



TOWN OF COCHRANE

Budget Consultation Focus Group June 3, 2025

PREPARED BY:

Parsons
DIALOGUE

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Executive Summary

The Town of Cochrane hosted a budget consultation focus group on Tuesday, June 3rd to understand resident perspectives around growth, infrastructure priorities and fiscal responsibility, and clarifying the budget process.

Sixteen residents from a variety of ages, ethnicities and life stages participated with care and thoughtfulness. Long term residents shared concerns about the rate of growth and ability of infrastructure to keep up and in some instances questioned the case for growth. New residents appreciated Cochrane's amenities and character. All shared deep appreciation for the Community and its spirit and a desire to preserve Cochrane's 'vibe'.

Major themes that emerged from the discussions include:

- Residents are concerned about the Town's growth rate and that Developers do not share enough of the development costs / responsibilities.
- Residents would like to better understand the roles, responsibilities and financial relationships between Developers and the Town.
- Residents value fiscal responsibility and 'living within means', prioritizing essential infrastructure such as water, over non-essential infrastructure such as parks.
- Residents wondered how Cochrane might leverage adjacent City of Calgary amenities vs building their own.
- Residents would like to better understand the rationale behind budget decisions and would appreciate seeing those rationales through a 'values' lens such as "security decisions or recreation decisions".
- Residents appreciated Cochrane's communications efforts and encouraged more plain language, 'drill down' budget documents, and simplified presentations of budget content.
- Residents thanked Cochrane for their willingness to hold this kind of a budget discussion and indicated a desire to participate in future conversations.

Introduction

The Town of Cochrane conducted an annual budget survey from April 7 to May 8, 2025 to understand how well residents know the budget process and their preferences around spending, services and taxation levels.

A follow-up focus group was held to dive deeper into a few specific topics to augment survey insights. The Town of Cochrane conducted recruitment using its preferred methods and included some citizens who already understood the Town of Cochrane, its services and its budget.

In the fall of 2025, this group will be reassembled, and the Town will explain how their feedback influenced the Town's final budget.

Preparing for the Focus Group

Step 1: Establishing Objectives: Parsons Dialogue collaborated with the Town's Engagement team to develop engagement objectives. The team included:

- Kristin Huybrecht, Manager Intergovernmental Relations & Corporate Communications
- Kevin Blanchette, Director, Strategic Services
- Alyssa Korte, Public Engagement Advisor
- Karla Schulz, Public Engagement Advisor
- Robin Parsons, Facilitator

We established the following focus group objectives:

- Share an overview of funding sources / uses / constraints.
- Understand resident perspectives on Cochrane's growth and how the Town might better manage growth.
- Explore resident preferences around infrastructure spending
- Gather insights around how to improve the budget process for residents
- Deepen residents' understanding of the budget process

A goal for the experience was for residents to find the environment welcoming, casual and comfortable, and to know their fellow residents a little. At the end of this discussion, we wanted residents to leave

knowing more about Cochrane's budget process and feeling that their contributions had been useful and appreciated.

Step 2: Developing Focus Group Questions

Once meeting objectives were established, Parsons Dialogue reviewed survey results and in collaboration with the Town's project team, developed a set of questions that would allow us to dig deeper and better understand resident preferences. The risk in this session was how much there was to explore and the time constraints to work within.

Focus Group questions and responses can be found in the Appendix.

Step 3: Resident preparation: It was important to ensure residents were grounded in the obligations and responsibilities of the Town before asking them about their budget preferences and priorities. The Town guided the residents on the agenda, explained the purpose of the meeting, and encouraged them to be informed.

Step 4: Facilitate the meeting: Mike Derricott, Chief Administrative Officer (CAO) opened the meeting by welcoming the group and providing a short overview of the budget. After a question and answer with the CAO, Parsons Dialogue stepped in to facilitate and document the meeting. Residents were energetic and engaged and pleased to be invited to this conversation. Without exception, they expressed their appreciation for the Community.

Step 5: Follow-up with participant survey: A follow-up survey was sent along to each participant to gain their feedback on the focus group, if they found it valuable, if they would attend again if asked, and additional comments or feedback. The questions and feedback are included in Appendix B.

Summary of Findings

Following the presentation by Mike Derricott, residents raised questions about housing, taxes (education portion), population numbers, policing, and the relationship between the strategic plan and the election cycle.

Residents were a variety of ages, ethnicities and life stages and tended to fall into two groups: those who have lived in Cochrane a long time (more than 9 years) and expressed concern about the rate of change, and relative newcomers (less than 5 years) who appreciate Cochrane's amenities and personality.

"I've had a longtime love affair (with Cochrane), and I'm in love with pathway system and river valley."

Many attended as they are interested in where Cochrane is going and have a desire to better understand the budget process and how funds are spent.

Residents expressed care and curiosity as reasons for participating:

- Love, passion for Cochrane and what it offers
- Want to learn, hear, share and understand the budgeting process
- Opportunities, strategic plan

Managing Growth

When asked how they would describe Cochrane's growth, the following words and/or phrases were used:

- "Too much, too fast, unsustainable"
- "Getting out of control"
- "Development preceded infrastructure, and infrastructure is slow to catch up"

"We've built a desirable Town; it will be lost if we bring people too many too fast"

Residents expressed concern that the development process was backwards, that houses were built before roads, and that Cochrane has been in catchup mode. They expressed concern about capacity of

amenities and the ability of schools to keep up. They wondered about the sustainability of the current growth rate.

"SLS centre is so crowded at times"
"Does Cochrane look around to see what's working well?"

When asked about the benefits of growth, residents mentioned more small business and the ability to buy local. They also mentioned attracting major developments.

When asked about how to responsibly manage growth, some residents asked why growth was necessary. Some talked about the importance of maintaining the character of Cochrane and defining what 'care' for the community looks like.

"Do we need growth?"

"Tap into what the Community is and what will keep people here, and not just focus on bringing in new families"

Some comments indicated a lack of clarity around the relationship / responsibilities between the Town and developers. Some expressed concern that developers weren't paying their share or being responsible enough. Some commented on the costs of growth.

"Developers need to pay their share."

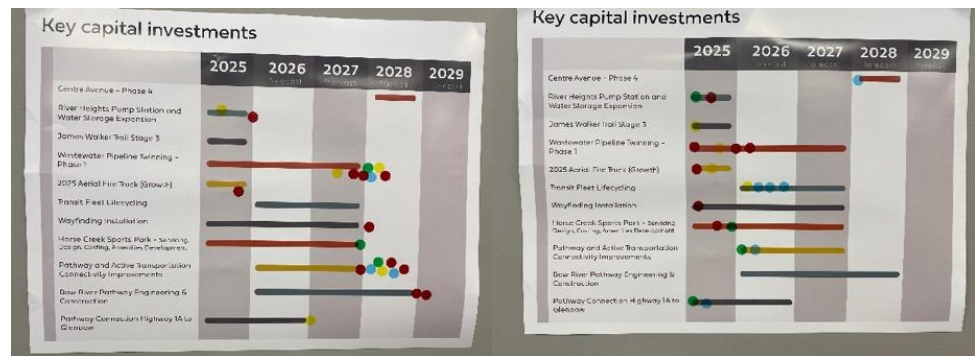
"Looks like developers are telling the Town what they're going to do versus the Town setting limits, like parking in some communities"

According to residents, the Town can do more to better inform the public. An example that was mentioned was the difficulty in finding the Town's bylaws (cumbersome process). They mentioned that the "What goes in the bin?" campaign may be a helpful model to use to improve access and understanding of bylaws. The group also acknowledged that people need to take initiative to get information as it's available.

"To the Town's credit, this town does a better job than most."
"Hard to find the bylaws; had to go into Town to find them; Staff has to get it for you; Is there some way to make this easier?"

Infrastructure Priorities

Residents were asked to rank infrastructure priorities by placing up to three dots (indicating highest priority) on a poster listing infrastructure projects. Two clear priorities emerged: Wastewater Pipeline Twinning – Phase 1 with 11 dots and Pathway and Active Transportation Connectivity Improvements with 9 dots. The remaining priorities were received 4 or fewer dots, with ties and one dot differentials.



Overall, residents indicated a high degree of fiscal responsibility and pragmatism. They prioritized spending on essential items such as water services over discretionary items such as Horse Creek Sports Park.

"Water – can't live without it" and "Dinner before dessert"

Residents said that emergency services and fire halls are more important than pathways. They would like to understand long-term road plans and were divided on the value of transit and whether / how to invest. Some viewed transit as an outdated model and others saw it as an essential service and wished for more regular routes.

"Could there be other ways to get around? Could transit evolve?"

"I'd like transit to be more reliable and more consistent"

One person suggested leveraging services that are in NW Calgary rather than building in Cochrane. When asked for other ideas that might not be on the list, a technical infrastructure / payment system / app was mentioned.

Improving the Budget Process

Residents were asked for ways to make the budget process clearer and more accessible. They mentioned that the structure of the Town's budget is hard to read and understand, and that it takes significant effort to dig through it.

Residents would like to understand the rationale behind budget decisions – both what is chosen and not chosen and would appreciate seeing greater line-item detail.

Suggestions included:

- Improve the budget flow and deliver it in plainer language,
- Have an Executive Summary or simple summary
- Have a budget key indicator dashboard, or enabling 'drill down' budget data
- Present the budget and results through a values lens (e.g. Safety, Recreation)
- Help residents understand the Developer /Town relationships, dialogue and processes
- Overlay development plans with services / infrastructure plan
- Share Council's decision-making rationale and how Councilors voted
- Establish ward-based Councilors
- Establish a Civic Action Committee

When asked how residents would like to be involved in the budget process, they mentioned surveys and focus groups like this discussion.

As a final question, residents were asked for advice that they would offer the Town. Responses included:

- Quality, not quantity
- Keep what already have
- Use fact-based, projected models and help us understand the growth models

"Thank you for asking"

"Do what you can to increase value and reduce borrowing as strategically as possible"

“Focus on maintaining what we have rather than adding every amenity”

Future Considerations

For future engagements, the Town may wish to hold more focus groups, with fewer residents in each group, so residents have more opportunity for dialogue. With fifteen enthusiastic participants, ninety minutes goes by quickly!

The Town may wish to set up Citizen Panels on a routine basis to explore fewer topics in more depth (e.g. a focus group on transit, only). This would allow the Town to test ideas and gain feedback on a frequent basis.

Residents were not particularly knowledgeable about all the infrastructure projects. Any future discussions will benefit from providing additional context prior to asking for responses.

Conclusion

The group of residents that came together for this focus group were energetic and motivated by care and kindness. Concerns were aired constructively, and suggestions were genuinely offered.

Residents were committed enough to fiscal responsibility that many questioned the need for gift card recognition. At least one person said the gift card was a reason to participate.

This group was pleased to be brought together and welcomed more opportunities to engage with the Town.

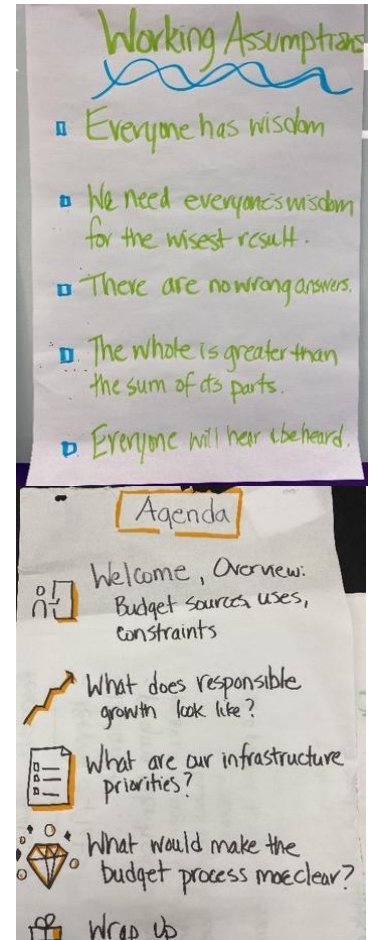
Appendix A: Verbatim Results

Working Assumptions

- Everyone has wisdom.
- We need everyone's wisdom for the wisest result.
- There are no wrong answers.
- The whole is greater than the sum of its parts.
- Everyone will hear and be heard.

Agenda

- Welcome & Overview of Cochrane Budget Sources / Uses / Constraints
- What does responsible Community growth look like?
- What are our infrastructure priorities and how do they rank against each other?
- What would make the budget process more transparent?
- Wrap up



Welcome & Overview of Cochrane Budget Sources / Uses / Constraints

Clarification Questions to Mike Derricott

Q: Is the 1c / tax dollar for seniors housing?

- Rockview Foundation (so can do more than seniors housing, could expand in future)
- Support USHO that manages affordable housing
- Internal housing resources

Q: Where/when in the budget process does the Province tell you what they expect from the Town?

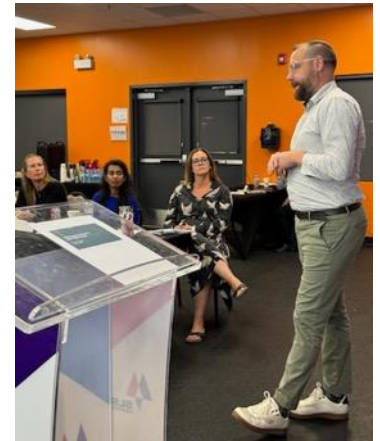
- Education portion is a flow through amount
- February / March the Town learns what the requisition will be
- It is common to have changes, not overall surprising

Q: When is the Strategic Plan reviewed? What changes with election cycle?

- Plan is more about the strategic focus for the 4-year period
- As Community grows projects become multi-election cycle projects
- When set in motion, projects take more time to execute
- Review annually
- Set by Council at the beginning of their term
- We have a 50-year vision to help Council to review

What's the current population of Cochrane? What studies have been done? What could the maximum number be?

- 37,000 expect have added about 2,000 in the last year, approaching 40,000 community members
- Build out to Town boundaries as they exist now is approx. 70,000
- We expect the population to be 50,000 by 2030



- Significant growth pattern

At what population base does the Province require the Town to have its own police force?

- Once population meets 5,000 people, municipalities are responsible for police force and can choose to have their own police or contract it out.
- Cochrane contracted to RCMP.
- If Cochrane wanted to, it could have their own police force, but cost is a consideration.

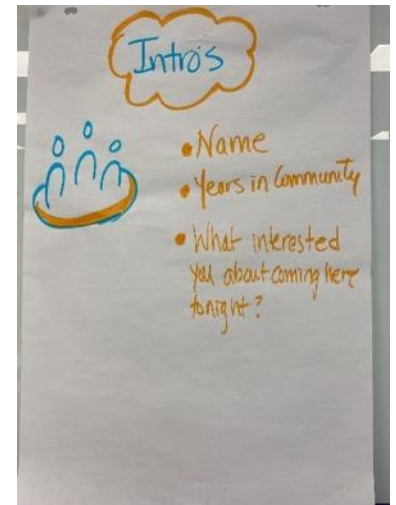
Other notes

- Kristin Huybrecht, Manager Intergovernmental Relations & Corporate Communications, discussed public engagement in the budget space
- Of note, almost everyone present has completed the survey
- Kristin also shared the budget process timeline

Introductions

Name, years in community, and what interested you about coming here tonight?

- I wanted to develop passion for the community and be an active resident
- I want to have input especially around the bussing system
- I have grown to love Cochrane, and I feel like there's lots of opportunities in next season of growth
- I am interested in the budget and like focus groups. Been in community for 7 years but this is first step into civil service.
- 17 years – came with a young family, used resources, like growth in some areas, concerned about what's happening in



schooling system, wants to see schools developing a quality person in a child in their youth

- 3 year – interested because a young family; used services; take part in making things happen
- Non-profits, hear a lot of complaining, coming to learn and share info, use pathway system
- 18 months – longtime love affair, in love with pathway system and river valley; policy wonk; likes surveys and chance to tell what think
- 13 years – raised kids here, enjoyed Let's Talk Cochrane; share and hear other opinions; concerned about anti-development side; advocate for sustainable development
- 14 years – gather info; learn process; how decisions are made
- 30 years – kids grew up here; coached here for many years; population growth; what does responsible growth look like; does the plan reflect the priorities and vice versa; first 2 points from strategic plan are not being met; managing growth is unbelievable.
- 3 years – discovered in 1980s; retired to Cochrane; similarly interested in strategic plan
- I want clarity and understanding of the process
- 9 years – want to see going in the right direction, where the money is going; want to help to keep "Friendly Cochrane"
- I'm here to learn
- Moved/retired here; see how priorities come together, learn more; concerns as city grows lose personality; how can keep the personality

What services do you use?

- Family services
- Paths
- Recreation
- Off leash dog park
- All the different parks
- Emergency facility
- Bus system
- Sewage and water

What does responsible Community growth look like?

Descriptions of the growth

- Unsustainable, too fast
- Built a desirable Town – will be lost if we bring people too many too fast
- Growth of residential buildings has preceded infrastructure (roads, water)
- Like it's backwards, in catchup mode; have infrastructure beforehand (i.e. roads in place before housing)
- Example: water – not enough for growth; water license issue
- Build community before roads were built
- Parking – higher density in new developments limits parking; neighbours compete for parking spaces
- Overcapacity – e.g. Facility use (SLS Centre) crowded at times
- Facilities can't handle the number of people showing up
- Schools – understaffed, ratio too high, (provincial responsibilities noted), talk to the school trustees,
- European nations compare communities to find what is working; Does Cochrane look around to see what's working well? What benchmarking are they doing?
- Bussing kids
- Sustainability



What is good about growth?

- Smaller businesses coming in, buying locally
- Attracting major development, but not utilizing/actioning – then they need to put in infrastructure first, South Bow as an example

What does responsibly managing growth look like?

- The question assumes you want growth
- Why do we have to grow?
- World is built on continuing growth
- One perspective is: do we need growth?

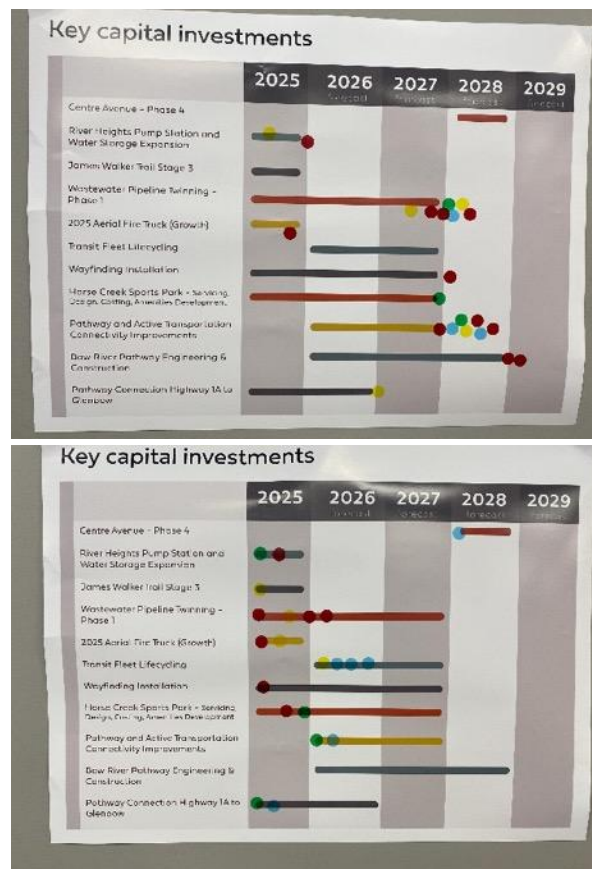
- Infrastructure issue is not unique to Cochrane; phased bond process; could be done better
- Need growth for growing tax base or taxes will go up. If you stay the same size, the cost of housing goes up.
- Maintaining character, heritage are important to the community and keep us grounded and focused on the things that make Cochrane what it is.
- Need some growth. Everything costs money. Find a middle ground.
- Tap into what the Community is and what will keep people here and not just focus on bringing in new families.
- Care about what the Community cares about
- Find out what "care" of the community is
- Slow it down and have a process (Town)
- Keep what would make it responsible
- Costs of infrastructure, operating costs, emergency services, etc. included in pre-planning.
- Process to maintain: Parks, road systems, "this comes after this, then this comes after this";
- Maintain what we have; don't do what builders/developers say
- Lack of visibility between developers and Town conversation/processes
- Assumption that developers are not pulling their fair share.
- Capital versus operating – need more support/staffing increasing as Town expands
- Capital investment creates operating impacts.
- We need clarity/transparency about the operating implications of capital investments
- Capital investments – Town will inherit cost of things like firehalls
- Is the supporting provincial infrastructure keeping up with municipal growth?

What can Town do to better communicate?

- Info is available to people
- People need to have the initiative to seek the info.
- A lot of people just complain.
- To the Town's credit, this Town does a better job than most

- Hard to find the bylaws; had to go into Town to find them; Staff has to get it for you; Is there some way to make this easier?
- Is there somewhere people can find this information online?
- Service example – “What goes in what bin?” campaign Can there be something like this for bylaw?

What are our infrastructure priorities and how do they rank against each other?



Key Capital Investments - where did everyone place their dots?

Several key capital investments had the same number of dots and are noted as listed on the posters but are not ranked beyond high level ranking (i.e., number of attributed dots).

Here are the priorities ranked in order of most dots:

Ranked #1 (11 dots):

- Wastewater Pipeline Twinning – Phase 1

Ranked #2 (9 dots):

- Pathway and Active Transportation Connectivity Improvements

Ranked #3 (4 dots, two-way tie):

- River Heights Pump Station and Water Storage Expansion
- Transit Fleet life cycling

Ranked #4 (3 dots, three-way tie):

- 2025 Aerial Fire Truck (growth)
- Horse Creek Sports Park
- Pathway connection Hwy 1A to Glenbow

Ranked #5 (2 dots, two-way tie):

- Wayfinding Installation
- Bow River Pathway Engineering and Construction

Ranked #6 (1 dot, two-way tie)

- Centre Avenue -Phase 4
- James Walker Stage 3

What should the Town prioritize over the other?

- Technical infrastructure/payment system – (e.g., Dog license, pay bylaw) would that be a capital expense?
- Cochrane app – was a capital project, transitioning the budget to be an operating cost

Check in what did you choose? Where did you place your dots?

- Essential services, “Water – can’t live without it”
- Horse Creek Sports Park
- Centre Ave
- Transit – important that people need it, have it available

- Transit – don't use it, but will use it in future; seniors use it; surprised that it's not a regular service (e.g. Moose Jaw is similar size municipality and has regular service); would like more, regular routes
- Transit – more reliable and more consistent; teenagers want to use it but it's inconvenient so drive instead
- Transit – outdated model? Could there be other ways to get around? Is the Town being innovative? Could it evolve?
- Transit – understand that there's a need for transit; don't fall into massive busses driving (empty) on a circuit



How should the Town balance of infrastructure needs with financial responsibility?

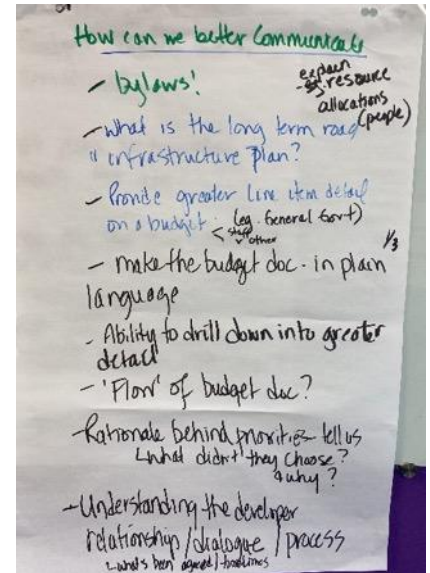
- Why so many pathways?
- They are well used.
- Connecting pathways or expanding pathways seems to be what is happening.
- Main meal versus desert – taxes (lever) where is the bulk of tax dollars going? Essential services versus “nice to have’s”; discretionary versus non-discretionary
- At what point do we need another fire hall?
- Property insurance affected from distance to fire hall
- Fire hall more important than pathway
- Emergency services more important
- Want to understand long-term road plans
- How can you leverage the large Centre nearby for the benefit of Town rather than building our own?
- Not far from Calgary, can go there for rec services
- Structure of the Town budget is hard to read AND understand it; it didn't logically flow
- Would prioritize cutting administrative expenses? Cost benefits
- Provide rationale behind various budget decisions

- Accountability of breaking numbers down

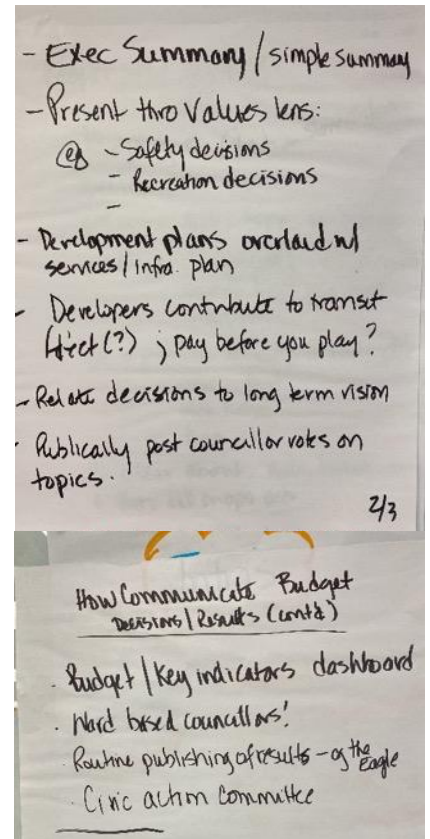
What would make the budget process more clear?

How can we better communicate budget decisions / results?

- Bylaws!
- What is the long-term road and infrastructure plan?
- Provide greater line-item detail on a budget (e.g. General Government, staff, other)
- Make the budget document in plain language
- Ability to drill down into greater detail
- Improve the "flow" of budget doc?
- Rationale behind priorities – tell us
- Also tell what they didn't choose and why?
- Explain resource allocations (people)
- Understanding the developer relationships / dialogue / process
- What's been agreed to / timelines?
- Executive summary / simply summary
- Present through values lens, e.g. safety decisions, recreation decisions
- Development plans overlaid with services / infrastructure plan
- Related decisions to long term vision
- Publicly post Councillors votes on topics
- Budget / key indicators dashboard
- Ward based Councillors
- Routine publishing of results – e. g. The Eagle
- Civic Action Committee
- Need to know inflows and outflows
- Does the Town borrow money; how is this serviced?



- Cannot borrow money for operating expenses, only on capital side
- Summary with layers that can be drilled down
- Budget is awkward with the way was structured; had to jump around to find info/understand it
- Budget has a flow problem
- Not enough of the Community is drawn to interpret the budget and what it means, people just complain
- Should be an easier, better way to draw them in to understanding; what is happening now?
- Wants to understand why the Town Council chose their priorities? What were their rationale? What other options did they not choose?
- Understand the rationale of Council choices
- Lack of transparency with developers – looks like developers are telling the Town what they're going to do versus the Town setting limits/requirements (e.g. parking in some communities)
- Present through a values lens or framework
- Needs an executive summary
- Area development plan is published/approved – share the timeline, specifics, P4 model
- Town overlay the development plans (Phase I, Phase II, etc. from developers focuses on houses, but the Town could focus on the infrastructure development that goes along with it)
- Developers contribute to transit cycling
- General Government – large bucket; what is it? Public services (assessment, tax, staff, etc.)
- Breaking down staffing in each budget item
- Relating budgeting decisions back to strategic plan



How would you/residents like to be involved in the process?

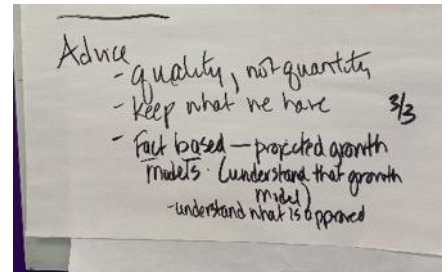
- Surveys
- Focus group (like this group/meeting)
- Publicly posted council votes (who voted for what), accountability
- Questioning resource allocation
- Dashboard around key performance indicators – how well is this working? Tie services and how well they're performing to human resources (value for the dollar)

Would the Town break down into Wards with Councillors?

- Simplify so that is available for those who want it
- Some people still will not read it
- Balance effort/cost with how many will read/use it
- The Eagle – delivered weekly, take a page and explain the areas (e.g. emergency services) one per week
- Civic Action Committee

What advice do you have for the Town?

- Quality, not quantity
- Keep what we have
- Fact-based – projected growth models
- Understand the net growth model
- How can you slow it down?
- Understand what is approved
- If we just build what is approved, what does that mean?
- See that facts reign e.g. number of cars, projected growth and stress on systems
- Thank you for asking!
- Do what you can to increase value and reduce borrowing as strategically as possible
- Focus on maintaining what we have rather than adding every amenity
- Growth takes a long time to get to where we're at...
- We don't know what the prior council's focus/priorities were (available in minutes)



Next Steps / Meeting Feedback

- Kristin/Carla to share information that may answer some of the questions raised tonight.
- Survey going out, can add additional questions on it
- Residents can email Karla questions. Too
- Re: gift cards
- 3 people commented on the expense
- 1 donated card to Food Bank
- Some residents didn't get enough airtime. Consider changes to format to address this.
- Smaller groups sizes
- Fewer topics per group
- Include in the ground rules
- Reinforce need to take turns to speak
- Write down thoughts so we can collect them if we miss your hand
- Use small groups to explore specific topics – e.g. a group to discuss transit, a group to discuss infrastructure (vs all to discuss all topics)
- The group was not fluent enough to give good feedback on the Capital projects question

Appendix B: Survey Results

2026-26 Town of Cochrane Budget Focus Group Survey

Completed by 15 residents: Kaitlin Chamberlain, Lynn Coley, Randy Coley, Sharon Copeland, Colleen Dardis-McCallum, Craig DeCoursey, Michael Froess, Melissa Harvey, Cherie Johnston, Nathan Laforet, Stephanie Mohr, Amy Lonsberry, Drishya Nair, Karen Robb, Paul Vaillancourt

Did you find value in the opportunity to participate?



4.73 Average Rating

Was there any additional feedback or comments that you would like to share or emphasize?

- Pre reading material would have been helpful.
- The Cochrane Envision 2050 plan is insightful. Thanks for including the link. I looked it up after the meeting. Might have been useful as pre-meeting reading.
- Not at this time.
- I think there was a lot of valuable input — always glad to participate. I hope that our feedback is helpful and contributes to positive change."
- As you move through the Budget Process year after year, look for continuous improvement in the process and steps.
- No.
- There wasn't a lot of chat about the budget like I had expected. It went more into town development.
- I found this engagement much more open to conversation, ideas and feedback compared to the first meeting.
- One area I'd like to emphasize is the importance of continued investment in infrastructure and recreational spaces to support Cochrane's rapidly growing population—especially in

neighborhoods like Heartland. Improved access to parks, expanded facilities at Spray Lakes, and enhancements to public transportation would make a meaningful impact on both quality of life and community engagement.

- Not at this time.
- I'd like to emphasize two items. Let's not assume that growth is required. Our community doesn't have to be all things to all people. It is more cost effective to specialize. Secondly to carefully consider our transit model. In today's world there are so many modes of transportation available. Please consider the future and not be stuck in the old paradigm of conventional transit. COLT was a good try but doesn't work. Don't stay committed to it a put good money after bad. Try a new solution.
- I would add that there was much value in the Focus Group which gave us a broader and a little more in depth of Cochrane's vision, priorities and budgeting. However, I believe we have a ways to go to be more effective as a group. It was like Cochrane 101, and 102 would be further enlightening for us all.
- Round table discussion in a smaller group might be better. Then one person from each group gives an answer to the questions presented.
- Decision makers should be at the meetings.
- Prioritizing the development of infrastructure (roads, schools, primary services) over more recreational services.

Would you suggest any changes to the format or logistical details of the focus group? Please explain.

- More diversity among focus group participants (age, income, race).
- No need to pay people to attend. Please give money to local charity. Or make a donation in participant's names so they get tax receipt.
- I recommend that financial compensation not be paid to any focus group. I believe doing so attracts people who are uninformed/disinterested in the subject matter and who are only there for monetary gain. IMO, participating in a municipal focus group is a voluntary public service one does for the good of our community.

- Facilitator was terrific. I know it's hard to stay on track as discussions evolve.
- There was structure but also very good open and productive interaction. I thought the size was good but not sure.
- No.
- Maybe less open form and more guided questions or prompts.
- I would like the topic of discussions to have a known time limit. So, we are aware of the major topics, and we are aware of the limited time to discuss each topic
- None, this was very impactful.
- Found it hard to hear soft spoken people and the additional distractions of a child in the room.
- I'd like some clear follow-up objectives. Or a clear understanding of the outcome and our participation. Not that I expect future participation just not really sure if anything to follow.
- We are expecting to see a list of the items we discussed and ideas shared. It will be interesting to see how our thoughts and input are interpreted. That may suggest a better way to transpose to paper, more solid communications.
- I felt some stronger personalities of the group lead the discussion instead. It would be helpful if everyone was given a brief chance to answer each question. Or break into smaller groups to discuss and have one person give their answers from the group.
- Fire house subs would be a good choice for catering.
- No, it was a great format and the discussion leader hired to facilitate discussion was great.

Would you like to be contacted again the future for other focus groups?

● Yes	15
● No	0

