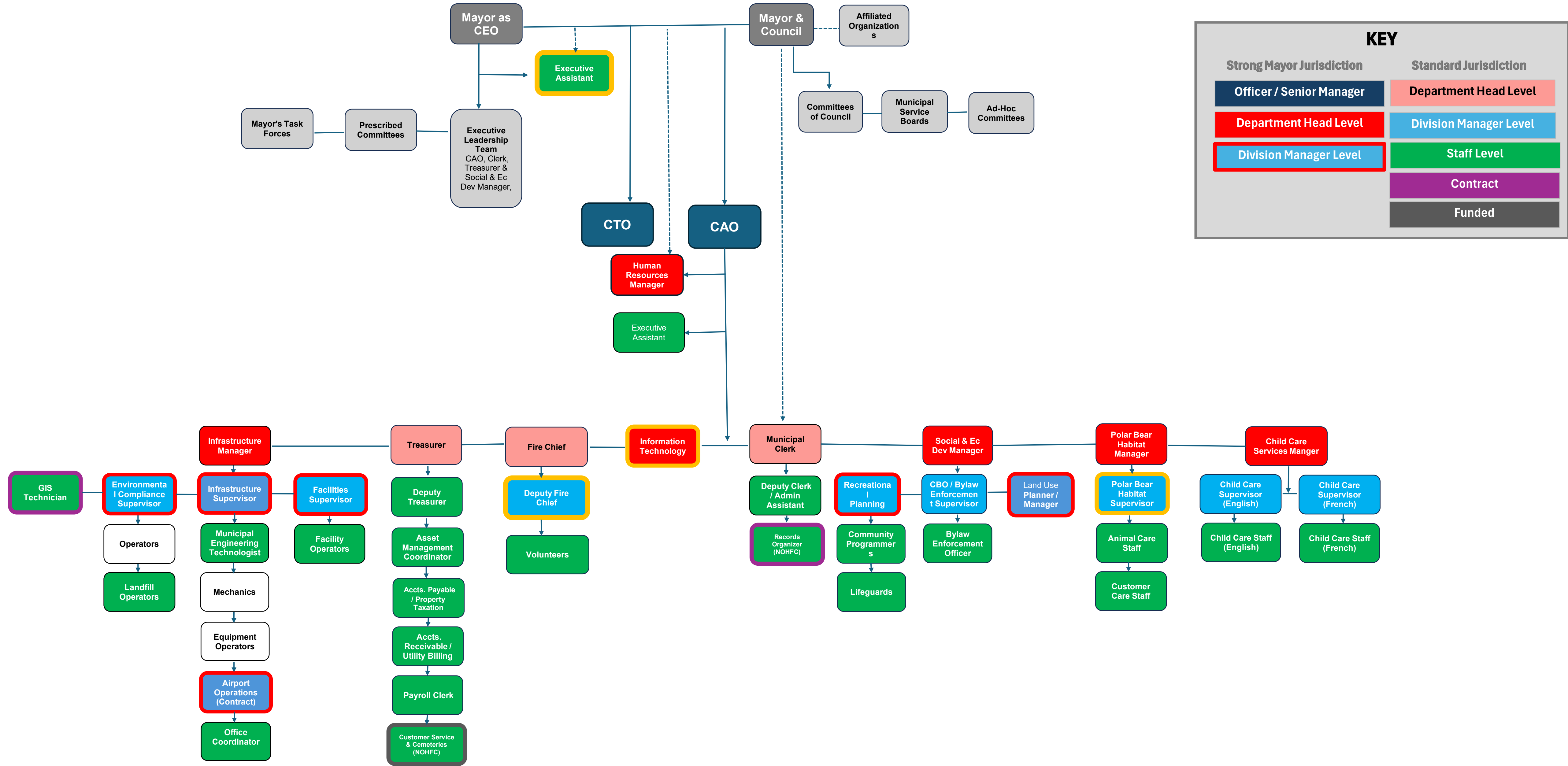


Town of Cochrane

Revised Structure and Organizational Chart

DRAFT 2.4 - December 18, 2025



KEY	
Strong Mayor Jurisdiction	Standard Jurisdiction
Officer / Senior Manager	Department Head Level
Department Head Level	Division Manager Level
Division Manager Level	Staff Level
	Contract
	Funded

Town of Cochrane

Revised Structure and Organizational Chart

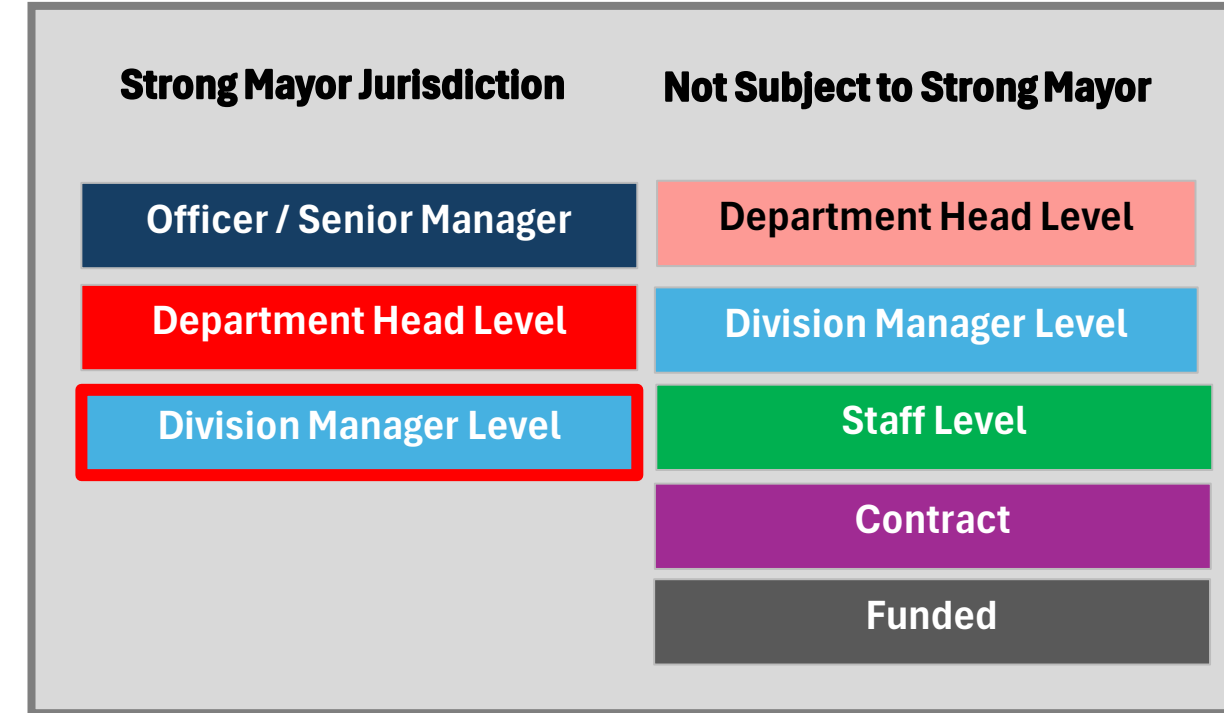
DRAFT 2.4 - December 18, 2025

Vacancies

Water & Sewer	Have lost two operators. Prospects in this area, Prospects in this area are always slim. One on leave.
Equipment Mechanics	We are still short one mechanic
Equipment Operators	Do we have the right compliment. We should make use of seasonal operators when needed. One off on leave.
Office Coordinator	Off on leave

Changes

Chief Transformation Officer	Chief Transformation Officer role to lead and recommend transformative change.
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Town of Cochrane

Cochrane Organizational Structure & Chart 2.4

December 18, 2025

A framework defining roles, responsibilities, and hierarchies

Introduction

- The purpose of the reorganization of the municipal structure is rooted in several areas:
 - Bridging the work done previously by the municipality.
 - Introducing the new legislative authorities of the mayor as CEO of the Corporation.
 - Addressing operational challenges associated to older structure and operational evolution.
 - **Adding the new temporary Chief Transformation Officer contract role.**
- Overview of organizational structure and hierarchy.
 - A Chief Transformation Officer has been added to assist on evaluating and making recommendations regarding both organizational and functional adjustments.
 - The mayor's roles have been split between the governance role and the operational role, to reflect the new authorities.
 - The Directors layer has been eliminated.
 - A new Manager of Social and Economic Development has been created from an existing position in economic development.
 - The HR Manager has been provided indirect reporting lines to both council and Mayor, while maintaining a direct line to the CAO.
 - Some of the savings from the elimination of the Directors layer has been allocated to Executive Assistance for both the mayor and the CAO.
 - Contract positions are being used to provide short term assistance associated to staff turn over in some areas and upgrading municipal records management.
 - Some succession planning is being done both in the CAO role and the Fire Chief role.
 - Introducing an executive leadership team concept to decision making.

Key Elements of the Organizational Chart

Roles and Titles

- Mayor as CEO

- Subsequent to Part VI of the municipal act being extended to Cochrane.

- Introduction of an Executive Leadership Team comprised of:
 - Mayor,
 - CTO
 - CAO,
 - Clerk
 - Treasurer
 - Social and Economic Development Manager
 - The purpose of this addition is to leverage the collective strength as well as the diversity of skills and expertise to effectively vet and problem solve municipal matters. The vetting will ensure more informed and focussed discussions between the operation and governance levels, while maximizing daily cross communication.

- CAO will also inherit the title of Chief Transformation Officer (CAO/CTO).
 - This sets the priority in the organization of modern, leading edge transformational change in the municipality.

- **CTO who will undertake a short-term contract to work in collaboration with the Mayor, The Council, and the CAO to:**
 - immerse into municipal operations and the community.
 - Analyze operational effectiveness and functionality, identifying strengths, weaknesses, barriers, and threats.
 - Assess personnel strengths, weaknesses, and threats.
 - Assess workplace cultural strengths, weaknesses, and threats.
 - Collaborate with the Mayor (primary contact) and Council (general contact) to develop understandings, options, and recommendations.
 - Implement the 90-day plan presented during the interview.

- Human Resources Manager
 - Reports directly to the CAO
 - Indirectly to the mayor and the Council.
 - If there are matters specifically associated to the CAO role, the HR mManager will report to the CEO (Mayor) who will report back to council under each of their respective authorities.

- An Executive Assistant is allocated to each of the CEO (Mayor) and the CAO
 - These roles are intended to be experienced executive assistants to provide the necessary groundwork and organizational assistance to allow these executive positions to be more strategically orientated with council, strategic planning, and community engagement.

- Red Boxes are Department Head Positions all reporting to the CAO/CTO.
 - Events Center and facilities maintenance is being relocated back into operations under the infrastructure manager.
 - Recreation and special events programming, planning and organization will be done by the Recreation Manager.
 - Economic development officer is being expanded into Social and Economic Development Manager who will also supervise Recreation, Building and By-Law, as well as land use planning.
 - Information Technology (IT) will be converted into a full time position and be a department unto itself.
 - The Fire Department is being restructured to have a Deputy Fire Chief, with the elimination of the Fire Clerk role.
 - The Fire Clerk Role is a ½ FTE which will be combined with the ½ FTE operations Clerk role to form a full time Operations Clerk.
 - The Deputy Fire Chief will train under the current Chief to role into the Fire Chief role when the current Fire Chief retires (as soon as next year).
 - A contract record assistance Clerk is being considered for the Clerks office to assist in the transition and updating of the municipal records.
 - A temporary contract GIS technician is being allocated to the Operations Department to transition the digitizing of the Town's records.
 - The Deputy Treasurer and the Purchasing Role are being assessed for potential revision and or redundancies. The operation will review and make recommendation in the near future, was more information has been collected and assessed.

Departments and Divisions

- Overview of the major departments or divisions
 - The operation has been flatlined to have two main layers:
 - Executive
 - Departments
- Interrelations between departments
 - All departments will report to the CAO directly.
 - All departments are on a lateral hierarchy.
- All Dark Blue, Red. and Red Outlined boxes are either department heads or division managers which fall under the purview of Strong Mayor Powers as defined in Part VI.1 of the Municipal Act.

Conclusion

In summary, this reorganization and redevelopment of the organizational chart is a deliberate and forward-thinking response to our current staffing realities and the evolving priorities of our municipality. By streamlining roles, identifying key service gaps, and aligning talent with purpose, we are better positioned to meet community expectations, regulatory standards, and future growth with resilience and clarity.

This updated structure reflects not only operational needs, but also our commitment to proactive leadership, transparent decision-making, and a high-performing workforce. As we move forward, this foundation will support greater collaboration, stronger service delivery, and a municipal organization ready for the challenges and opportunities ahead.