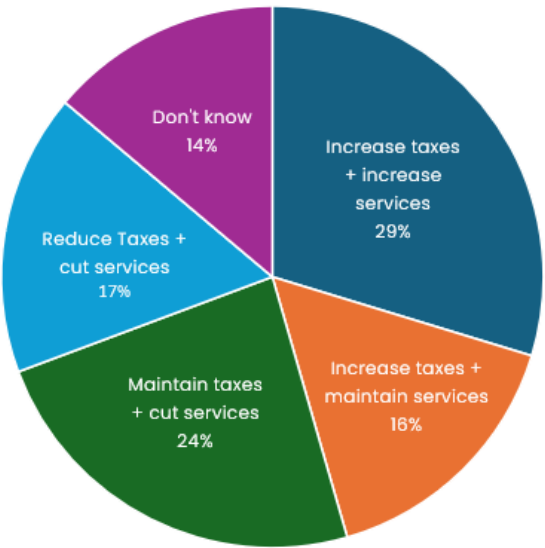
Service value for taxes paid



The combined total between Excellent to Good value for ‘Total service value for taxes paid’ is a combined 52.5%.

When considering a ‘Decrease in service levels to minimize tax increases’ those that support it are a combined 25.1% with 25% sitting neutral, and 43.8% are opposed. A small percentage at 6.3% don’t know.

Preferred Tax Strategy



Desired change to variable spending

Parks & Open Spaces			Family & Community Services			Roads		
Increase		31%	Increase		29%	Increase		23%
No Change		54%	No Change		57%	No Change		67%
Decrease		15%	Decrease		14%	Decrease		11%
Fire Services			Business Development			RCMP		
Increase		20%	Increase		21%	Increase		19%
No Change		66%	No Change		49%	No Change		65%
Decrease		14%	Decrease		29%	Decrease		17%
Transit (COLT)			Municipal Enforcement			Partner organizations		
Increase		21%	Increase		17%	Increase		20%
No Change		45%	No Change		48%	No Change		53%
Decrease		34%	Decrease		35%	Decrease		27%

Whilst most respondents would prefer that their service levels remain the same, a notable amount would like to see a decrease in transit, municipal enforcement, and partner organizations.

There is a desire to see increases in FCSS and Parks and Open Spaces.

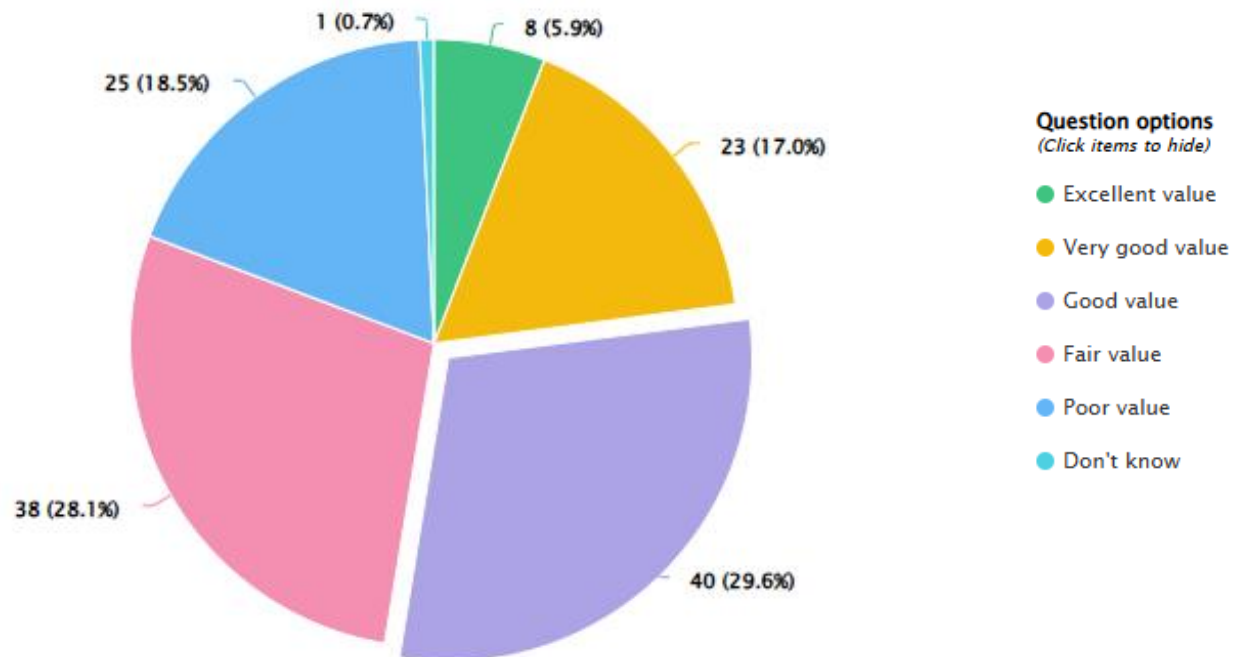
Most important priority facing Cochrane

						
22.7%	21.3%	21.3%	12.7%	12.0%	6.7%	3.3%
Long-term fiscal sustainability	Investing in new & existing amenities	Planning for future growth	Lower property taxes in the future	Other	Ensure property taxes stay the same in the future	Preparing for & reacting to changes in the economy

A summary of comments received are listed out in **Appendix M**.

Perceived value received for taxes paid

Thinking about the 65% used to fund municipal services, would you say you receive...?



29.6% of respondents feel they receive *Good value* for taxes paid; 28.1% feel they receive *Fair value* for their taxes paid.

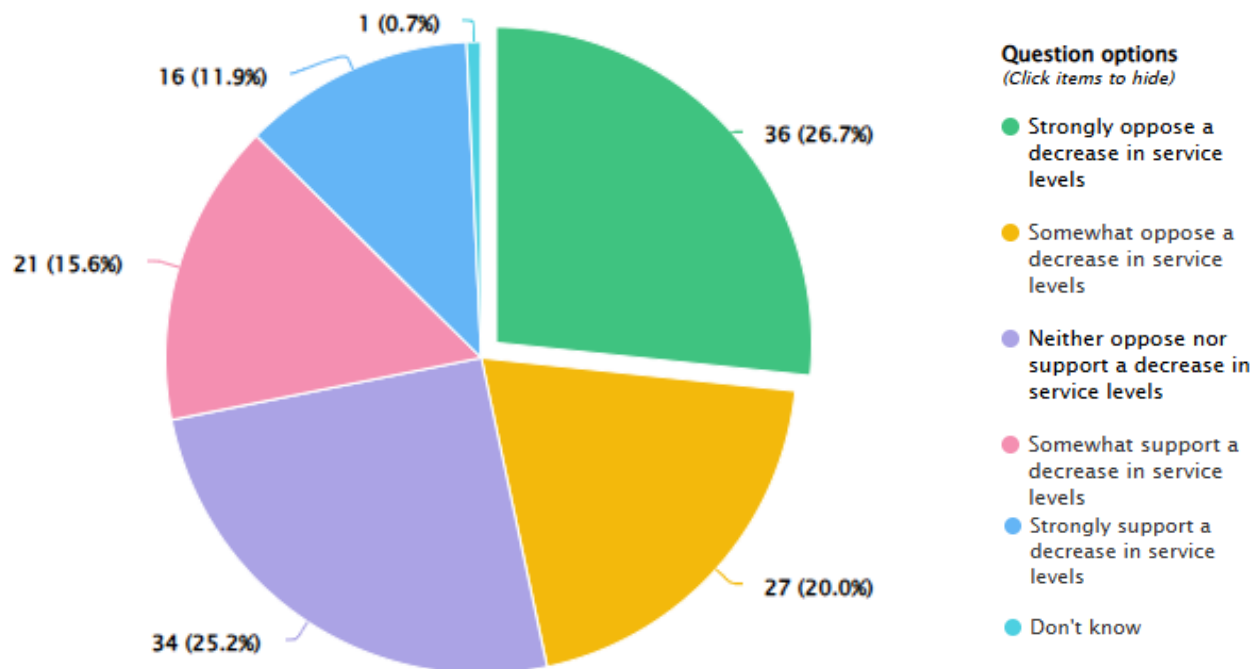
Key themes from the comments received:

- Core municipal services like snow removal, waste management, parks, and planning are generally appreciated.
- A divide exists between those satisfied with services and those who feel they lag rapid development.
- Key concerns include traffic congestion, inadequate transit and emergency services, and perceived misallocation of funds.
- Some feel disconnected from how taxes are spent, citing rising taxes without matching service improvements.
- Respondents call for greater transparency, improved infrastructure planning, and more equitable service delivery, especially in newer areas.
- Overall, Cochrane is seen as well-managed, but service and infrastructure investment must better match growth.

Participant's responses from 'Excellent value' to 'Poor value' can be found in **Appendix A**.

Overall property tax preference

The Town of Cochrane understands and recognizes respondents' desire to keep tax increases to a minimum. In order to do this, the Town may need to consider reducing current service levels. Would you support or oppose a decrease in service levels to min...



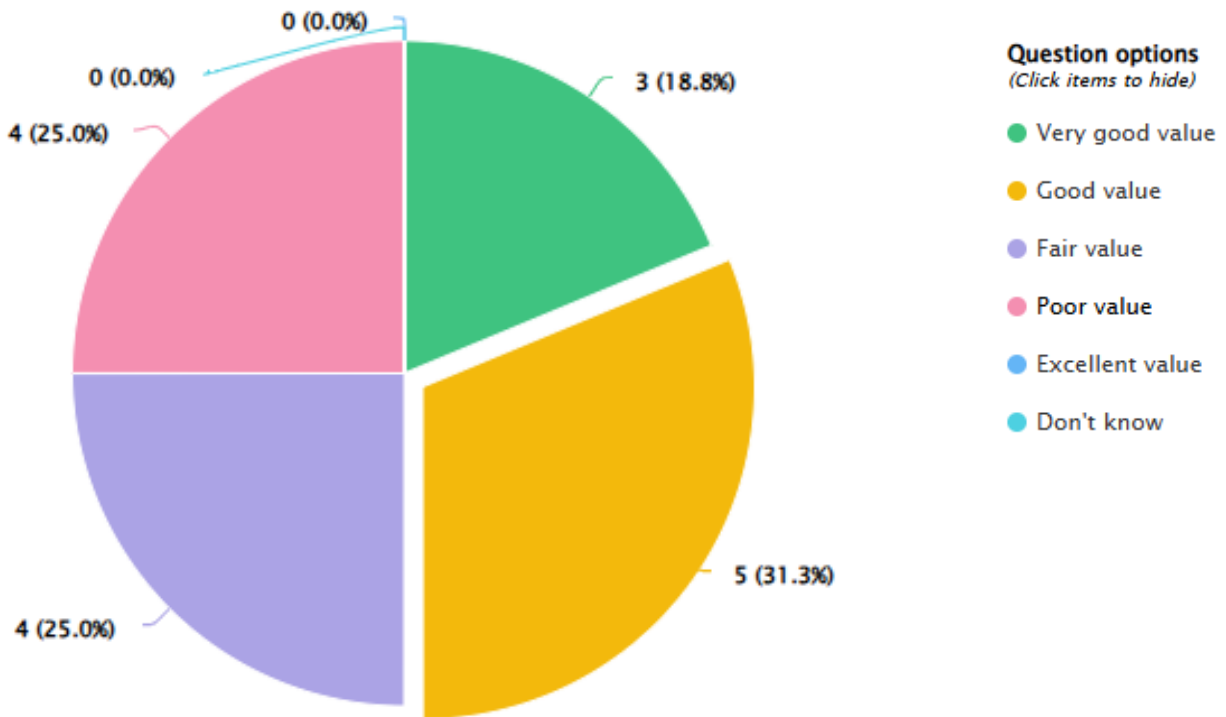
Respondents felt heavier on the opposition of a decrease in service levels to keep tax increases at a minimum. Strongly opposed to a decrease in service levels at 26.7%, followed by neither oppose nor support a decrease in service levels (25.2%), to somewhat opposed at 20%.

A portion of property tax is collected on behalf of the Province of Alberta to pay for education. To the best of your knowledge, what percent (%) of property tax is collected on behalf of the Province of Alberta to pay for education?

A smaller number of respondents (15 in total) chose to answer this text-based question. Out of the 15 that responded, the breakdown was sporadic with a larger number indicating they just did not know.

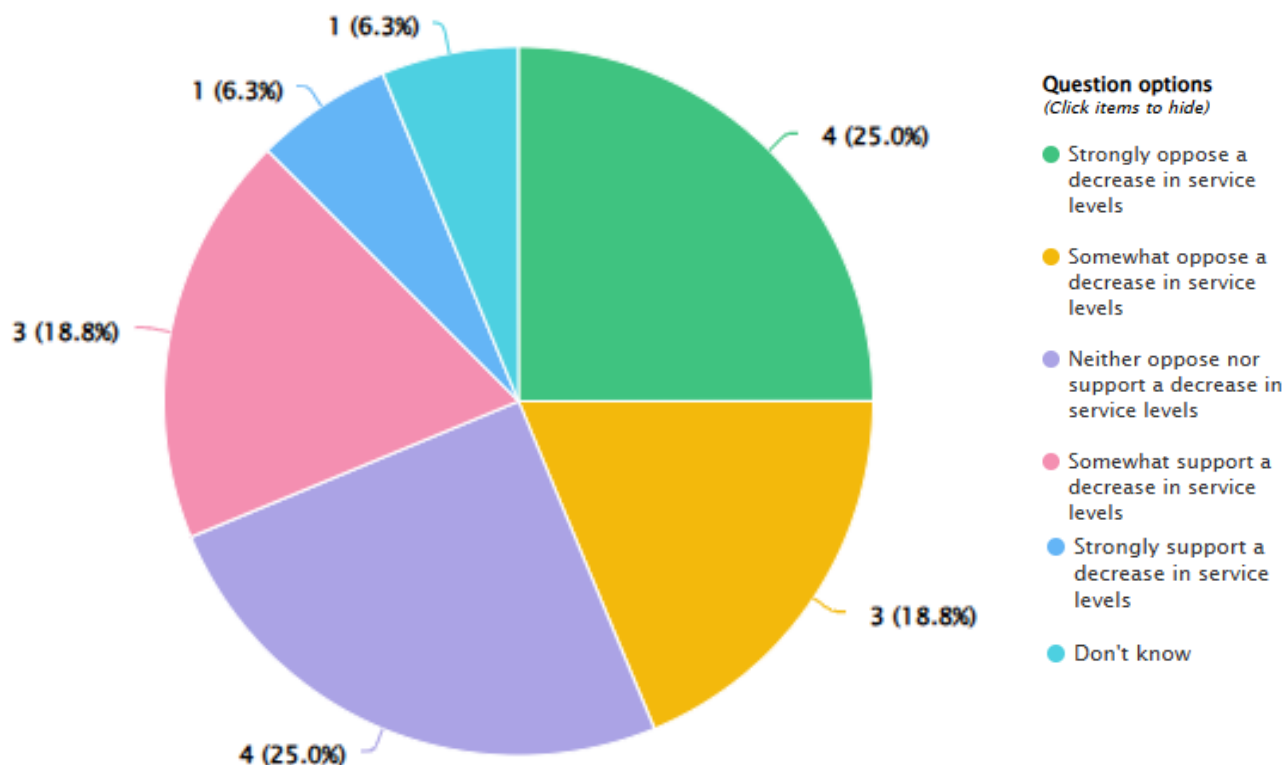
- 60% don't know
- 7% stated 100%
- 7% stated 50%
- 13% stated 32-35%
- 13% stated less than 5%

Thinking about the 67% used to fund municipal services, would you say you receive...?



A smaller group of respondents answered with similar distribution between the options presented. Respondents felt they receive *good value* for municipal services with 31.3%. The next level of response was 25% for *fair value* towards services, followed by 18.8% at *very good value*.

The Town of Cochrane understands and recognizes respondents' desire to keep tax increases to a minimum. To do this, the Town may need to consider reducing current service levels. Would you support or oppose a decrease in service levels to minimize tax increases in 2026?



Residents shared a range of opinions when asked about balancing service levels and tax increases. The feedback highlights both fiscal concerns and a strong commitment to essential services.

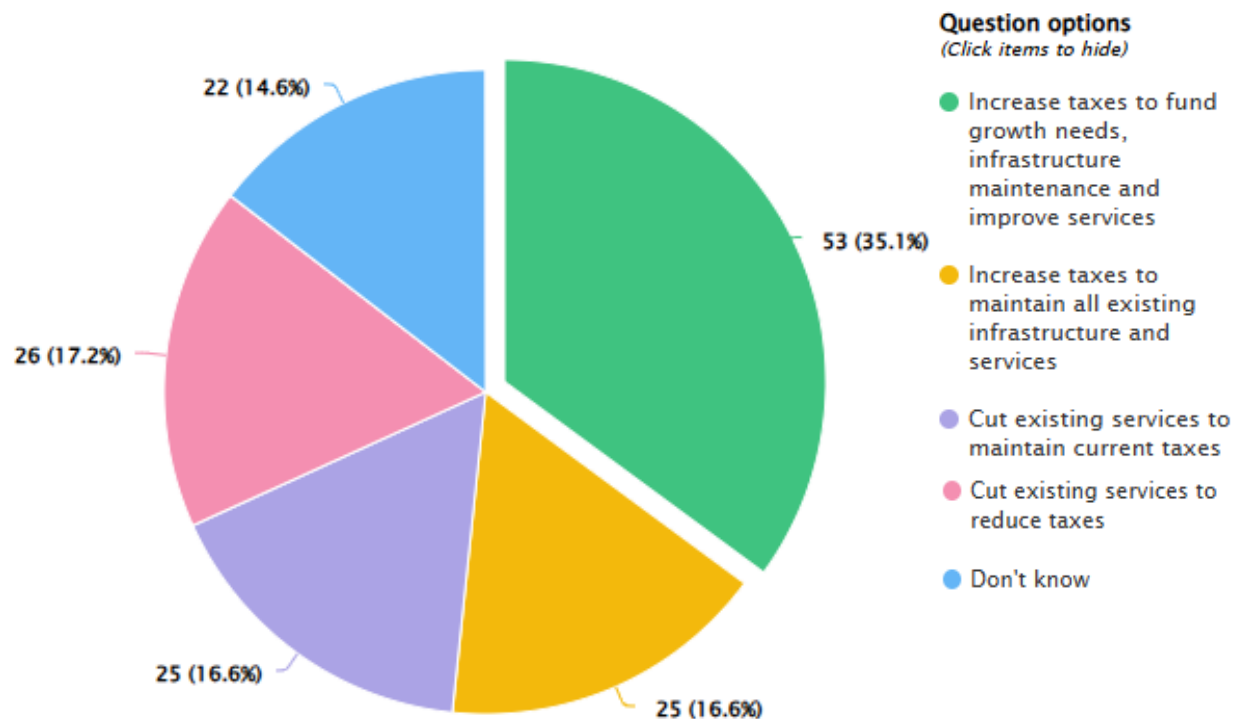
The common themes received from the responses are as follows:

- Reduce service levels to improve efficiency and cut non-essential programs (e.g., business incubators, excessive winter road salting)
- Favour innovation, cost-saving, and minimizing tax increases through strategic cuts
- Opposition for service reduction due to an emphasis on the need to protect core services, especially those supporting vulnerable populations or urgent care
- Willingness to pay taxes if they directly support vital community services
- Need for transparency and community input if any changes to service levels are considered

Participant's responses from 'Strongly oppose' to 'Strongly support' can be found in **Appendix B**.

Infrastructure tax strategies

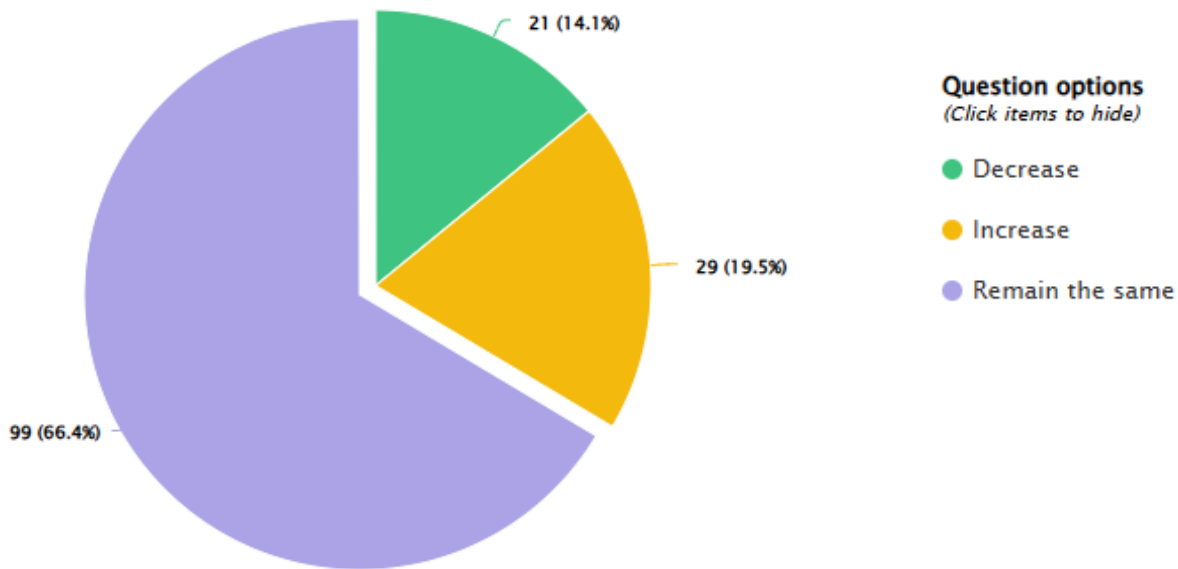
Next, thinking about the Town of Cochrane infrastructure (roads, public buildings, etc.) and services overall, which of the following tax strategies best represents your preference?



There were varied opinions around tax strategies with a larger portion of respondents (35.1%) indicated that they support an increase in taxes to fund growth needs, infrastructure maintenance and improved services. This is followed by close regard across remaining options for cutting existing services to reduce taxes (17.32%) and tied responses between both increasing and decreasing costs.

Fire Services

Percentage of variable budget: 16%: This includes fire response, as well as community prevention and inspection services and emergency preparedness.



A large number (66.4%) of respondents indicated the choice to keep the percentage of variable budget the same. This was followed by a desire for an increase to 19.5% and a decrease to 14.1%.

Fire Services Reasons to increase spending:

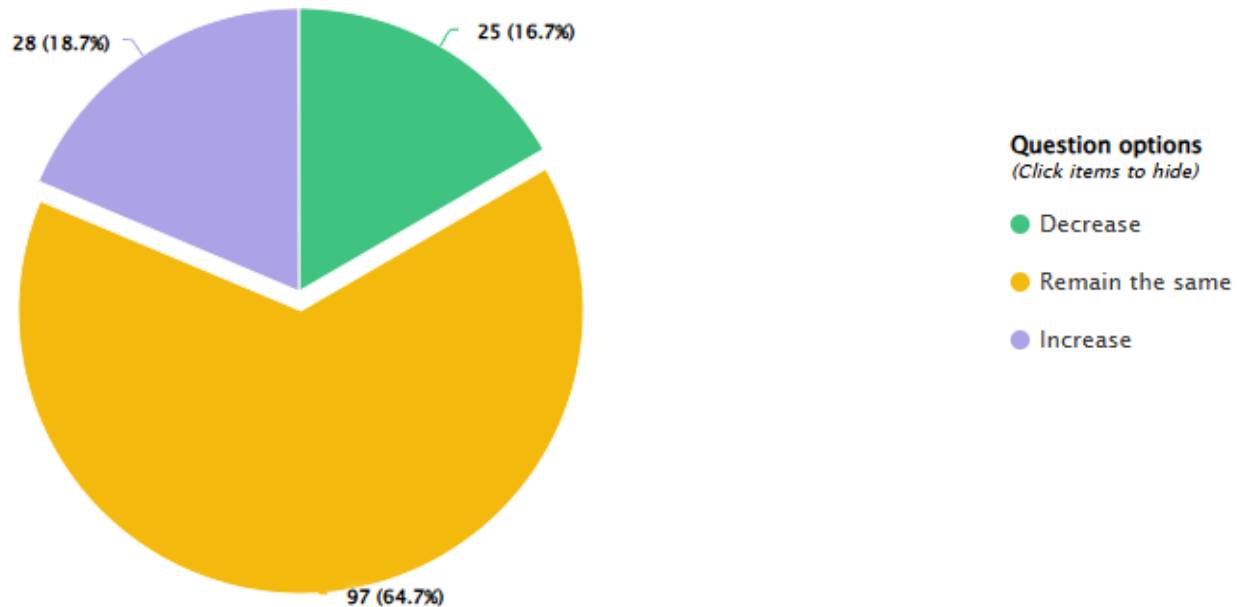
- Respondents indicated a desire to increase spending mainly due to population growth as the main reason for consideration.
- Respondents felt fairly equal towards and increase to ensure the quickest fire response time and overall that this is an essential service and safety need for the community.

Fire Services reasons to decrease spending feedback:

- Many respondents supported a budget increase to address the demands of a growing population.
- This was closely followed by a need to address spending on emergency services that may not be necessary given the demand.

RCMP Services

Percentage of variable budget: 11%. This includes RCMP contract and detachment administrative support.



A large number of respondents indicated a desire to keep the RCMP contract and detachment administrative support the same from last year at 64.7%. The reasons to decrease spending was “Other” while an increase was to keep crime down.

RCMP Reasons to increase spending feedback:

- The primary reason was to keep crime down and keep up with the population growth.

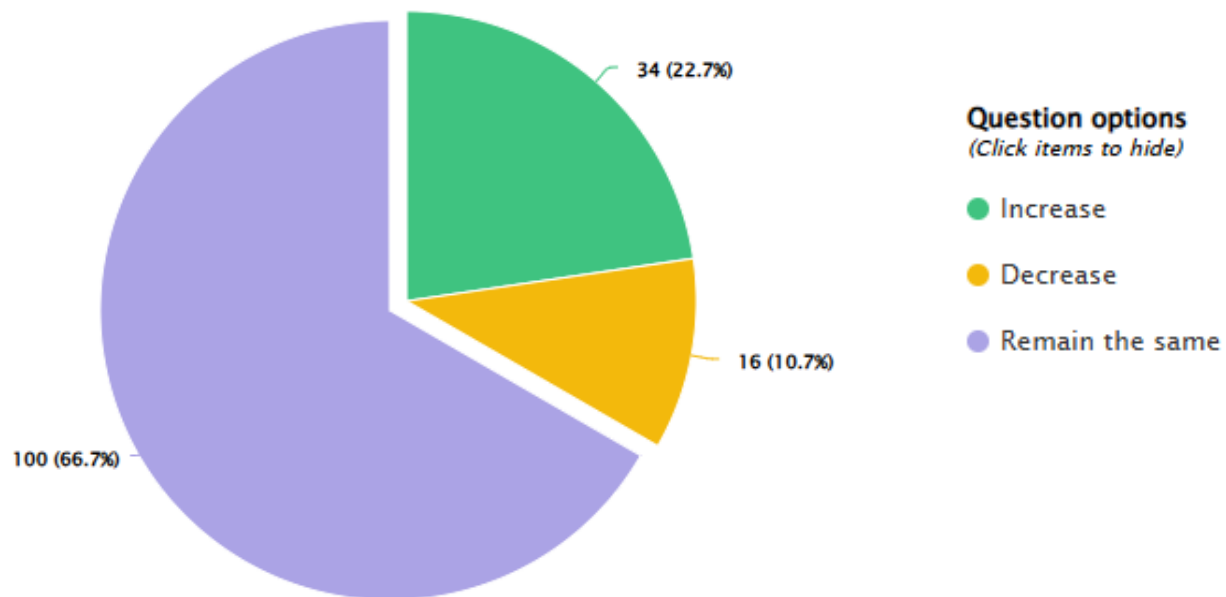
RCMP Reasons to decrease spending feedback:

- Reallocate funds toward social services and community programs that address the root causes of crime, rather than investing further in traditional policing.

Responses to an increase, decrease, or to remain the same can be found in **Appendix C**.

Roads Services

Percentage of variable budget: 10%. This includes the street, parking lot and alleyway seasonal cleaning, sanding, snow plowing and snow removal, as well as regular street and sidewalk repairs and maintenance.



Many residents indicated a desire to keep Roads services budget the same from last year at 66.7% with 22.7% wanting to see an increase in spending and 10.7% wanting a decrease.

- Some residents suggested reducing the frequency of clearing residential areas and side streets to reduce costs.
- Others recommended considering less frequent snow clearing during prolonged storms as a cost-saving measure.

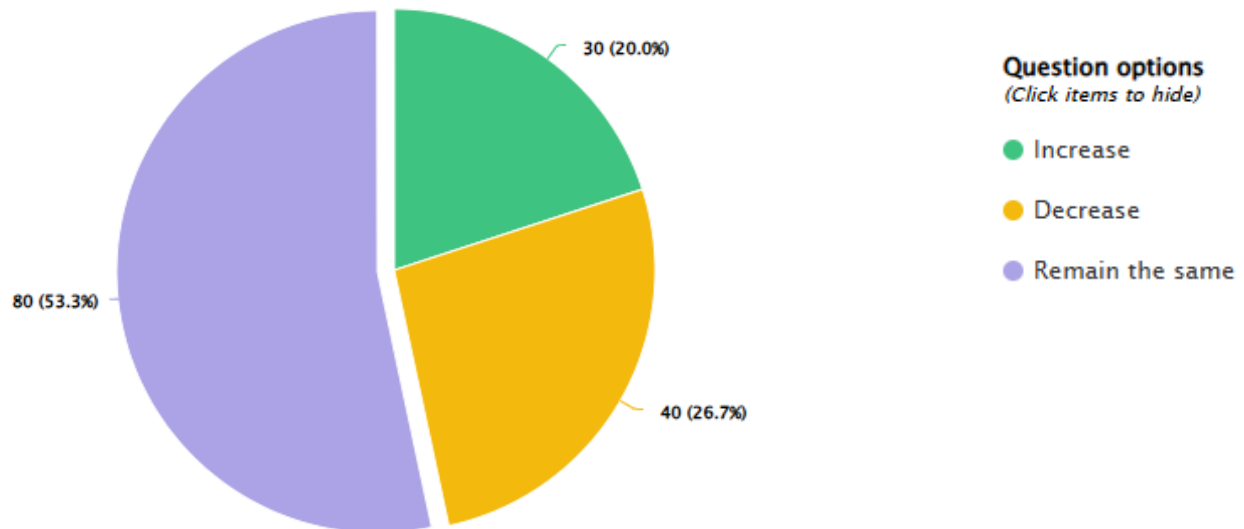
Roads Reasons to increase spending:

- Respondents had a higher response rate for wanting residential areas and side streets to be cleared more often.
- Also noted was a strong desire to consider clearing and sanding roads sooner or more often.
- Wanting more or better snow clearing equipment as well as for Cochrane to be more prepared for Winter, were the following reasons to increase spending.

Responses to an increase, decrease, or to remain the same can be found in **Appendix D**.

Partner organizations

Percentage of variable budget: 8% Includes organizations that are in partnership with the Town of Cochrane including Spray Lake Sawmills Centre, community grants and the Cochrane Public Library.



Respondents expressed desire for the 8% allocation to 'Remain the same' as their majority choice (53.3%) with a decrease as the next option at 26.7%.

Partner Organizations Reasons to decrease spending:

- Respondents felt that there is a lack of accountability for these partners (51.3%).
- Secondly the sentiments followed that the cost of these partnerships is larger than the benefits they provide (43.6%).

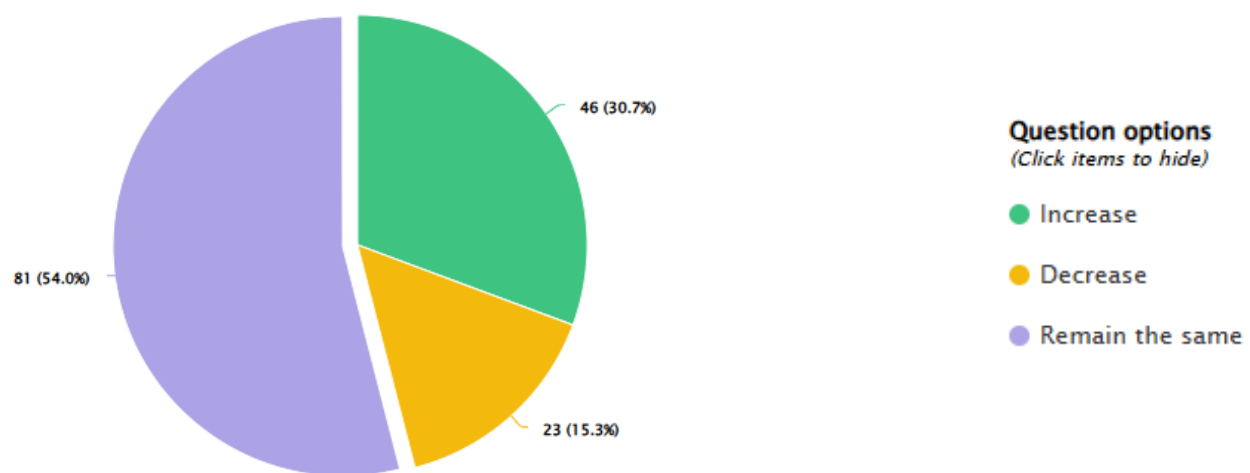
Partner Organizations Reasons to increase spending:

- Respondents would like to see an increase in Partner Organizations spending 'To support population growth' with 66.7% in favour. Responses were tied with respect to a desire to see more programs offered and existing facilities updated with 56.7% interest. Several respondents (43.3%) would like spending to be directed towards helping to make Cochrane an attractive place to live.

Responses to an increase, decrease, or to remain the same can be found in **Appendix E**.

Parks & Open Spaces

Percentage of variable budget: 7% Includes maintaining 440 acres of parkland, 43 playgrounds, 80kms of pathway, outdoor skating rinks, as well as the maintenance of sports fields and cemeteries.



Respondents had a strong response (54%) to keep the percentage of the variable budget at the same level it is currently. This was followed by 30.7% voting to have an increase in spending.

Reason to increase spending:

- Respondents who support and increase spending on parks and open spaces emphasized the need to better maintain existing parks and open space infrastructure (69.6%).
- A close second to this was the need for more areas of leisure (60.9%).
- Suggestions included more playgrounds, outdoor rinks, trail connectivity, and a soccer dome, alongside calls for less bureaucracy and more investment in visible, community-enhancing services that support health and well-being.

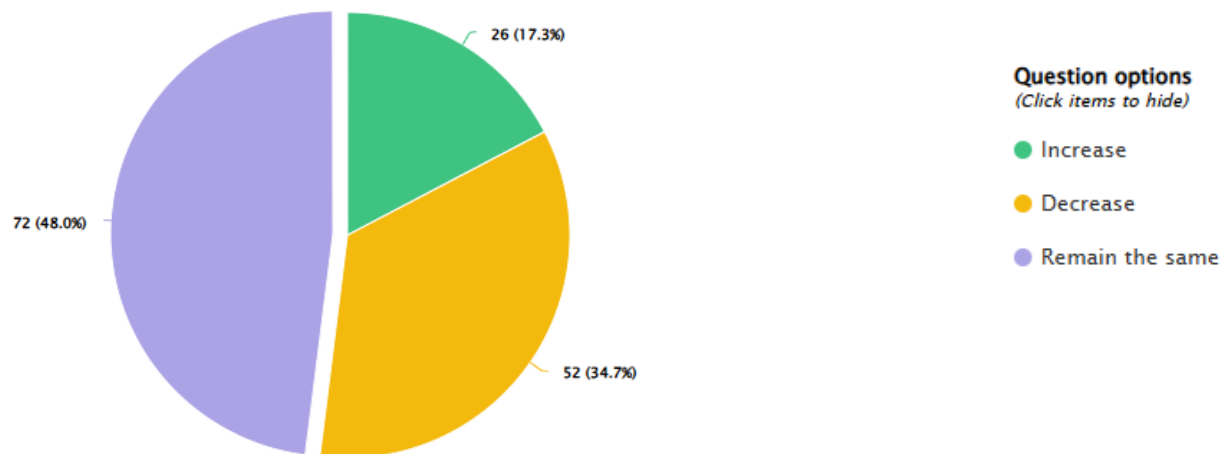
Reason to decrease spending:

- A smaller number of respondents recorded responses to decreasing spending on partner organizations.
- Those that did respond view these areas as non-essential or lower-priority, especially in comparison to core municipal services (52.2%).
- Common themes indicated in 'Other' include a belief that some amenities are over-maintained or underutilized, and suggestions for more sustainable or community-led approaches to parks and green space management.

Text responses to an increase, decrease, or to remain the same can be found in **Appendix F**.

Municipal Enforcement

Percentage of variable budget: 2% This includes enforcement of community bylaws, education to reduce violations, traffic enforcement, development compliance and creating a safer space for all respondents.



Almost half of the respondents (48%) are in favor of the budget percentage of 2% to remain the same followed by a desire for a decrease (34.7%).

Reasons to increase spending:

Respondents who support increased spending on Municipal Enforcement want to see a more visible, proactive, and consistent enforcement presence, particularly in areas like off-leash parks, traffic hotspots, and noise-related issues. There is a call for less emphasis on education and more on accountability through ticketing, with some suggesting enforcement could also serve as a revenue stream if properly managed.

Reasons to decrease spending:

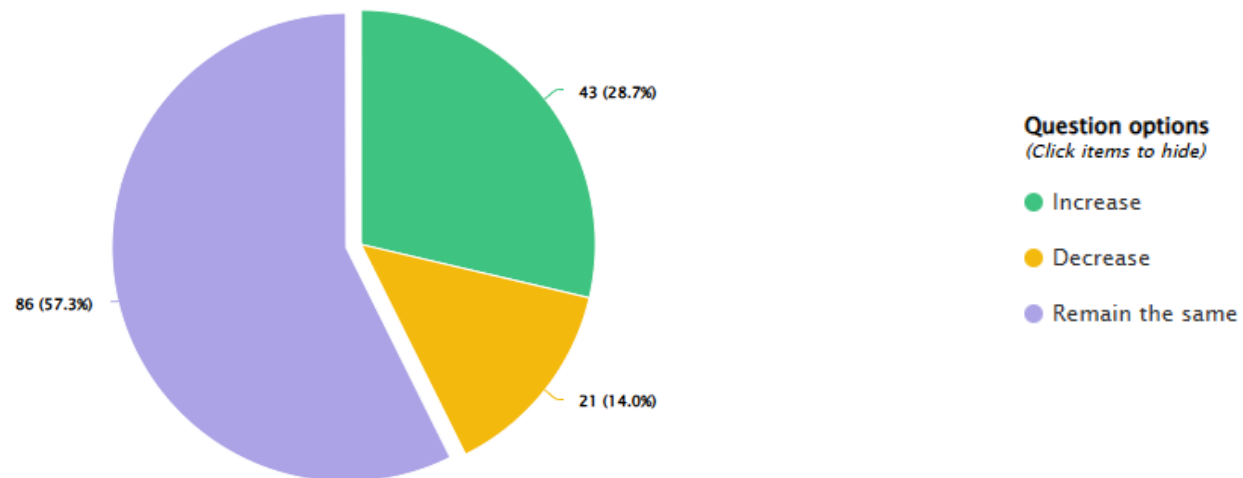
Respondents who support decreasing Municipal Enforcement spending largely feel that current enforcement efforts are ineffective, misplaced, or poorly prioritized.

- Frustrations over a lack of consistent bylaw enforcement, particularly regarding pet-related issues.
- View traffic enforcement as revenue-driven rather than safety-focused. There is also a recurring sentiment that existing resources could be better utilized, with some advocating for a shift toward education, community respect, or RCMP coverage instead of expanding local enforcement services.

Responses to an increase, decrease, or to remain the same can be found in **Appendix G**.

Family & Community Support Services (FCSS)

Percentage of variable budget: 2% This includes connecting people and systems, preventative and early intervention programs, affordable housing and family resource network.



Many respondents (57.3%) expressed the desire to keep the allocated 2% budget the same for FCSS as last year. While 28.7% indicated an increase would be desirable.

Family and Community Support Services Reasons to increase spending:

- Respondents felt the main reason to increase spending for FCSS should be to help provide affordable support services; followed by a need to keep up with population growth.

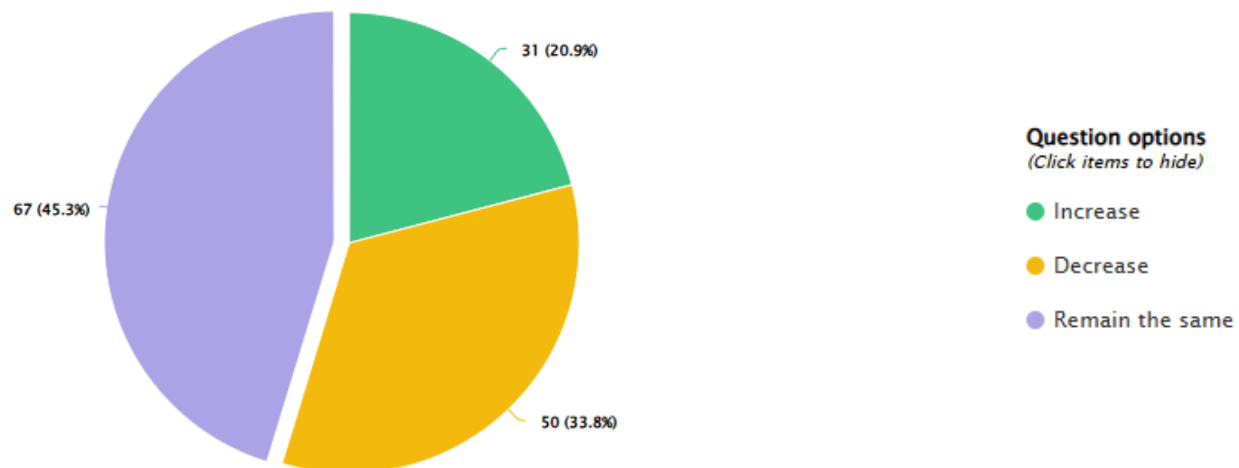
Family and Community Support Services Reasons to decrease spending:

- Respondents indicated that they would like more funding from other levels of government as the main reason to decrease spending.
- Those who support a decrease argue that these services should be primarily funded by provincial and federal governments, not municipal taxpayers, and express concerns about bureaucratic inefficiencies and service overlap among agencies.

Responses to an increase, decrease, or to remain the same can be found in **Appendix H**.

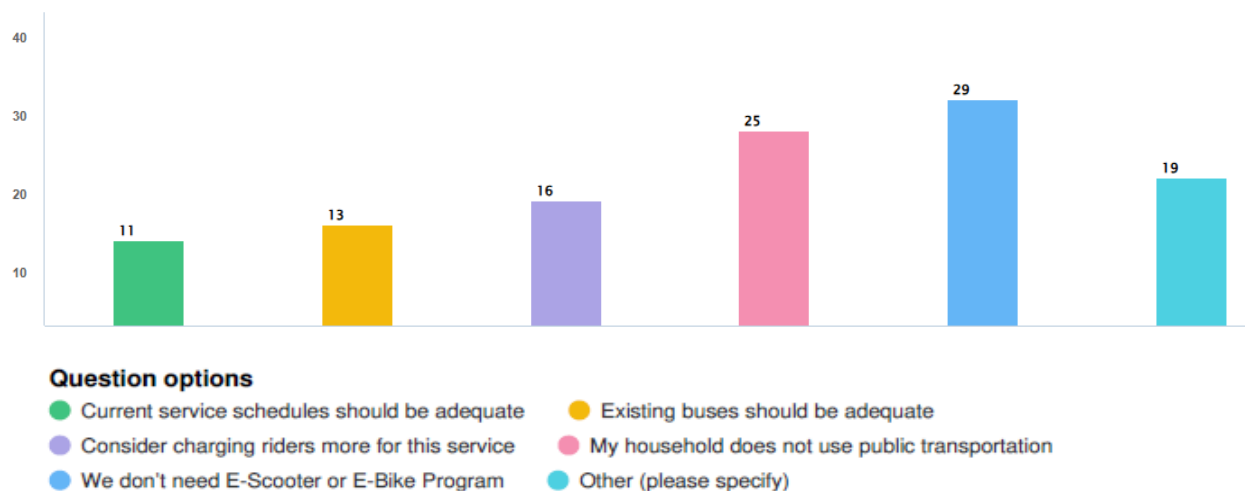
Transit – Cochrane On-Demand Local Transit

Percentage of variable budget: 3% This includes the COLT (Cochrane On-Demand Local Transit) services, which includes the e-scooters, e-bikes and Rocky View Handibus.



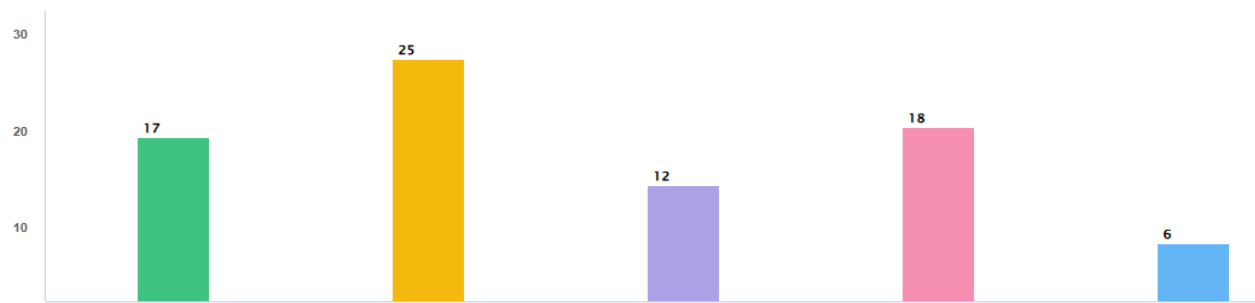
Many respondents (45.3%) indicated their preference to be for the variable budget to remain the same at 3% with a decrease as the second voted option.

Transit, Reasons to decrease spending:



- While nearly half of respondents support maintaining the current 3% transit budget, many who favor a decrease cite low usage of COLT, frustration with the unreliable on-demand model, and a belief that e-scooters and e-bikes should be privately funded.
- Others recommend shifting to fixed transit routes or smaller, more efficient vehicles, noting that empty buses and underutilized services make current operations unsustainable.

Transit (Cochrane On-Demand Local Transit), Reasons to increase spending:



Question options

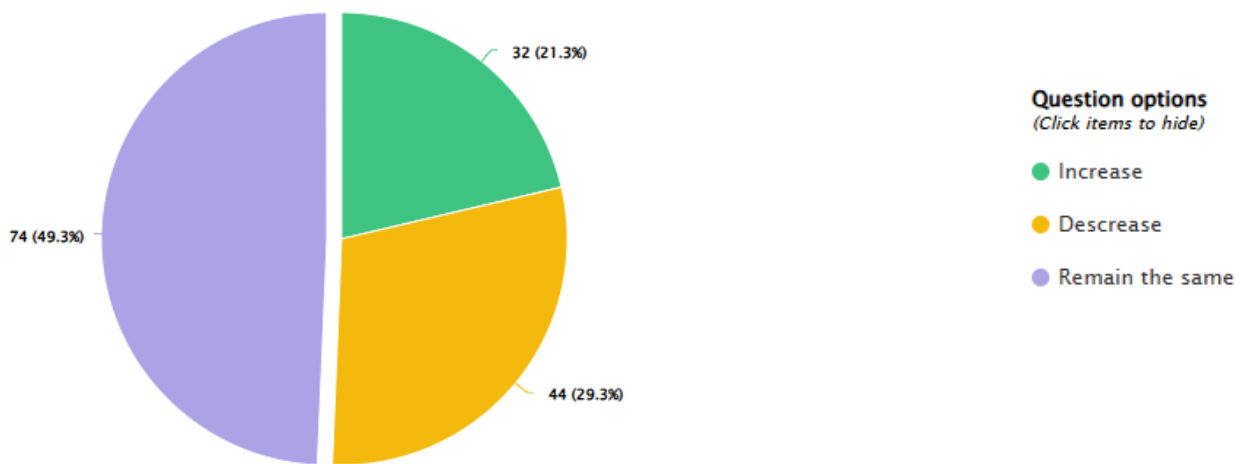
- Would like more busses and/or frequency of service
- Would like to establish fixed routes
- Would like to make public transportation more affordable
- Would like to extend the hours of service
- Other (please specify)

- Respondents who support increased transit spending are primarily calling for a switch to fixed routes and expanded service hours, emphasizing that the current on-demand model is unreliable and fails to meet demand.
- “Other” comments highlight the need for better connectivity, improved access in underserved areas like Sunset Ridge, and greater scheduling efficiency, with some suggesting late-night routes and a move toward a more traditional, dependable public transit system.

Responses to an increase, decrease, or to remain the same can be found in **Appendix I**.

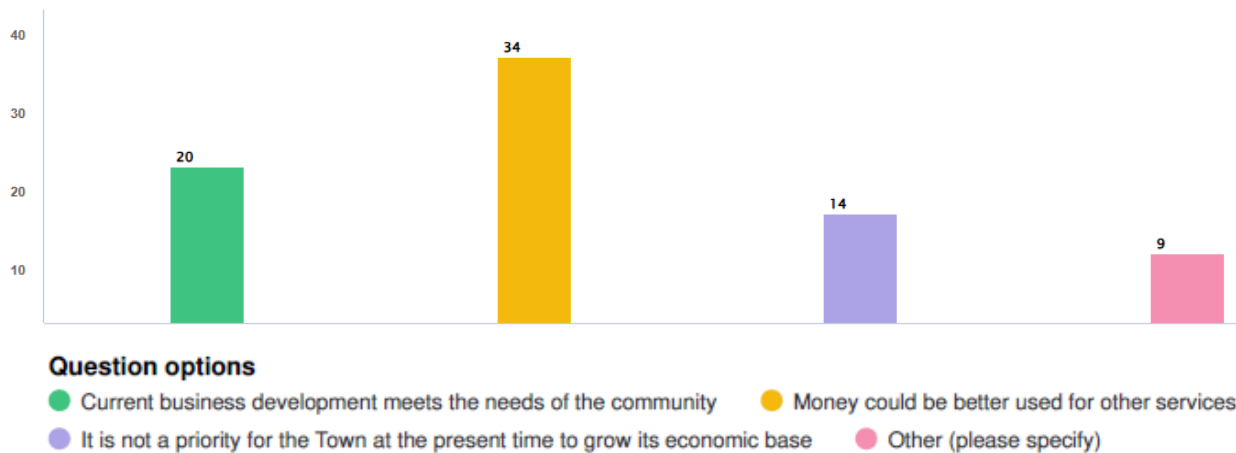
Business Development

Percentage of variable budget: 1% Includes the promotion of the innovation sector, the strengthening of relationships with existing business groups, companies and major developments, as well as proactively planning and implementing initiatives to enhance Historic Downtown Cochrane.



Respondents indicated they would choose to keep business development at the same 1% level that it is currently for business development around the Town of Cochrane.

Business Development, Reasons to decrease spending:

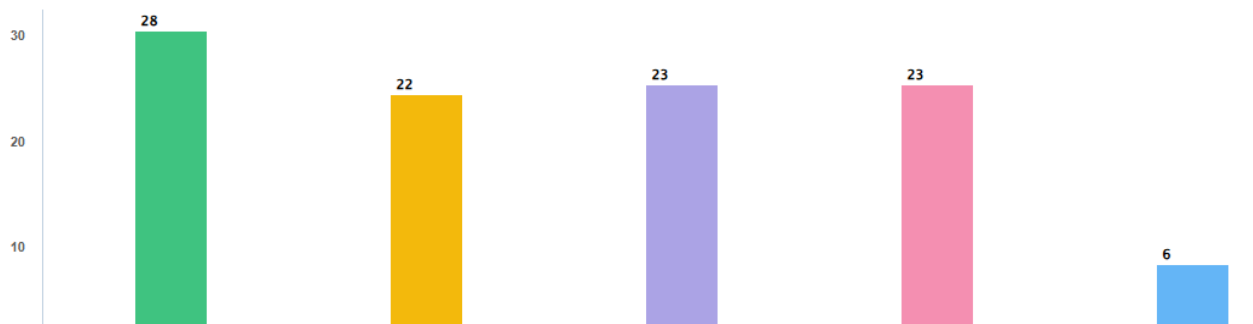


Respondents prefer to keep Business Development funding at the current 1%, but many who want to decrease spending feel that public money should be better spent on other services or left to private enterprise.

Generally, the responses ranged in sentiments around a reason for a decrease. Some general themes are as follows:

- Reduce public investment in private business
- Minimize taxes and red tape
- Focus on completing infrastructure before further business incentives
- Skepticism about rapid growth and taxpayer-funded business promotion

Business Development, Reasons to increase spending:



Question options

- Current business development meets the needs of the community
- Money could be better used for other services
- It is not a priority for the Town at the present time to grow its economic base
- Other (please specify)

- Respondents who support increasing Business Development spending feel the current efforts meet community needs but want more focus on attracting visitors and tourists.
- Build a stronger local economy to reduce reliance on commuting, supporting small businesses, and creating more local employment opportunities.
- Make Cochrane more vibrant and competitive with nearby tourist destinations.

Responses to an increase, decrease, or to remain the same can be found in **Appendix J**.

Thank you for your input on the Town of Cochrane's variable spending budget. Is there any additional feedback you would like to provide regarding your choices?

Generally, the responses ranged in sentiments. Some general themes are as follows:

- Rapid growth and infrastructure support
- Financial transparency and accountability
- Infrastructure and essential services investment
- Growth management and development policy
- Community investment and involvement overall

Please see **Appendix K** for full response details.

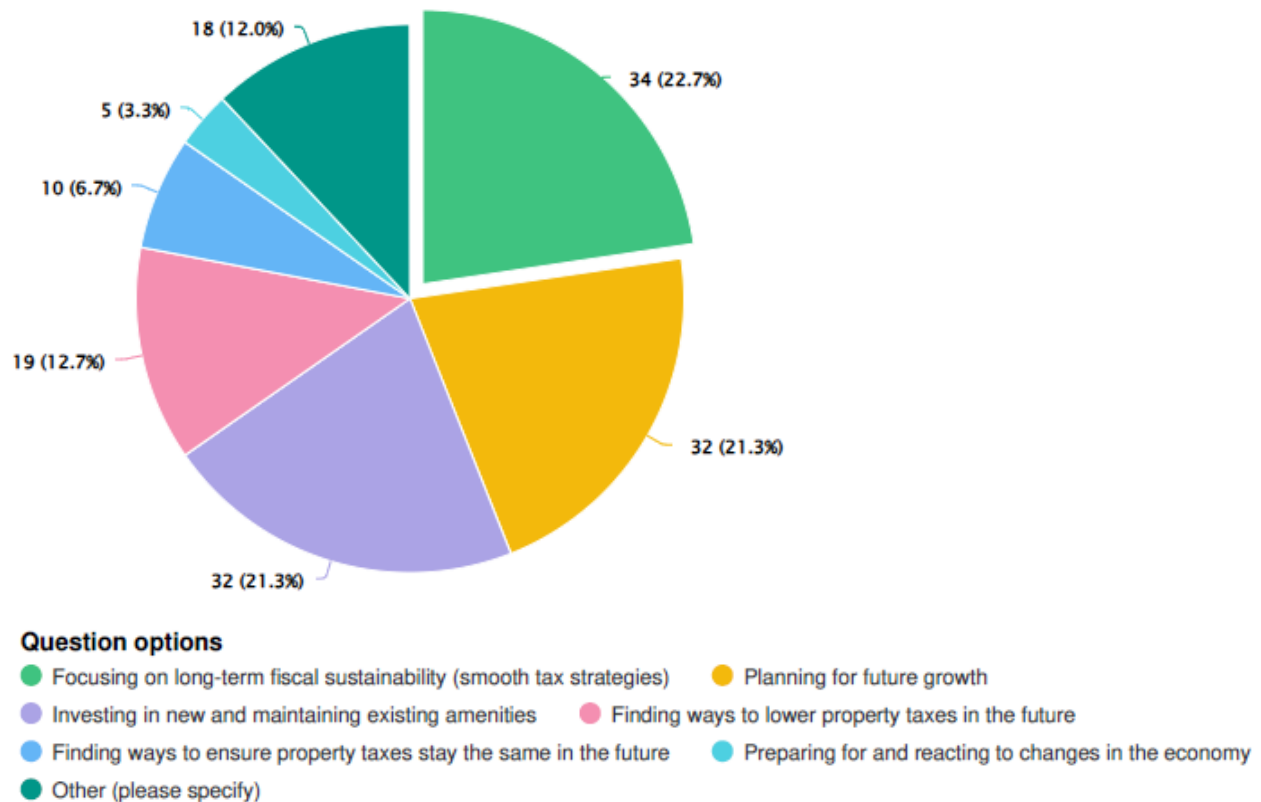
What other projects or goals (if any) should the Town be thinking of when planning the budget for 2026 and beyond? These may result in a tax increase.

As Cochrane continues to grow, respondents have shared a wide range of priorities and concerns in response to the Town's survey on future budget planning. Some general themes are as follows:

- The importance of limiting new initiatives and focusing on maintaining existing services
- Advocating for strategic investments in infrastructure, healthcare, recreation, and environmental stewardship
- The community deeply values quality of life, sustainable growth, and fiscal accountability.

Please see **Appendix L** for full response details.

Finally, with respect to the budget process, which of the following would you say is the most important priority facing the Town?



Respondents identified long-term fiscal sustainability (smooth tax strategies) as the top priority (22.7%), closely followed by planning for future growth (21.3%) and investing in new and maintaining existing amenities (21.3%). Other notable priorities included finding ways to lower property taxes (12.7%) and keeping taxes stable (6.7%). Respondents emphasized that smart spending, accountability, and sustainable planning are critical to maintaining Cochrane’s quality of life as the town grows.

The respondents’ summarized comments are as follows:

- The need for proactive tax increases aligned with inflation and growth.
- Desire for greater transparency and responsiveness from administration.
- Infrastructure improvements, including roads, emergency services, and healthcare.
- Support for small businesses and sustainable development with green spaces.
- Frustration with rapid growth outpacing infrastructure capacity.
- Calls to reduce expenses and increase efficiency rather than focus solely on tax adjustments.
- Concerns over development pace, quality control in construction, and traffic management.
- Interest in affordable rentals and balanced investment in amenities amid economic uncertainty.

See **Appendix M** for full response detail on “other (please specify).”

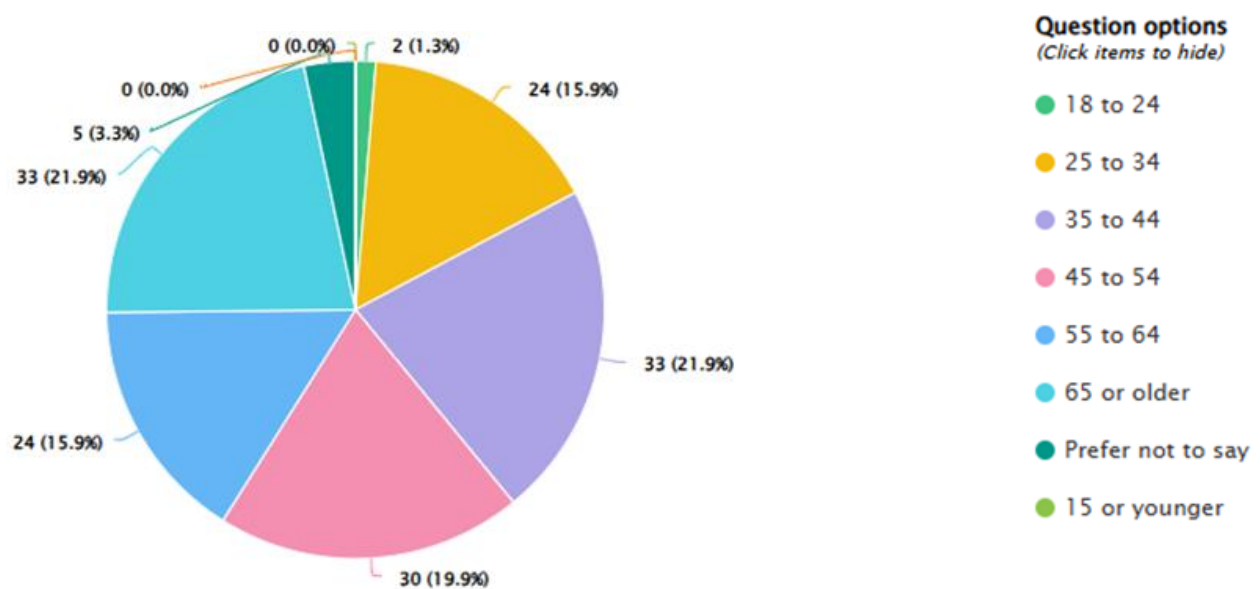
Demographics:

Postal code distribution

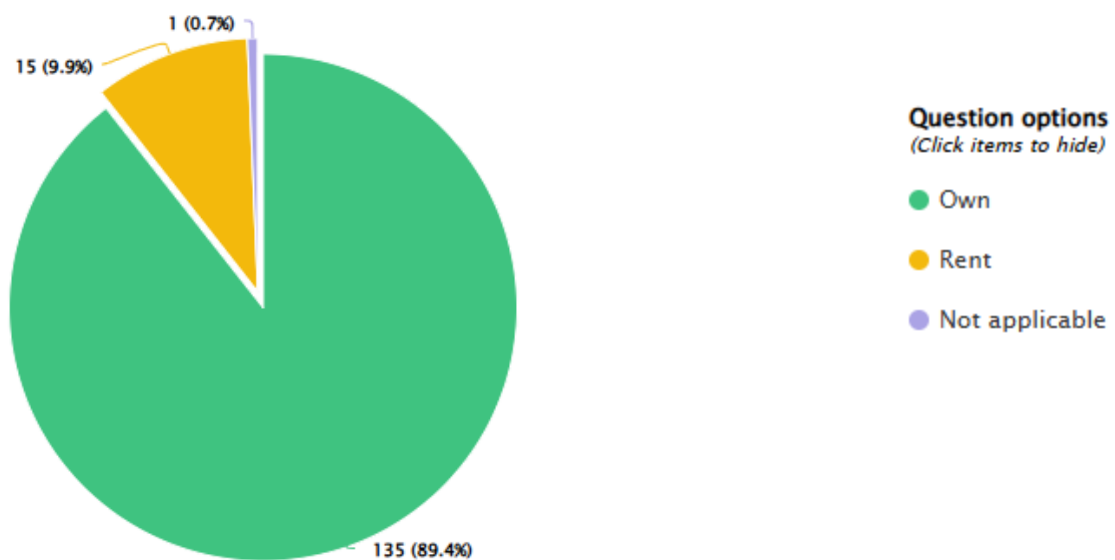
A good spread of neighborhoods in Cochrane were represented in the survey:

- The highest postal code engagement fell in the area under Fireside (T4C 0T1) with 4.7% involvement.
- Other areas with higher distribution numbers were Bow Ridge (T4C 1M9) and Sunset Ridge (T4C 0C3) with 2.0% equally.

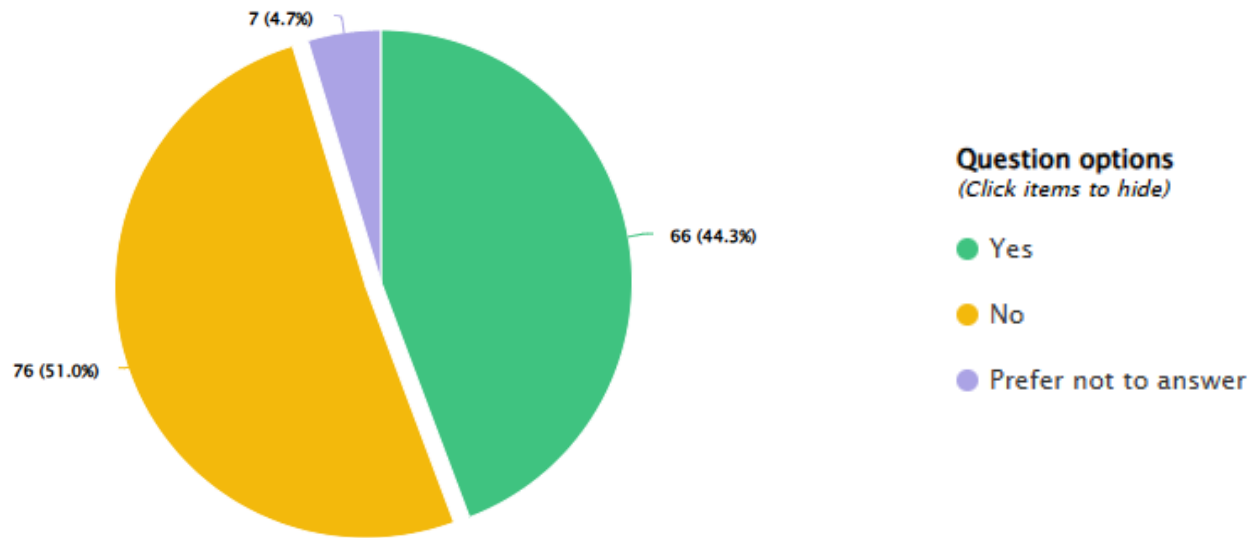
How old are you?



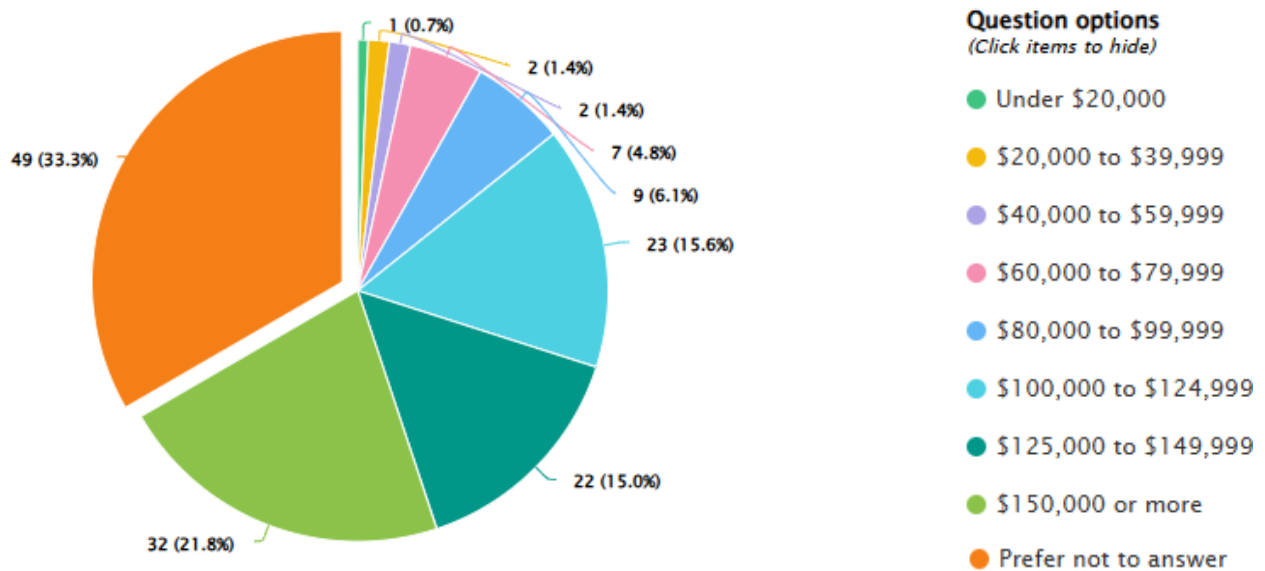
Do you own or rent your primary residence in Cochrane?



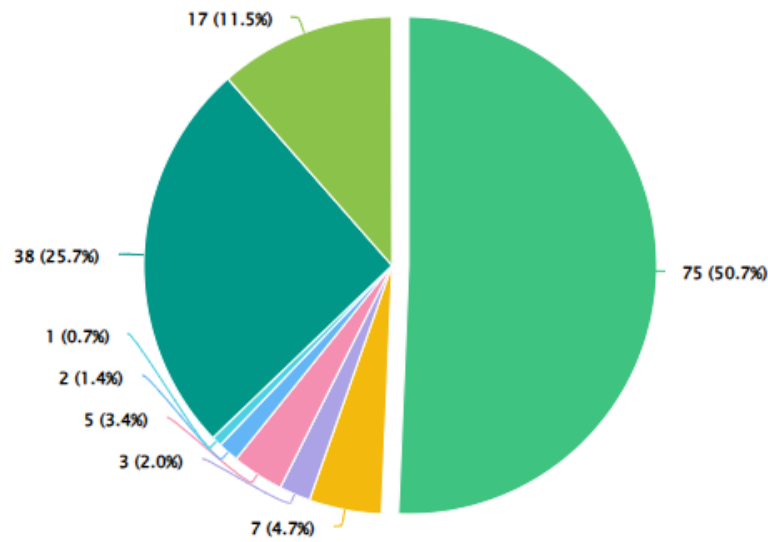
Are there any children under the age of 18 in your household?



Which of the following categories applies to your total household income before taxes in 2022?



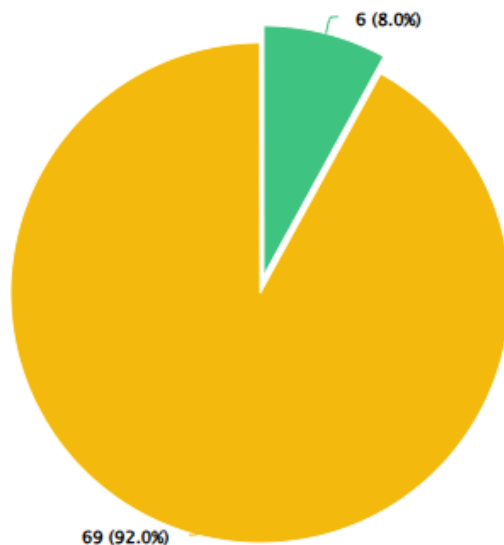
Which of the following best describes your current employment status?



Question options

- Working full time, including self-employment (more than 30 hours per week)
- Working part time, including self-employment (30 hours per week or less)
- On leave (disability, maternity, paternity, etc.)
- Homemaker
- Student
- Not employed
- Retired
- Prefer not to answer

And, do you work for the Town of Cochrane?



Question options

(Click items to hide)

- Yes
- No

APPENDICES

Appendix A – Perceived value

Thinking about the 65% used to fund municipal services, would you say you receive?

Excellent value:

- *Roads are always plowed in winter and pathways maintained.*
- *Town services are prompt in responses when required.*
- *City admin does a good job of making the most out of \$\$\$.*
- *We are lower than other places and considering the growth we get a lot of service and are building infrastructure for our current and future population. Something that was not getting done before!*

Very good value:

- *Roads clean garbage parks.*
- *Services are adequate.*
- *Our taxes in Cochrane are still low for a growing community like Cochrane.*
- *I moved here just a few months ago, however the public service seems to be really good. My only concern is about the public transportation, but I have never used it and my perception is due to other people opinions.*

Very good value:

- *Roads clean garbage parks.*
- *Services are adequate.*
- *Our taxes in Cochrane are still low for a growing community like Cochrane.”*
- *I moved here just a few months ago, however the public service seems to be really good. My only concern is about the public transportation, but I have never used it and my perception is due to other people opinions.*
- *No issues*
- *Lowest compared to any community in the region.*
- *Seems like our parks are well maintained. Snow removal on main thoroughfares is good.”*
- *I think the town provides good services like eco center, residential snow plowing, SLS, parks, for the tax rate we pay.*
- *Roads are kept well. Policing and fire coverage is adequate. Traffic management needs to be HUGELY improved. Parks are well maintained (need more user-based feedback implementation). F&C services could be improved (better funded).*
- *Lack of funds*
- *Good job of keeping the streets clean and clear of snow for ease of getting around.*
- *Very clean town and nice walking areas.*
- *No big gaps in services. Good long term planning*
- *I see the dollars working for us. There is very good planning and thinking about how to get ahead of the infrastructure demands. I believe the town is in good financial position and our tax dollars*

are spent on necessity and growth demands. The Town is doing a lot with few resources and does not have a bloated administration.

- *Service is good and price we pay is fair.*
- *education is critical for our future and should be focus*
- *Waste collection and ECO center access - Public space maintenance - Road maintenance, although it would be nice to see more planning of road infrastructure before traffic becomes a major issue*
- *I've lived in Cochrane for 16 years, we've always had the services we've needed and the Town is always looking to add or improve. Rome wasn't built in a day!*
- *Good services in general*
- *I believe the Town does an extremely good job of staying in their lane and knowing their role. Doing the things that they should do well at, for example; water, sewer, garbage recycling, parks etc.*

Good value:

- *Services are generally satisfactory, but insufficient attention has been paid to supporting the exponential growth of soccer as a sport for our young people*
- *Investment in transit, library services*
- *Appreciate long term thinking and catching up on overdue infrastructure projects.*
- *Still learning about the services. Wondering if water treatment, sewage treatment services can keep up with growth?*
- *No real concerns, but a few things could be improved.*
- *Recycling and garbage pickup. Fire and Police services.*
- *I've lived in many different places and Cochrane is on par or slightly more expensive for the services provided/offered in relation to property taxes.*
- *Generally ok*
- *Parks and public spaces are kept up. Roads need more work.*
- *Our town is beautiful - clean, lots of green space, well maintained trails, etc.*
- *There appears to be too much urban sprawl which is understandable due to increased population demands but it negatively affects residents of established communities"*
- *We mostly have what we need.*
- *See lots of improvements throughout the town.*
- *most services are provided effectively and efficiently, however there are issues around ongoing development and planning*
- *Sewer infrastructure in my neighbourhood is not in great shape*
- *Undoubtedly a challenge to meet the operational needs and find the balance, however areas of excess, wastage, patronage, are concerning.*
- *We need a full-fledged hospital, more policing and fire services, improved transit.*
- *Heading the right direction*
- *It feels like some areas in Cochrane get better quality of service.*
- *We are in a growing neighborhood, Sunset Ridge and I feel that standards of cleanliness and maintenance of property standards are neglected because of this.*
- *I think the services provided are adequate. I do think more could be done to improve quality of life especially with regards to traffic and community resources like the library.*

- *Most services are good, but road and traffic planning are terrible. Lose the ridiculous and seldom used bike lanes, address all of the terrible intersections that have ill timed or poorly managed by sensors. The traffic management is brutal, and only getting worse with growth. Quit designing the current roads to 1982 standards!!!*
- *Municipal services like roads, waste collection, parks, paths, infrastructure are well cared for.*
- *Good services but lacking infrastructure.*
- *Overall, the value provided is good. The problem is that we are turning from a town into a city. There are too many people placing too much demand on the resources available. The resources will never be able to keep pace with the rapid growth you are enabling. Additionally, with all the continued residential development, this will continue to worsen.*
- *I can see attempts to improve living here but I feel that there are many issues like traffic that are not being addressed.*
- *Snow removal is great in town, SLS centre is a great facility and there are a lot of pathways in town. I think we need to already start considering another pool, arena, and gymnasium spaces as SLS / Cochrane arena is already utilized at max and the town is growing.*
- *For a town having gone and going through a high growth period, things will be missed. I feel the town has done ok to try and address all required areas for its residents. Given the experience gained over the past 10years, I would hope the town ability improves to provide a standard setting level of services for this residents.*
- *In general we do not have many problems but some services are not done too frequently or some work which was started was completed and left with issues*
- *The services provided to the town, either by its employees our contractors is adequate. Our town is clean and visitors leave with a good impression, other than some traffic issues.*
- *Good public services and condition/improvements of all public spaces.*
- *Everything is good and well maintained but worry about succession planning for infrastructure and servicing like rcmp etc*
- *Overall, it seems like we get decent services.*

Fair value:

- *The town has never defined "service levels" so residents cannot assess the amount spent on services vs the amount spent on non-services.*
- *Cochrane over head is higher than it should be.*
- *The house assessment is much higher than last year so I feel I pay more than required. With the city allowed to grow as fast as it is, I don't think the revenue collected is being properly allowed every year to provide the necessary services. The city needs to ensure the growth matches with the services it can provide.*
- *Not adequate fire hall coverage across Cochrane. Growth of city is outpacing provision of municipal services such as rec centres and libraries.*
- *The only fair services that I see value is on the town trails and maintenance.*
- *I don't use any of the things and places being funded.*
- *have not determined why we need to provide 65% to a poorly run town*
- *I believe the municipal services we receive are acceptable but lacking in creating a town which provides an adequate amount of green space for the residents given the increasing density of development. The towns new areas are becoming increasingly unwalkable with extremely high*

density, unconnected green spaces, weak regional pathway connectivity, little developer/planner thought given to high volume roadway crossing for pedestrians (incl. children/seniors) and a lack of useable greenspace for residents (ex. new neighbourhoods green space are environmental reserves which were deemed unappealing given the slope >15%) and no walkable trails/dogparks/etc. in the neighbourhood of Riversong proper (i.e. Riverheights area vs. wealthier Riverview/Riviera).

- *Services cost too much*
- *It's a big amount of money so I want to see more from it*
- *Not enough bylaw enforcement officers; slow police non-emergency response times; very very poor dog bylaw enforcement in our local parks; allowing the construction developers to leave huge amounts of dirt and rock on our local residential roads.*
- *Over spend on projects that aren't needed. like trees inside traffic circles or the median leading up to HWY 1A*
- *Transit is horrible. On demand isn't working*
- *Feels like it's the bare minimum of services we get.*
- *Without knowing exactly what is the responsibility of the town vs the province, I feel we're getting jipped a little.*
- *It would be nice to have an actual hospital with an ER. We keep building more and more houses, but our services don't keep up. We send our pregnant moms to Canmore (population 16,000) to have their babies? Ridiculous, especially in the winter with the potential bad roads.*
- *Do not feel there is ANY effort made by the town to decrease costs, contract out services or push for innovation in how services could be offered. Town just keep rolling out new expense ideas.*
- *Basic services are good but none have been added or improved to justify the tax increases, particularly when public engagement is ineffective or non-existent and growth is out of control.*
- *Issues with state of bridge - walking or cycling is very scary on there and often there is gravel. It would be so good to see something done about cycling and pedestrian from north to south*
- *Too much spent on non-essentials. Could be better allocated.*
- *I wish the TOC bylaw would hold/fine all construction companies accountable for all the litter that is allowed to blow away in the wind. The town is booming and construction is every where. Mostly from the housing construction. Then hold the residents to task to clean up after the construction companies through community clean ups. Meanwhile, their litter compromise's the well being of our wildlife, body of waters and such.*
- *We have great snow clearing and street cleaning*
- *traffic, no turn lanes*
- *The fire service coverage for a town this size is inadequate*
- *The council isn't spending taxes wisely. We are subsidizing infrastructure that should be on the developers, for example.*
- *Need more public transit options*
- *I live in a condo development. My taxes pay for road clearance in winter for single family owners but I don't get the same service. My condo fees have to pay for that. And the mil rate for my condo is the same as it is for single family homes. Very unfair.*
- *Escalating taxes not commensurate with increased services.*
- *We have below the bare minimums for services offered. Especially in the cultural and activities and recreation space.*
- *The town looks to be in a state of disrepair a lot of the time.*

- *I would like to see the addition of fluoride in the drinking water. I support the waste and recycling that the Town has, and understand there's costs to maintaining utilities, but otherwise I don't know what else the 65% is currently going towards.*
- *We need more investment in infrastructure including recreational facilities.*
- *I feel the town overspends on watering trees and grassy areas even directly after getting a massive rain fall. That's one excellent example of a waste of money.*
- *Not enough arts, cultural and creative infrastructure, supports and opportunities*

Poor Value:

- *We are not small town anymore. We need services and infrastructure that reflect this.*
- *All declared that growth pays for growth that is not true.*
- *Our community (Precedence) still has no playground. The buses don't work properly. What am I paying for?*
- *Funding is being used for to pay more money for Town council and more management positions.*
- *Health. We need urgent care to be 24/7.*
- *While I appreciate the growth and development happening in Cochrane, I'm concerned that much of it feels uninspired—cookie-cutter housing, generic strip malls, and underwhelming public spaces. These developments don't reflect the natural beauty or unique character of our town. I'd love to see more thoughtful urban design that prioritizes aesthetics, community gathering spaces, green areas, and architectural variety. Right now, many of our outdoor spaces feel sad and underutilized, and new buildings often look like they could belong anywhere. Additionally, while I recognize the hard work of our public service teams, I'd describe services like police, and health care as just average. There's room for improvement in visibility, responsiveness, and community engagement.*
- *It feels like Cochrane is falling further and further behind with infrastructure. We approve more and more "communities, but are always playing catchup. How do we not have a second fire station on the north side of the tracks?*
- *I already pay too much in taxes. For the amount that is taken from me against my will I should live like a king.*
- *I don't receive > \$4000 worth of services. Property tax disproportional.*
- *We do not get street repair, curbing repair/maintenance, street lighting, fire hydrant inspections, sewage disposal, water/sewer pipeline maintenance/repair, like other residence however we pay full taxes and water/sewer billing. Very unfair and actually quite rude....*
- *The town starts and discontinues important infrastructure projects relatively randomly (ie;like refitting the pipes in Glenbow), they invest in projects that are not a high priority but are of personal interest to the mayor and associates,(ie;paving and widening pathways through parks without local consultation)*
- *The trees are dying down town, there's hardly any programs set up for kids, the roads are shocking, and all the money seems to be spent on "asking questions" as well as the money pit that is SLS and Colt*
- *Town is lacking robust infrastructure for growing population. Public recreation centers are expensive to access and poorly maintained.*
- *Too much spending on frivolous things such as expensive for town council and the sign by the tri schools. And the Hub.*

- *Roads infrastructure is not keeping up with current demand. Then the town plans to continue to add substantial housing growth to an already overloaded system.*
- *Our taxes keep increasing and the value and number of services continues to remain the same. Not to mention, 35% to public education for such terrible numeracy and literacy results is disgusting.*
- *Infrastructure does not accomodate all the people living here. The schools are not big enough for the population and all the municipal services offered are geared towards seniors and not young families.*
- *The streets are not plowed properly in the winter, I pay fees on top of usage for everything. The street design in my neighborhood is poor, vehicles are allowed to park on corners. Bylaw only comes to check the neighborhood when someone complains. Uncontrolled development. The method of calculating taxes makes no sense. I understand that your tax rate is relative to the value of your home however if a neighbor sells their home my taxes are increased to match the value of their sale. So if homes don't sell in a neighborhood then property values don't rise????? Makes no sense, a valuation increase should be standard across the town, not by what a home on a street sells for...!*
- *you are taxing us out of our homes for the same municipal services.. nothing has changed but the taxes increase!*
- *My property taxes are higher (than my previous jurisdiction) yet I recieve less services. My water bill is significantly higher 200+ percent, yet the maintenance and care (preventative care) is substandard.*
- *Poorly administered and Special interest groups get too much say. Also road work is embarrassingly unorganized*
- *Infrastructure is very poor, also no support to local business only big corporations bringing only pizza places and medical corporations.*
- *I live in Sunset and there are very few amenities compared to other communities. It would be nice to see an outdoor rink, covered basketball courts, restaurants with highway access for visibility.*
- *Roads and services are a constant disaster.*
- *The town is growing faster than the services/infrastructure can handle. If we capped the population we would not have to raise taxes*

Appendix B – Service levels

The Town of Cochrane understands and recognizes residents' desire to keep tax increases to a minimum. In order to do this, the Town may need to consider reducing current service levels. Would you support or oppose a decrease in service levels to minimize tax increases in 2026?

Strongly support a decrease in service levels to minimize tax increases 2026?

- *Less management positions and less town council positions. More contactors position for snow and grass maintenance. Stop building more buildings and hire less management positions.*
- *I see basic services being paid for by excessive tax, what I would like to see is the wages of all management and outsiders other than mayor and council made available to the public*
- *Because the tax is too high. We can definitely decrease some services to support a lower tax impacts in peoples life.*
- *I rather reduce taxes and pay for private services from my pocket.*
- *HOW ABOUT INCREASING EFFICENCY OF SERVICE DELIVERY? With all the out of control growth, the whole spin of sold to the people of Cochrane is that it results in lower cost of services. Where is that lower cost of services? This question is so completely biased absolving the ToC of any responsibility and accountability of delivering more with less - like the rest of us have to do every single day of the year.*
- *Get your hands off my wallet*
- *The town needs to focus on core services like roads police and fire. Stay out of transportation for example as the private industry can service that and does.*
- *Way to much waste. For example - how can we justify staff at The Station. If folks demand that type of service - they should pay a premium for it. Why does our library offer all these rentals. When will we stop spending money on bike lanes. When will the town demand Spray Lakes produce a plan to reduce its costs, and on and on and on.*
- *Would like to see no increase in taxes, based on the fact that the population is growing so fast, and the number of taxpayers is also increasing, if anything there should be a reduction in taxes*
- *If a decrease in service levels can help younger people who are just starting out with their homeowner adventure (and not cause them to possibly lose their home), I'm all for reducing service levels. With that said, if the service level reduction can be minimized, I would also appreciate that :)*
- *either that or decrease wages. Both work for me*
- *Again, our level and quality of services have not changed in the past 8 years ago. Town management is poor and overspends. We need to see our taxes come down!*
- *I want my taxes to go down.*
- *They are misrepresenting the people of Cochrane. Less spending Less waste*
- *The services provided are already very poor, we are paying a very high amount on property taxes and nothing is provided so reducing won't change the quality of the service was it is already very poor for such a rich town.*

Strongly oppose a decrease in service levels to minimize tax increases in 2026?

- *We're growing rapidly and can't afford to cut service levels*
- *As the community continues to grow we need additional services and service levels.*
- *Because an increase is needed in certain areas, not a decrease.*
- *You don't provide any information on what the service levels currently are, relative to average community standards. Are providing services above the average? Below? This question provides absolutely no context.*
- *The service levels of our municipality and the taxes used to help create a great Cochrane which exemplifies 'How the West is Now' are needed and justified to sustainably create a town worth living in and one we can be proud of.*
- *We barely get any services as it is without paying more. We need more services, not less*
- *Our tax levels are relatively similar to other nearby communities, and i feel we receive very good service for what we pay.*
- *What services are you planning to decrease? This is a stupid question without qualifying that."*
- *Service levels (community safety) are already too low.*
- *Because there are others ways to reduce overhead, ie. management & administration, shifting human resources to frontline activities*
- *You get what you pay for. I would rather an increase in taxes to see an increase in LOS, particularly to support town transit.*
- *People complain and want everything for free... but demand top quality service, and faster than light "response" time for everything. We need to actually keep building and servicing the town. It's getting better- but the few SAME crazy Facebook people try to influence people that it is not going well. (And doesn't help when Marni F. unprofessionally fuels hate and negative rhetoric on Facebook.- this is so bad for the Town and tiring to see as a resident.)*
- *Minimizing tax increases is such a backwards way of thinking. How about we become more efficient, and finding different revenue streams instead of right away axing things.*
- *As per my comments above, if we decreased our service anymore, our area wouldn't have any Town services left except police/fire*
- *What will you cut? This question is flawed. Everyone's answer will change DEPENDING ON WHAT YOU CUT. If you want to cut the cops handing out BS speeding tickets in ridiculous 30kph zones, I support that cut all day long. If you cut funding to medical services, public spaces, infrastructure, I do not support that.*
- *Service levels are either at acceptable levels or just below. Reductions are unacceptable. I am sure that cost savings can be achieved through continued automation, review of internal practices, increased use of AI, etc*
- *I don't think we should reduce tax. We will never see those services if we aren't taxed for them*
- *The town is looking at large projects that we don't need, such as a waterpark, well it is rapidly growing and needs the services it has and more*
- *The service we get shows in how nice of community we have*
- *Why would anyone want to lower the value of the town? I wouldn't.*
- *I have no problem paying taxes provided I see them spent appropriately in ways that benefit the community, with transparency and oversight.*
- *Service levels are already insufficient. Decreasing them would be a mistake.*

- *the services levels are already not great, if we decrease the services levels then there will be more deficits in our community*
- *Because our property values will decrease if the area is not maintained and it makes day to day life more enjoyable when the streets are maintained.*
- *It's not great as it is*
- *I don't think that the services we have now reflect the amount of taxes that we pay. No, I do not support a decrease in services. We should be getting more for what we are currently paying."*
- *There are always choices within how to allocate budget dollars available.*
- *It's a growing community and funds are needed just to maintain the current standards. As well, the current standard is not overly high.*
- *Current services are barely enough.*
- *I believe we should keep status quo*
- *We still need the services the town provides and I don't agree with decreasing the services. Just slow down the growth of the town so it can handle its current residence.*
- *With the growth of the population a decrease in servicing would set things back and result in catch up next budget cycle.*

Somewhat oppose a decrease in service levels to minimize tax increases in 2026?

- *We need a soccer dome and better-maintained outdoor soccer fields*
- *I think with the raises we've seen we should actually be seeing an increase in services and quality of services.*
- *The services are already at a minimum for the population of the town*
- *We require the services already provided.*
- *Find money balance is hard for both the city and the families, however I don't want to see decrease on service quality. I agree with quality decrease for some unnecessary spend if it exists.*
- *Would need to see a specific proposal of what services to be decreased. We really appreciate the road clearing and maintenance, trail / sidewalk maintenance, park space care, recreation centre, recycle centre hours, staff and how organized it is. Access to the urgent care centre...*
- *No services are being offered. What are you lowering? Give us buses and a playground.*
- *Personally, I would rather pay a little more so everyone continues to enjoy services. Depends on what services would be reduced of course*
- *We don't have much to take away from so decreasing would be bad*
- *Feel the we should keep the services we provide*
- *there is likely room for improvement some services continue because they always have been done, but perhaps they could be done differently/less often/delivered/conducted in a different manner without disruption or great impact to the community*
- *Quality of life is important so I recognize dollars are needed to support infrastructure"*
- *Our services are not extravagant already.*
- *Because there are a lot of things that the town needs to consider when decreasing its service levels. It really depends on what is being decreased and why.*
- *As the Town grows there is a need for resources and service levels to remain the same.*
- *"I believe the amount of services provided by the municipality are sufficient.*

- *Service levels is a very broad term. What specific service levels are being decreased or being considered for decrease?*
- *Depends on the services.*
- *Service levels are very transitory. What would be reduced? How would the service reduction impact individuals?*
- *Saying that you are going to reduce service levels without actually stating WHAT you are reducing is a moot point. I'd say they are at the bare minimum as it is. Council seems to allow developers to continue to build, build, build without any investments in infrastructure as it is. Why should existing residents continue to shoulder more and more taxes?*
- *While no one wants a tax increase, I think the net result in a decrease in services would not be worth it and could eventually end up being more costly in the long run depending on the services affected.*
- *Rather you would keep services at the current levels and reduce costs on wasted items. Work on a railway crossing in the central part of town that goes under or over the tracks, and do it immediately. Also plan for the pending disaster on highway 22 when the upgrades to the 22/1-A intersection are completed (thank you for that) when southbound traffic on 22 gets pinched down to one lane each way down to and across the river.*
- *Is that really our objective, to reduce service levels. What services are you referring too?*
- *I feel the Town can balance the wants and needs accordingly. With the continued growth, this can be achieved.*
- *Good service costs money*
- *Service levels need to increase, especially considering current expansion projections.*

Somewhat support a decrease in service levels to minimize tax increases in 2026?

- *I would be okay to decrease some services but only if the growth also decreases. Need to balance the expenditures with the revenue.*
- *Don't know*
- *Tax assessments (thus taxes) are increasing at an alarming rate in the past few years"*
- *I dont support decrease in particular but more diligence around the contractors and third party service providers. We still owe an answer from town as to who was liable of the pipeline break that happened on the riverfront part in 2023. Was the repair paid out of tax payers money or did the insurance pay off that accident?*
- *Again, I don't use any of the services currently being funded.*
- *It's hard to say what my answer would be I would have to have all the factors and options layed out.*
- *I don't need recycling or garbage pickup every week. I closely monitor my water consumption. I don't use the Colt bus service. However, I recognize it's essential for many others.*
- *My answer depends on the type and degree of services that would be minimized.*
- *There may be a way to reduce without major impacts*
- *I dont get my money's worth out of everything encompassed in the service's offered by the town - I just want my money to go to the the core responsibilities.*
- *Service levels need to have a minimum threshold. don't want to see this crossed.*

- *Important to review expenditures and eliminate the nice to haves; perennial tax increases will impact the affordability for residents.*
- *We should stop pay increases for town council and they should pay there own expenses such as hotels; lunches, drinks etc.*
- *Keep taxes low*
- *Because as a senior on a fixed income, the constantly increasing property taxes are burdensome.*
- *This local government, and the city bureaucrats will realize quickly that being wasteful, or frivolous with tax dollars will be there cause for dismissal. I dont believe cutting the meager services offered should be the first solution - spending more wisely should be the first consideration. That the first question of any consequence is essentially 'give us more money - or what do you want us to cut' is telling of the city official tasked with this "survey".*
- *People are expecting too much from town services and also there apparent wasted services that I observe.*
- *I think there is an over-collection of the curbside bins in Cochrane. Garbage collection could be reduced to biweekly to encourage use of the green and blue bins, and lower overall waste.*
- *Since the increase in property values has been driven up by the rich folks who are buying and flipping houses the higher prices are now overinflated and it's the little guy that can't afford a huge spike in taxes.*

Appendix C – RCMP

Percentage of variable budget: 11%. This includes RCMP contract and detachment administration support.

Respondent's "Other" comments are as follows:

- *Funds saved could be diverted to community programs and social services target the root causes.*
- *More support in social services so there is less need for policing.*
- *Crime is not high for so much budget on it. The community also helps to keep the crime down.*
- *We don't need enforcement. RCMP is ineffective against theft.*
- *As a general rule I think spending for police services is bloated and mismanaged. Dollars would be better spent on initiatives that reduce crime rather than address it after it has already happened. (Eg. Social welfare programs and affordable housing).*
- *I think it is time we looked into the costs and benefits of our own police force as the RCMP is stretched thin dealing with the community and rural areas.*

Appendix D – Roads

Percentage of variable budget: 10%. This includes the street, parking lot and alleyway seasonal cleaning, sanding, snow plowing and snow removal, as well as regular street and sidewalk repairs and maintenance.

Respondent's "Other" comments are as follows:

- *Consider removing salt and just spreading sand. Clear a little less frequently. Volker Stevin does an incredible job of road maintenance, so they're worth whatever you are paying them, don't cut that :D Plan construction better so the same intersection doesn't get peeled up 3-4x in a year or two ... (looking at you, first and centre).*
- *Need to spend smarter. As town grows and population increases we need to duplicate hwy22 inside municipal area as well a new and larger bridge crossing the river. This is the most important infrastructure project for the future of Cochrane. The 2 way single lane that exists today won't support traffic increase. Planning ahead is much easier.*
- *Do street sweeping once and have more street sweeping at construction. paid for by the developer.*
- *Ensure construction\contractors are building\repairing with sustainability and low maintenance. We have a notice of street sweeping, and meanwhile the sweeper has already made some rounds. Perhaps this is more cost effective?*
- *Stop paving pathways. They then have to be cleared etc. the red shake required less maintenance.*
- *It should be Roads and Active Transportation not just Roads. We need to make it safe and easy for people to walk and ride. I suggest a percentage of the current Road budget goes to active transport infrastructure. I recognize roads are important but Cochraneites are big trail users and will use them if they're safe, which reduces traffic congestion and parking issues.*

Respondent's "Other" comments are as follows:

- *Finish the James Walker road asap.*
- *Repairs and maintenance needs work. You have fixed the sidewalk in front of my house 3 times in the last 10 years and it cracks in the exact same spot. Get a better company who actually knows what they're doing so it's fixed right.*
- *We are going to need better roads to accomodate all the new residents.*
- *Snow clearing is fine, but road maintenance is simply atrocious and makes Cochrane look like a failed coal mine town.*
- *Better flow for vehicles, pedestrians and bikes along 22.*
- *Please paint lines on the roads. Fix pot holes.*
- *Ensure roads are cleaned of rocks in the spring.*
- *Plowing a road does not mean dumping gravel on it and skimming 1 - 2 inches above the surface with the plow blade all that does is create ice build up. You should have a parking ban for snow removal which means you can clean to the curb and any vehicles left on the street are ticketed and towed. Do it once and do it right.*
- *Would like sidewalks to be cleared by the town.*

Appendix E – Partner organizations

Percentage of variable budget: % Includes organizations that are in partnership with the Town of Cochrane including Spray Lake Sawmills Centre, community grants and the Cochrane Public Library.

Respondent's "Other" comments are as follows:

- *Citizens can decide which organizations they wish to support.*
- *Spray lakes is overpriced and not accessible to most people.*
- *The community can organize by themselves to create this service. People can pay private and be able to chose what they want to do.*
- *I am in favour of supporting only those partner organizations that are accessible and provide something of value to the MAJORITY of Cochraneites. I do NOT support providing funding to special interest groups, charities or other organizations that service a small percentage of the population. I am 100% against supporting any organization/cause that provides nothing of direct value or tangible services to the majority of residents.*
- *Library stays, Spray lakes has to be optimized 1000 fold.*
- *I personally dont use the other services so much, but I understand their purposes. If the bare minimum isnt being fulfilled, then increasing taxes isn't the answer. A normal person would pull money from other places to pay for the core items. A 6' foot wide pot hole shouldnt go unfixed just to keep a program that 3 people use once a month.*
- *The library, however, needs more support. They serve a much wider function than they ever used to, and is vital to our community*
- *Operate more efficiently - always room for improvement.*
- *The community Grants and Public Library should remain funded but too much money is being put into Spray Lakes Sawmill. The memberships are still super expensive (over 800pa for an adult) so I don't see the gain in public money being used to fund a private institution.*
- *Why would SLSC get tax dollars when they charge membership fees?*
- *You should not have lumped these together. This is a very poor survey - it is obvious it is designed to provide answers YOU WANT, not genuine feedback: Spray Lakes (being taken over already) Library - more resources, literacy raises a community and from what I can objectively see they are doing very well with their funding. Community Grants... ? Can you have a more obvious catch all / slush line? Legion, Lions, COC and other Non partisan service groups = increase funding. Pet projects and private enterprise social initiatives - decrease.*
- *The cost of the partnerships is unclear relative to the benefit that they provide. Cost structures should be revisited, specifically for the SLS Centre.*
- *I would be interested in knowing what the partnerships entail, such as with the Spray Lake Sawmills Centre, which has raised membership prices this year.*
- *Sometimes municipalities don't know the role in my opinion the role of municipality is to provide the basic necessities roads, police, fire, out door parks and water.*

Respondent's "Other" comments are as follows:

- *Continue working with SLSC team. Don't outsource to YMCA.*
- *Make existing services more affordable/accessible to a greater number of people (eg. Lower program costs at SLS)*
- *The current resources continue to have greater demand placed on them. We are turning from a town into a city. This is not something to be proud of.*

Appendix F – Parks & Open Spaces

Percentage of variable budget: 7% Includes maintaining 440 acres of parkland, 43 playgrounds, 80kms of pathway, outdoor skating rinks, as well as the maintenance of sports fields and cemeteries.

Respondent's "Other" comments are as follows:

- *We need a soccer dome to keep up with increased demand, and rentals of that facility could also serve as a source of revenue for the town.*
- *Ball diamonds, off leash, park upgrades, rinks.*
- *To better maintain our existing parks and open space infrastructure, We need more areas for leisure"*
- *Give us a playground in precedence.*
- *I feel like we could use another park around the Garmin office. That whole area isn't very walkable and I expect that there will be more condos built around there in the next decade.*
- *To better maintain our existing parks and open space infrastructure, We need more areas for leisure, To better manage weeds, We need more outdoor playgrounds.*
- *"Better connectivity in the trail network.*
- *Continuously requested by the people of Cochrane to INCREASE, consistently under funded. How many surveys do one need to complete to get this message across?*
- *Complete the connection from Sunset ravine to lower pond. Deal with vandalism/illegal decorations Aka birdhouses etc/people mowing outside their fences either it is enforced- or it is a free for all....*
- *Stop spraying the weeds, no body wants this.*
- *Hold dog owners accountable. Clean up the poo trails.*
- *New outdoor rinks instead of more pickle ball courts!!!!*
- *For every Mgt position you hire in HR, you can employ 4 - 8 seasonal employees. These low cost positions, and the beautification they deliver FAR exceed 15 minutes of a feel good workplace seminar. The return citizens get from fresh air in beautiful town parks will always outweigh some bureaucrat.*
- *Open spaces and parks are important for both mental and physical health.*
- *Should be contracted out. Town staff not doing a good job.*
- *This is not an urgent area of spending need, We have enough playgrounds*
- *Not a priority.*
- *Keep the snow clearing, it is borderline/just about enough currently. Reducing this at all would make it ineffective. Maybe we could get a slightly less frequent mow, and have ball diamond users paint their own lines on the field? Larger parks could be more wild—e.g. the areas around Mitford Ponds, does that need to be mowed or could it be tall grass, except right around the fire pit and picnic areas?*
- *We need to slow and eliminate growth which will keep Demand at the current and sustainable levels.*

- *1. Stop using chemicals on green spaces; these are proven toxic chemicals linked to cancer not only in pets, but children. There is no safe reentry signs posted after these are used btw. 2. Plant clover and thyme. No mowing or chemicals needed; reduce the risk of fire. 3. Provide community members with opportunities to care for "plots." People will do it, especially those stuck in apartments.*
- *9 years of a ugly orange fence along Jumping Pound Creek. we obviously don't have the money.*
- *The maintenance of these areas is overdone*
- *Our parks & open spaces are not utilized enough*
- *This is not an urgent area of spending need, We have enough playgrounds*

Appendix G – Municipal Enforcement

“Other” Responses included to decrease spending:

- *The single biggest complaints in our Town per bylaw is pet-related issues. The present enforcement team refuse to ticket pet owners. Until this changes, we should fire our bylaw department and start over with enforcement officers who actually enforce our bylaws, not just the ones they want to enforce (like giving speeding tickets from a heated patrol car).*
- *Very little enforcement in Town. Fines should pay for these positions. Enforcement is done by public complaining not by Bi-Law enforcing be what they see.*
- *More traffic/speeding enforcement in school zones and less in 'Fishing Hole' locations like the Walker Trail. Hire Bylaw officers who live in Cochrane in order to have enforcement from people with a heart/pride for Cochrane and their fellow residents.*
- *There are an awful lot of rules. Maybe fewer rules would cost less to enforce. A tighter and healthier community would respect each other as neighbours and “do what they’d want done to them.*
- *Minimal already so ok to reduce.*
- *If it's a serious problem, the rcmp should be dealing with it. Otherwise, it's just nuisance complaints. Have lower paid town employees come out to deal with it.*
- *let RCMP and sheriffs do traffic and let bylaw enforce bylaws.*
- *Officers CHOOSE TO NOT ENFORCE dog bylaws in this town. It so out of control because dog owners know they can harm the community with NO CONSEQUENCES ever. If they just “give warnings” then that should apply to ALL their tickets like traffic and the community should be told that- always just a warning. Not just for the dog owners harming the community. Also an officer told children “what did YOU do to get bit” that officer needs to be fired. Victims blaming in NEVER EVER acceptable. But this does show a clear bias of the officers who own dogs and why it is so bad here. Who tells children that?!? In a presentation no less! Fire that officer! Unforgivable and disgusting biased behaviour. Useless department if they don’t enforce- they should have a minimum daily dog ticket quota to hand out to prove they are useful.*
- *I see lots of bylaw and peace officers around town, usually in the places that make the least sense. We dont need more, they just need to be better utilized! Sitting on Hwy 22 looking for people going faster than 30 kph in a construction zone where 30 kph isnt required, isnt necessary. Id like to see them in the school zones and throughout neighborhoods.*
- *All talk when you raise complaints about the dog park and bike pather....all BS . "We prefer education over enforcement" - That isnt working.*
- *Focus should be on information and education with respect to expectations. Carrot is better than the stick!*
- *Also as stated earlier we should look into our own police force reducing the need for municipal enforcement*
- *Increase in RCMP and reduction on municipal enforcement*
- *If... IF they were making an actual safety impact, I could get solidly behind local enforcement - driven locally, with locally driven mandate. I'd need to observe this first, I havent.*
- *I have had several dealings with bylaw, they have been less than professional, cut this program*

- *Current traffic enforcement is often in “cash cow” locations ie: construction zone on hwy 22 when no work is being done instead of focusing on playground zones, or residential areas. If they aren’t actually making roads etc safer then they aren’t useful.*

“Other” Responses included to increase spending:

- *Currently, municipal enforcement has no presence and appears reactive to complaints. I would like to see active by-law enforcement.*
- *Less "education" and more "ticketing".*
- *Bylaw is non existent and should be a much larger revenue stream. All other thriving countries use enforcement tickets as a revenue stream.*
- *Bylaw should be a seen presence in all off leash parks.*
- *Attend to stunting and racing in the mitford parking lot. So far it has been good, but we know that as the summer comes it will get dangerous and persistent with noise and driving offences.*

Appendix H – Family & Community Support Services (FCSS)

Percentage of variable budget: 2% This includes connecting people and systems, preventative and early intervention programs, affordable housing and family resource network.

Other” Responses included to increase spending:

- *We would need less policing if we had more community support. This is where that extra money should be going*
- *More family services*
- *Taxation impacts disposable income, and hence you risk putting more people in difficult situations, which may impact their wellbeing.*
- *We desperately need more affordable housing.*

Respondent’s “Other” comments are as follows:

- *An excess in operations becomes an excess in bureaucratic control.*
- *This should be private.*
- *Why is it my obligation to pay for this?*
- *The plethora of agencies in this service delivery area regularly compete for scarce dollars. These agencies need to get leaner, share best practices and seek funding from aligned users. By cooperating more and competing less, the clients in need of their services will be better served.*
- *This should solely be the responsibility of provincial agencies, and the federal government. the municipality should only get involved when they are receiving the funding from the provincial and federal government to provide the services. Not subsidized by the taxpayer in the community that’s why I paid provincial taxes and federal taxes.*

Appendix I –Transit, Cochrane On-Demand Local Transit

Percentage of variable budget: % This includes the COLT (Cochrane On-Demand Local Transit) services, which includes the e-scooters, e-bikes and Rocky View Handibus.

Additional “other” comments included the following:

- *We should've been able to figure out this COLT by now. We need schedules stops. Easy. Should already have been done with the budgets that they had.*
- *Change to a schedule instead of the on demand service that is never available.*
- *Need to have High School/Jr High students riding colt and not yellow buses.*
- *Given the empty busses driving around town or parked roadside waiting for action, we ought to switch to smaller vehicles who work more within FCSS to service individuals in need and in more of a publicly funded taxi service.*
- *E-scooter or e bike should be completely provate. Cochrane on demand local transit is ok.*
- *I supported Colt when it was first floated as an idea, but I had no concept that public transit could be so darn expensive! Let's keep this to a bare minimum so Grandma and wheelchair users can still get downtown, but we don't all pay a high price for them to do that. Also why do we need to subsidize e-mobility with public funds? Can't the private company run this on their own? Is the idea that bad that it can't financially support itself? If true, better that it die than we spend public money on it. People can buy their own scooters. If the town's red tape is preventing the business from being viable however, that's on you—cut the red tape and let the e-mobility economy thrive.*
- *Drop the on demand colt and set up regular routes from neighborhoods. Unless the town is making money on the scooters and bikes, drop them.*
- *Cut the Colt*
- *Get out of public transportation and allow the private sector to service the community*
- *I am not alone in not being able to EVER schedule a ride or use it.*
- *This is a money pit and needs an entire over haul.*
- *I'd suggest a scheduled bus route vs the Colts operating like a taxi service; or consider a smaller vehicle - van style; albeit I don't use the service.*
- *From what I've been hearing the Colt bus isn't very reliable, so could either improve those services or everyone will just have to continue using their personal vehicles or ride shares.*
- *not used enough for the cost. always empty. tired of seeing door to door delivery.*
- *On-demand transit is a drain on the system and useless for people who consistently need it. We need regularly schedule public transit. E-scooters are paid for my consumers, so what money is the town providing for this?*
- *Having the e-scooters for rent in town are a menace and frankly unsightly. They are dumped where ever the rider feels like usually blocking a sidewalk or on a pathway.*
- *Would support more fixed routes versus on-demand.*

Transit (Cochrane On-Demand Local Transit), Reasons to increase spending:

Respondent's "Other" comments are as follows:

- *Sunset Ridge isn't very friendly for e-scooters and e-bikes--no way to get downtown really. Although I like the current walking trails in Sunset, we could use a paved, maintained path.*
- *Would like to improve access. While we have a car sometimes one of us would like to take a bus downtown, etc. Anytime I go on the site, even a few days ahead, everything is booked.*
- *Residents have been stating for a years that we want fixed routes. The on-demand service serves the few lucky enough to get a slot that hopefully does not get cancelled last minute. Fixed routes will provide better connectivity in our community. And affordable choices.*
- *The bus system could be tweaked to be more efficient. As it stands the bus drivers are unable to see further then the current customer they are serving. This makes for administrative redundancies as they pass their next pick up to go to drop off their current fair and then have to turn around twice to get back to their next pick up. It would be better to have them seeing a couple fairs in advance so they could be more efficient with their scheduling and travelling the correct way down the street (whether it is an A or B side). I also think it would be a good idea to have a later night bus (runs between 9-11) that does a loop of the neighborhoods. A single main stop in each region (Sunset 1A, the depot, Heartland 6A, Fireside 1 etc) at a set time (eg quarter past- 20 past for sunset, 25 past to half past for heartland). That would allow travel between the neighborhoods without adding too much strain to the transit system.*
- *Convert to traditional transit option.*
- *Reliability is key, a regular, dependable, affordable transit services. How to do this make take some creative thinking.*

Appendix J – Business Development

Percentage of variable budget: 1% Includes the promotion of the innovation sector, the strengthening of relationships with existing business groups, companies and major developments, as well as proactively planning and implementing initiatives to enhance Historic Downtown Cochrane.

“Other” Responses included to decrease spending:

- *Leave it to private enterprise.*
- *Enhancing the Historic Downtown core is important and should be continually funded, but increasing density downtown with more medium/high-density multi-story residential buildings could increase foot traffic and vibrancy downtown. Keep the core alive by encouraging a downtown that more people can live in. (ex. more multi-story residential downtown vs. outer communities where people have to drive.*
- *Private business/industry development is outside the purview of the town. The town should cut red tape and taxes and watch business thrive. There should be zero public money invested into private business in any way (individuals can do that with their own money). In fact, with lower tax due to less public investment in private industry, individuals will have more disposable cash to invest in industry themselves. Tax stifles everything.*
- *I am not supportive of Cochrane's rapid growth. If I wanted to live in a large city I would have retired in Calgary. If businesses want to establish themselves here they will. They shouldn't have to be bribed with taxpayers' money.*
- *I feel for the businesses here. They would all be happy knowing if and when their customers can't park on the streets, etc. Just manage the basics better.*
- *The town only appears to have an interest in residential growth, and therefore spending money on business development seems a waste. If you can't pay the bills with what you have then you need to find ways to reduce your spending.*
- *Enhancements to infrastructure need to be finished first in order to facilitate ease of access to businesses and consumer convenience.*
- *I think you've done a pretty good job as it is. Maybe it's time to leave it alone and move onto something else.*

Business Development, “Other” Reasons to increase spending:

- *Attract visitors and tourists*
- *Create a work from Cochrane economy, reduce our status as a bedroom community*
- *New lodge for seniors that will be safe*
- *Make Cochrane an actual attractive place to compete with Banff or Canmore. Less big box stores and more tourism.*
- *Supporting Local as you advertise but don't follow through. Stop faking, start actually helping small business to thrive and provide more jobs locally. Instead of big corporations let us work on our town. Cochrane seems to be predominantly a bedroom community. It would be good to see more employment opportunities within the town*

Appendix K—Additional feedback on variable spending

Thank you for your input on the Town of Cochrane's variable spending budget. Is there any additional feedback you would like to provide regarding your choices?

- *No additional feedback.*
- *I would like more information to properly rationalize an increase/decrease in funding. For example, we have one fire station. Given the population growth, when does the town forecast a need for a second fire hall? The variable budget requires a needs assessment to rationalize an adjustment.*
- *What tax revenue is being collected from the businesses? Since that is not mentioned in this survey I feel like it could be a great to assess. This town is the size of a city and is continuing to grow rapidly. Time to make the business sector pay taxes to reflect that.*
- *I would like to see an increase in spending for the arts. Route 22 is already drawing people into the town. There needs to be more art related activities sponsored by the town to draw visitors.*
- *Why no consideration of reducing administrative costs?*
- *The Town is beginning to grow up in organizational maturity to be able to handle it just our present size but actually begin to strategically plan. Kudos to the Town's administration for pushing in this direction and please keep funding active transportation investments to 'catch up' on the gaps in our community's infrastructure that aren't just roads.*
- *Can the balance sheets be made available to public? Are there surplus funds for emergency response?*
- *I think more funds for emergency services like fire and EMS is needed due to the rapid growth of the community. I do not know much about the RCMP and their budget restraints. Given the rapid growth of Cochrane I suspect more funding for them may be required in keeping our communities safe. i.e.. seeing more vehicle break-ins posted on Facebook for Precedence area and I imagine other neighbourhoods.*
- *Please give us a playground in precedence. The space originally allocated is fine. We've been lied to and several people are now moving as a result.*
- *Large cuts are needed. Less buildings and more contractors used to provide services.*
- *Large cuts are needed. Less buildings and more contractors used to provide services.*
- *quit spending money*
- *A new seniors lodge*
- *It is odd that your essential services are variable, however the majority of corporate services are non-discretionary. It does not appear that growth is paying for growth. Growth has been prioritized without fully considering the necessary services that need to grow with the population.*
- *THank you for the opportunity to voice my opinion greatly appreciated.*
- *More greenspace connectivity within new communities as well as connecting new communities with each other and the river valley trails network.*
- *We need to manage growth and then these budgetary increases and debt payments would be less.*
- *Please urgent care 24/7.*

- *Please keep infrastructure projects simple and inexpensive. Please stop “upgrading” trails and pathways that nobody wanted upgraded.*
- *not sure if this is appropriate but it is how we feel- we have major concerns about funding francophone education - there seems to be a lot more money available to the Francophone population as compared to the English - under no circumstances should ANY of our education money be going towards building or adding on to a Francophone school - if is that important, the families that attend there should be footing that bill - not the vast majority of English speaking residents*
- *Just to thank members of the Council and those who work for the Town for their service to our community*
- *No*
- *Good overall value for the services provided by the Town.*
- *Would like to see the Hwy 22 bridge replaced (widened). Foot bridge over Hwy 22 to the schools east of the highway. Municipal Enforcement should not be meddled with - the speed limit is the speed limit: there should be no direction from "above" that the speed needs to be exceeded by a minimum of any specific amount.*
- *Stop promoting housing development. There is not sufficient infrastructure to handle it and adding or fixing that is too far in the future to really matter.*
- *With the amount of growth and increased property tax income from more residents, it would be nice to see improvements without more tax hikes*
- *Yes, why are we not permitted to comment on the non-discretionary expenses, given that there could be money to save in any of the departments? The survey is a clear "hands-off" the administrations budget. This does not promote accountability.*
- *The town needs to work with provincial gov to build a hospital or at least a 24/7 urgent care. This alone is the most important issue to address in Cochrane town right now. Make it happen!"*
- *yes, you can now ignore this response like all the others*
- *Try to spend less. cut taxes*
- *I would recommend opening the survey so residents don't need to have a "let's talk" account to participate. With every additional click you lose participants.*
- *No comment*
- *no additional comment*
- *Keep up the good work*
- *The town is growing way to fast for what it can handle. Stop/pause the growth and focus on getting infrastructure, facilities, schooling, services etc caught up with the past growth. Make sure they are strong and can keep up.*
- *Build more homes with yards, garages, and driveways so we can park. All these new builds are ridiculous*
- *I'm deeply concerned about the direction Cochrane is heading. Rapid development has outpaced our infrastructure—roads are congested, emergency evacuation routes are unclear, and we still don't have a hospital to support our growing population. The layout of new neighborhoods feels disorganized, with too many dead ends and poor connectivity. Transit is minimal and unreliable, and small businesses are increasingly burdened while big developers seem to benefit the most. Council needs to do a better job balancing growth with the needs of residents. Right now, it feels like we're being sold out instead of supported.*

- *No additional feedback*
- *Please keep connecting the town with pathways. Some new areas are still not connected properly for safe walking/scooters/wheelchairs/bikes. Please update dog bylaws so it is SAFE. It is so horrible here. We need new DOG BYLAWS: 2 meter leash limit, no dogs on school sites, actually clearly sign NO DOGS on playgrounds and sports fields, no off leash on pathways, sign to say dogs must be on RIGHT of pathways, and bylaw to clarify that dogs may never interfere with other pathway users. We are behind and lacking in these bylaws... and seeing that current officers do not enforce who is choosing to negligently let this happen? Not acceptable. Maybe hire new officers who will actually ENFORCE these issues? Total fail for years from these officers- is it the manager? Or all of them?*
- *Too much growth. It puts too much pressure on all our infrastructure. We don't have to grow and the money from developers provides an initial influx of cash but leaves us with a deficit in funds into the future.*
- *It's crazy that such a small town has such a large staff count, there needs to be a critical look at that.*
- *Quit promoting Cochrane as a great place to move to. I feel bad for the people who have spent their lives here watching this town grow at such a fast pace. Ive been here almost 20 years and understand I was part of the problem. Ive seen 4 new communities get slammed in when the infrastructure just isnt there. The "housing crisis" is the best excuse for municipalities to ram new developments in, and the lack of quility and planning is very frustrating to watch. Ive seen the same section of road be dug up for utilities to run across James Walker Trail 4 times now, in 3 seperate areas. The quality of the roads we're left with after wards is disgusting, and the Cochrane roads department washes their hands of it. Theres no accountability on the contractors while its still in their hands, and once a final product is handed over to the town, they wont do anything because there's no money for it. I understand that new houses and more people comes more tax revenue but obviously the town cant keep up, so lets stop overwhelming the system. Have you ever gone to Mcdonalds and ordered your food, and then they tell you to park in the waiting area becasuse they have no fries right now? And then they keep taking orders... Well quit taking orders! Wait for the fires to finish cooking, and serve the customers that are waiting before taking more damn orders. Lets play some catch up.*
- *CEO position is a waste of money...based on efficiencies.*
- *I noted "remain the same" as the percentages seemed reasonable and have worked in the past. With the substantial growth in the Town over the past three years there should be more tax based dollars available to assist with the necessary increases in these areas. As well, one would hope that development charges/real estate fees/business fees might contribute to these infrastructure and budget items. We can also hope that provincial and federal government transfers/philanthropic gestures will augment the Towns revenue.*
- *Would like to, but I'm out of time.*
- *How many surveys - and how much money has the town spent on surveys over the last 5 years!!! We elect council to lead - if they fail to do so then let the electors determine next steps.*
- *Question 9 does not provide appropriate options - or at least not all of them. I want to see developers pay for infrastructure expansion and property taxes to maintain. If these two sources aren't sufficient to pay without increasing taxes of other residents, then I think you need to reconsider if the development is worth it.*

- *The town is growing too fast. Needs to slow down.*
- *More community engagement is needed for large projects. We are constantly seeing ourselves paying an awful lot of money we don't feel we can afford for private interest groups, or pet projects, while serious infrastructure gets kicked down the line*
- *Instead of raising taxes relating to waste water management as a result of growth, require contractors to design efficient homes. For example, multihome dwellings having hand washing sinks on the back of the toilet so the water used to flush is grey water (seriously, has no one ever been outside of Canada - I can't be the first one to bring this up). On average a single one of these saves over 6,000 gallons per month - think about in per unit terms. Is that not an intelligent, climate aware option?*
- *Given the history of taxpayer funding for SLS Centre, I am extremely disappointed in the lack of transparency of the RFP process. Keep our recreation local - don't bring in the YMCA.*
- *Cochrane is a very nice community, safe and convenient. Would like to see it remain as such.*
- *It seems to me that the town has allowed access development in residential housing, particularly multifamily family. This has caused a very uncomfortable increase in traffic issues. We need our infrastructure to get ahead instead of always lagging behind*
- *Focus on essentials first, reduce waste on vanity projects.*
- *The town should strive to not raise taxes every year.*
- *Once you've all given yourself a healthy pay raise, please give a little to nature. How many trees are cut down to build houses and how many are replanted? How many are completely dead in the concrete down town?*
- *Please shift to preserving our green spaces and the charm which is slowly disappearing. Replanting, protecting wetlands and such.*
- *A suggestion for consideration is an assessment cap. How many homeowners have no intention of moving in the foreseeable future, yet have increase in their tax payable as their assessment increasing? Largely due to an influx of people from other areas where housing is more expensive. Other municipalities in Canada have done so (assessment cap). Otherwise a homeowner who has been in Cochrane for many years, who has no intention of selling, is now paying more municipal tax due to population explosion and cash buyers from other provinces buying for a fraction of what they sold for in their former province. This obviously impacts retiree's and young families who are concerned with having sufficient funds.*
- *It seems the area behind my house is changing. I'm not sure if it is for my good or good for developers.*
- *Town should look at reducing unnecessary costs and streamline processes to make better use of tax dollars.*
- *We should trim the fat from the top down. You council members do not need any more raises you all make more than the average salary for a full time worker in Canada for what is supposed to be a part time job: you can pay for your own hotels, lunches, alcohol, gas etc; this should not be covered by us. If you cannot live off your salary go get another job and stop giving yourselves raises.*
- *No additional feedback*
- *We need to stop growing our town when we don't have the infrastructure in place. We need to focus on upgrading what we have and make sure our town has the best structure and programs without adding to the strain we already have.*

- *More community and localised events are need for a sense of community spirit that would translate into volunteers doing things for the town instead of hired contractors.*
- *Overall great place to live. We're growing fast!*
- *I trust that tax payer dollars are being spent and distributed wisely for the residents of Cochrane to enjoy a high quality of life.*
- *A town planner needs to re-evaluate the routing through the Greystone Community - too much through traffic on roads that are not meant to be main roads. More outdoor rinks.*
- *No additional feedback*
- *Public input must be listened to. It seems like the citizens complain and the town keep growing and ignoring infrastructure.*
- *No additional feedback*
- *I'm disgusting with mayor and council's decision to take pay increases when we are in a living crisis. People cannot afford groceries, transportation, and housing, yet ToC employees think they deserve a pay increase when residents continuously see poor planning, constant building, destruction of our natural spaces, no communication regarding infrastructure work to residents, etc. Not to mention, the city of Calgary is the same pay for a city 25 times larger than ours. We need to become an official city and leave our municipality status. It is NOT POSSIBLE for us to keep up with the growth and remain affordable.*
- *More thought towards young families and LESS PICKLEBALL*
- *If you're going to increase spending, try to organize more festivals for residents and tourists*
- *Hire people that understand 'small town' growth patterns. We obviously lack that capability here or it has never been a priority.*
- *Better access to leisure areas in New developments. Provide more pedestrian access to parks. They are limited in the number of cut throughs yo the parks. If you want people to use them make them easier to get to. Stop allowing developers to build communities with single or limited access points. These just create traffic issues and frustrations for the residents.
"I think the library is a valuable resource but it needs a new/larger facility.*
- *I think our variable spending has been well managed and I am pleased with the services provided.*
- *council and management need to cut their wages by a lot*
- *traffic, traffic, traffic, design and construction of a much improved traffic management plan.*
- *There needs to be significantly more focus on sustainment than growth. The rapid growth is not sustainable and is making the Town reliant on an income stream that will come to an end eventually. We need a plan for sustainability.*
- *No additional feedback.*
- *This survey is not well designed. It presents a tone of 'more tax money or less service'. I have taken note of numerous hires at the ToC and myself and other tax papers have openly wondered what on earth they do that contributes to: Community Front line client service Efficiency in Gov Improved back end efficiency I wonder if some positions have been filled so bureaucrats can 'feel' like 'big timers'. Remember, alot of people have come to Cochrane for a better, smaller, more efficient government - concerned with the whole and not its myriad of parts.*
- *This is stupid and will ignored as other surveys have been. Like do not rezone the Riverview golf course. Now the Residents in Riverview have had to spend over 1,000,000 dollars. And the golf*

course will be sold and the buyer won't have to acknowledge the Caveat (see the replacement of the Iron Bridge)

- *Not at this moment*
- *"Increase Infrastructure first before communities developments. Increase small business developments to keep local provide jobs.*
- *Act on the results of the survey. Don't just keep asking the same questions hoping to get the answers you want to see!*
- *What about recreation or culture programs?*
- *It would be nice to know if there is an annual budget report that is shared for residents to understand how the current budget is being used.*
- *No*
- *LANDSCAPE AND MAKE THE DOG PARKS MORE ATTRACTIVE! Seriously, when they are just dirt and ripped up grass, they are an ugly sight from the road*
- *More support and facilities for art and culture*
- *I moved here recently and think the town planning has been quite good. My main observation is that the trail system is well used but is not connected throughout the town. Given how much people already use trails, an improvement in the network would see health, financial and cultural benefits.*
- *I consider raising taxes as an investment for Cochrane to thrive and be thr preferred destination and businesses alike to be the gem of greater Calgary area.*
- *None*
- *Build more hockey rinks.*
- *Improvement of road access into Cochrane to relieve congestion caused by expansion.*
- *No feedback*
- *we are growing at a rapid rate and we need the infrastructure to be in place before the communities get there for example building the roads before 10,000 people move here. Have it ready to go ahead of time. I know a lot of this depends on the province but the highway 22 corridor needs to be fixed the bridge over the bow on Highway 22 needs to be twin like all of it needs to be redone and reimagined and reconfigured.*
- *Better snow clearing, lots of bumpy roads and ice in the winter, unsafe and can lead to falls and accidents.*

Appendix L – Other projects or goals

What other projects or goals (if any) should the Town be thinking of when planning the budget for 2026 and beyond? These may result in a tax increase.

- *Cannot think of any.*
- *In the last 4 years, the town has increased the operating budget by 41% (29% was for salaries) which was driven by "maintaining services" with a tax increase. The town needs to provide more transparency into maintaining services and reduce the excessive management in administration. The capital budget has no supporting information showing the needs or priorities and does not follow the criteria in the OSL bylaw. They should focus on debt management.*
"None/Cannot think of any."
- *Indoor soccer dome*
- *We need senior housing and to encourage developers to build senior housing*
- *We need more off leash parks. This town is very dog friendly and we've out grown current parks. Ball diamonds. Community rinks*
- *The roads will continue to be a big problem and will need to have a very robust future planning mapped out to address the challenges. Would like to see a 10 year plan on the work that will be required.*
- *None*
- *Cannot think of any*
- *Much more advanced planning for the massive growth being seen in and around Cochrane.*
- *Would like to see more investment in Arts & Culture, and a review of the value on fees spent on external consultants.*
- *10 year active transportation funding plan.*
- *None*
- *Think of not wasting money on signage like the one that was built for 250k, focus more on providing value.*
- *None/Cannot think of any.*
- *Urgent Care Centre open 24/7. (This may be a Provincial responsibility but advocating would be appreciated.) Accessibility. Sidewalks, store entrances, park trails, snow / ice clearing and enforcement of.*
- *Give us a playground*
- *None/Cannot think of any*
- *No new projects ,because the Town staff are not able to do anything without increasing taxes. Tax payers pay to much as is and tax money is missed managed by Town Council and senior admin. Stop fixing Downtown Cochrane and look at the rest of Cochrane.Coffee Traders should move to another part of the Town so Mayor will look at this area. Parking meters should pay for Downtown changes.(not tax payers)Stop trying to improve traffic in Downtown when the train stop all traffic.*
- *None/cannot think of any.*
- *the city should pause on all new spending*
- *As I mentioned before a new seniors retirement lodge*

- *I have mentioned this on other surveys but haven't received any response... so I'll try again . The road off Highway 22 into Glenbow (Glenbow Drive) same street as the Cochrane Alliance Church has a different fence for each resident. Some are newer, some older and some that should be torn down and rebuilt. Because the street is high traffic we see it all the time. It's not visually appealing and I would love to see the city construct an attractive and consistent looking fence, just like the ones they have in other subdivisions. I realize that Glenbow is one of the older sections of town but I do believe that it would make the street much more attractive. Thank you.*
- *Working with Developers to encourage donations of and/or the Town purchasing small strategic pieces of land from developers in order to create this connectivity/improvement in quality of life for residents which lasts forever. The developers will continue to push for maximization of profits and they will be long gone.....thus we need a council/planners who can represent Cochrane residents and the future of what Cochrane will grow to become.*
- *None/Cannot think of any*
- *Environmental management; Climate change adaptation and resiliency planning; conservation and management of natural infrastructure; community hall for music and dance performances in the downtown core.*
- *Urgent 24/7 or a hospital.*
- *Support for local businesses and cultural events/keep Cochrane spirit*
- *Goal: grow less, spend less, switch to maintenance mode rather than building mode.*
- *none/cannot think of any*
- *The Town should be thinking of limiting future growth. A larger community does not equal cost savings. It means more infrastructure and services are needed to meet the needs of more people at the expense of current residents' quality of life.*
- *more planning for services for seniors*
- *Working on Connectivity of neighborhoods, communities should have above or below ground options for crossing train tracks.*
- *See above regarding bridging.*
- *Fix the colt. Make routes and drop the on demand. No more freaking apps. Also, the town website is so complicated and esoteric it's almost unusable. Keep it simple to navigate using basic user interface design standards.*
- *None*
- *Reduce approval of new communities and catch up to what we already have.*
- *Growth! Why is it so important to build out when we can barely supply enough water? Is growth so important that everyone should have strained budgets and costs? I would recommend a more controlled growth, instead of developer growth projections.*
- *1. Hospital and 24/7 urgent care. 2. Duplication of hwy22 inside municipal perimeter on both ways and new 6 lane bridge over the river. (one dedicated lane to and from downtown and 2 lanes keeping cowboy trl or 2 lanes to/from downtown and one keeping cowboy trl) 3. inter-municipal bus lane every hour to Calgary could also boost town development and benefit us all.*
- *We need to take better care of our natural areas - this is what makes Cochrane special - let's increase that focus!*
- *worry about the big project on tap. HWY 1a interchange*
- *A dog park in Fireside would be well-used :)*

- *Increase/complete pathway system in new communities to allow residents the ability to not have to walk on roads for exercise*
- *Improve arenas for hockey, lacrosse etc*
- *The town is growing way to fast for what it can handle. Stop/pause the growth and focus on getting infrastructure, facilities, schooling, services etc caught up with the past growth. Make sure they are strong and can keep up.*
- *Faster road construction*
- *Cochrane's rapid growth is not being matched with adequate infrastructure. The road network—especially in new developments—is fragmented, creating major risks during emergencies. As highlighted in the Town's own 2022 Community Safety & Wellbeing Strategy, evacuation planning is essential but underdeveloped. We need a proper evacuation route audit and emergency access review. Transit remains unreliable. COLT service doesn't meet commuter needs, and a fixed-route system should be piloted (as suggested in the 2019 Cochrane Transit Strategy). The absence of a hospital is a serious gap. With 35,000+ residents and counting, it's time to push Alberta Health Services for a long-term healthcare facility plan, not just minor clinic expansions. Finally, small businesses are under pressure while large-scale developers continue to benefit. I urge council to form a Small Business Advisory Committee and review permitting and fee structures with local input. I care deeply about this community, but right now it feels like residents are taking a back seat to growth.*
- *Better urgent care; engage the province to double the current capacity of the 22 highway.*
- *Complete total pathway connections, define ER spaces and any future uses of that ER space for every community so that is is clear. Some people think that ER means only they can illegally off leash there dog there, and no one else can use it ever. Work on closing rogue trails- the river area is getting trampled to death.*
- *None*
- *School site planning should be much faster.*
- *No more projects. Finish whats going on in town right now, and keep on the province to keep their project running smooth with the 22/1A stuff.*
- *Staff according to needs...staffing levels are inadequate in many areas to efficiently operate the Towns needs, and too heavy in administration as per my comment above*
- *Increase residential and commercial development fees to ensure that new residential developments are paying their share of the increases to the Town's costs. Developers, residential builders, business and industry earn good profits on their projects or they would not be involved in them and they should be required to share some of that to support the required new services and expanded existing services necessary as a result of their work. When The Town agrees to the new development/construction of a large number of homes it needs to be sure it can support the "new" Cochrantes and "old" Cochrantes so that all aspects of our quality of life are maintained and/or improved, and to be proactive in planning for that growth. New growth should be self sustaining. Engage in philanthropic activities and access federal and/or provincial government funding to support growth projects such as a 24-hour expanded Health Centre or subsidiary hospital of an existing one, or an expanded library, or community centre.*
- *Stop building houses.*
- *Tell developers no new building until they commit to actively support getting the roads fixed. Look at Airdrie - the province has done a great job getting #2 all fixed up with interchanges!"*

- *More community supports, more support for the library.*
- *Reducing inefficiencies within town operations, find ways to reduce the use of toxic chemicals in the town (on public spaces and reward residences with yards that don't require a lot of water or chemicals - again, clover & thyme), require new builds to include environmental efficiencies that reduce the drain on infrastructure (e.g., hand wash stations on toilet tanks, utilize greywater or reduce water consumption), don't let people plant evergreens next to their homes (it is an easy way to lessen the fire hazard). If I had more time, I could probably come up with more.*
- *Plan effectively WITH SLSRPS for additional future rec facilities. (Not YMCA.) I understand and accept that tax increases for capital projects will be required. I would still like to see these projects kept with the local SLSRPS/SLSC team.*
- *More pathway connectivity. A grocery store on west side of town for heartland / Heritage*
Another large natural area like the rancho
- *Balanced budget*
- *Sounds like you're all ready to increase taxes regardless of what people say. There has been zero question about nurturing the wildlife we have in town!*
- *Please shift to preserving our green spaces and the charm which is slowly disappearing.*
Replanting, protecting wetlands and such.
- *In relation to fire services, satellite stations need to be considered with respect to population and response time (part of the question, but to be clear). Growth doesn't always pay for itself, and hence worth doing an exercise to determine what rate of growth is sustainable. This may need to be a 'growth rate cap', or perhaps developers need to set aside funds for municipal growth. While non-discretionary spending is not part of this survey, how often is it reviewed to identify opportunities to reduce spending? For example: areas of wastage, inefficient processes, redundancy, ensuring competitive salaries, while not excessive, etc. ToC should focus on local priorities and not be drawn into global initiatives which are beyond the financial means. Furthermore, any consideration for agendas from 'outside' need to ensure proper input from residents and allowing all perspectives, and both sides of the subject to have a voice.*
- *I worry about grass fires or forest fires in our area. I would like our community to be served by RMCP.*
- *None*
- *None. No new projects: stop spending money. Maintain what we have and trim expenses down.*
- *It would be nice if the neighborhoods could be linked by foot paths. Right now Heartland is completely cut off from all other neighborhoods on foot and can be dangerously available to those with the ability (and fortitude) to bike along the road works. It would be nice if it could be joined to Sunset and the central part of town.*
- *None. We need to improve on the programs we have for the increased population.*
- *A Business Development initiative that would encourage high tech companies to locate in Cochrane. Such a campaign would provide tax incentives for companies to locate within a Tech Park location.*
- *Grant more community garden space. Also I know this is huge, but maybe someday there will be another railway crossing by Horse Creek.. that would be amazing.*
- *Continue to focus on green spaces around town as development also happens.*
- *A town planner needs to re-evaluate the routing through the Greystone Community - too much through traffic on roads that are not meant to be main roads. More outdoor rinks.*

- *When are you getting rid of the plastic orange fence along Jumping Pound Creek. Remove or replace with a more eye pleasing fence if a fence is so very needed there.*
- *Should be looking into a municipal police force and adding additional fire hall to the north end of town*
- *Force the developers of Sunset Ridge to build the secondary access that has been talked about for 10+ years.*
- *Increase business taxes. Realize that projects such as the gravel pit to the E will not benefit the town. Increase taxes to compensate.*
- *None*
- *Fix our roads, get our infrastructure in place before agreeing to these new buildings or STOP BUILDING altogether. Canmore and Banff both have building restrictions, Cochrane can have them to. We cannot support anymore people without the infrastructure and schools available.*
- *More playgrounds, more schools, more amenities*
- *Cannot think of any*
- *Planning and paying for growth.*
- *Start planning ahead. Holy cow. I swear this town has gotten worse when it comes to future planning. Cochrane's growth was not unanticipated. We saw astronomical growth in Airdrie and Okatoks... then in Chestermere. Where else did people think it was going to grow? We dragged our feet on highway infrastructure and our water supply until 'the last minute'.*
- *More parkland. With house lots shrinking and people using their yards less because of this we need more parks and recreational services to fulfill those needs as well as for visitors to Cochrane. Start developing the riverfront which is beautiful into something other than a trampled dog park. How about a "Riverfront Walk" that is picturesque as opposed to flattened dirt and grass. Start holding events there.*
- *I think the library should receive some attention. It is used by a wide variety of people but the current facility is not adequate.*
- *My wife and I are retired. New facilities as part of the growth of the Town are expected but you should not force too many tax increases above a necessary inflationary requirement.*
- *nothing*
- *"Expansion of the library (a better kids area and more programs)"*
- *Stop allowing business parking on residential streets, except when they are there for a specific project.*
- *Include more sustainability into the Town's facilities and ensure the developers are doing the same. There is enough roof space on just about every Town building (Town Hall, Water Treatment Plant, Spray Lakes Sports Centre to completely offset the electrical consumption with solar.*
- *With the population growth, Cochrane is experiencing a lack of sports facilities (ice rinks, baseball diamonds, etc) which is limiting enrolment in minor sports.*
- *Leveraging the significant support for improved health services/ facility, with measurable progress with the Province.*
- *Soccer Dome - huge demand for soccer and a low cost sport for people*
- *Investing on growing small businesses to increase economy.*
- *Please fix the growing pothole on Hwy 22 south bound where the highway meets the bridge going over the bow river*

- *Ensure traffic is managed before any increase in population. For example the housing proposed for on George Fox, the traffic is already an issue with pretty much one way in and out. 40 new housing units would be a nightmare!*
- *Offering direct services, space rentals for events and festivals*
- *Primarily proactive infrastructure development and maintenance. Additional recreational facilities and schools to keep up with a growing population.*
- *An all weather multi sports pitch or dome. More landscaping in the downtown to make it more appealing.*
- *Expansion of SLS - pool and rink specifically. Fine sponsors like builders or developers to pay for more amenities!! They want to build in Cochrane make it worth our while to grow and if not stop the growth!*
- *More spaces to support recreational sport*
- *More recreational facilities including more ice and a bocce field.*
- *Cannot think of any*
- *Building of arts and cultural centre and spaces*
- *More events, especially for kids.*
- *More events, professional and arts training, centers for youth growth, active lifestyle and education, strict enforcement of bylaws, automation and centralization/coordination of services with surrounding municipalities*
- *As a Sunset Ridge resident, I am concerned about the access to the community. I am aware that there is a second entrance planned north of Sunset Blvd, but this project should be built sooner than later; fall of 2026 at the latest. With the limited access to the Rancho House and the increased population and , in the event of a major disaster requiring a quick vehicle exit from the community, there could be serious injuries and/or deaths.. Emergency access by fire and police is also impaired with the current situation.*
- *Fire hall for the Southside of the river.*
- *More hockey rinks*
- *Improvement of road access into Cochrane to relieve congestion caused by expansion*
- *We need to work on getting funding for schools and other local businesses before we add to the population. The current is over crowded.*
- *Unsure. Infrastructure for the movement of vehicles needs to be improved and I can't stress it enough that the colt system needs to be revamped and needs to be on a fixed time system every hour on the hour, for example for every half an hour.*
- *None/Cannot think of any*

Appendix M – Priorities facing the town

Other” Responses included around priorities facing the Town:

- *Properly tax increases to account for inflation and growth. It's better to be proactive than reactive.*
- *Once again, one cannot select a priority without the supporting information to make an informed decision. Maybe administration and council can start by answering emails from the residents. Transparency goes a long way.*
- *Long-term sustainability whilst maintaining property taxes at current levels (but adjusted for inflation).*
- *Regular transit routes. On demand isn't working at all*
- *As Cochrane grows, I believe the budget should focus on: 1. Roads & Infrastructure: Address congestion and improve evacuation routes. 2. Emergency Services: Increase resources for fire, police, and EMS. 3. Healthcare: Prioritize a local hospital for the growing population. 4. Small Business Support: Help local businesses with grants and reduced red tape. 5. Sustainable Growth: Ensure new developments have connectivity and green spaces. These areas need immediate attention to keep Cochrane a great place to live ... Also, keep SLS, was not impressed they sold out to YMCA. What else are selling us out on? No more lions club? rodeos? Just feel like it's a cluster of houses and bug business rather than supporting our community.*
- *Keeping up with growth. The cart keeps showing up before the horse. Single lane roads leading to developments slated for 10,000 people. Slow down with handing out development permits. Money talks but it shows greed over responsibility to the people who are already here. Id also like to see a little more action on the inspectors in the city. Watching what is either hidden and never looked at, or is just allowed to pass on a million dollar new build home is crazy. I dont know if the inspectors dont care, or if theyre just not coming out to look at things.... The hoops I had to jump through just to build a garage 10 years ago compared to how sloppy a house can be scabbed together and passed is wild.*
- *Focus does not need to be on lower taxes - what about lowering expenses!*
- *Spending my money wisely. Stop bailing out SLS and Colt. Stop the growth! Stop lining your own pockets.*
- *Investment in and maintenance of amenities and preparing for changing economy are equally important. It is also vital to take into consideration changes in environmental conditions/climate.*
- *Affordable rentals.*
- *No raises if you can't stay with in your budget. Town spending is out of control and our service's have not kept up*
- *LOWER TOC SPENDING THEREFORE LOWER OUR TAXES! We need new representation!*
- *Find efficiencies. Reduce administrative costs using technology, user fees on niche infrastructure like pickle ball courts.*

- *It seems to me that the town has no regard the current political climate, the economy is getting soft and we may be headed for a recession. Rather than increasing your spending each year look at smarter more efficient ways to handle the money you have. As for residential taxes the home valuation should be organic, based on the value of the home when it was purchased not what the neighbor sold theirs for. The home that sold for the higher value will pay more taxes, you should not penalize those that choose to call Cochrane home. I like living here, however your growth and tax strategies leave a lot to be desired.*
- *TRAFFIC movement and controls. Planning has been brutal in the past several years.*
- *Investing in small businesses.*
- *Please stop enabling developers to continue the rapid growth. We are no longer a town but rather we are turning into a city. This is not something to be proud of.*
- *Developing and improving infrastructure to prepare for the coming population growth.*