



# Priorities and Projects Update

August 14, 2017

## VISION

Proud of Cochrane's heritage, embracing our future, we are a dynamic organization creating municipal excellence.

## MISSION

To protect and promote Cochrane as a unique community through our dedication to public service.

## Council Priorities

### 2015– 2018 Council Priorities

1. Focus attention and resources towards the completion of Aquatic Centre & Curling/Multi-sport Centre - Phase 4 Recreational Facility with Life Cycle Planning.

#### **Actions/Milestones**

- Project Complete and open to the public July 2017

2. Focus attention and resources on improving roads and pathways.

#### **Actions/Milestones**

- Use Connecting Cochrane (Transportation Master Plan) as a guiding document
  - Connecting Cochrane to be circulated to Council in September 2017 for review
- Green Trip Funding for local transit service confirmed by the Province on June 21, 2017
- Administration to prepare Transit Next Steps – Staff Report for Council consideration September 2017
- Explore regional transit opportunities with Calgary Regional Partnership
  - Local survey completed; information from survey to be compiled and potential next steps reported to Council in fall of 2017
- Improvements to Highway 1A/22 intersection have been approved by Alberta Transportation
  - Final design work being completed in 2018, work anticipated to commence in 2019
- Geotechnical work for Bow River Bridge is progressing to achieve 30% design by Q4
  - North road connection; project tender closed and awarded – construction work commenced June 2017
- Evaluate and upgrade existing intersections to improve traffic flow – ongoing
  - Scope finalized and construction started August 2017 to widen and improve traffic flows on West Side Drive

3. Focus attention and resources on planning for a community cultural hub.

**Actions/Milestones**

- Project on hold – to be reviewed by Council in 2018 budget

4. Focus attention and resources on implementing the Economic Development Strategy.

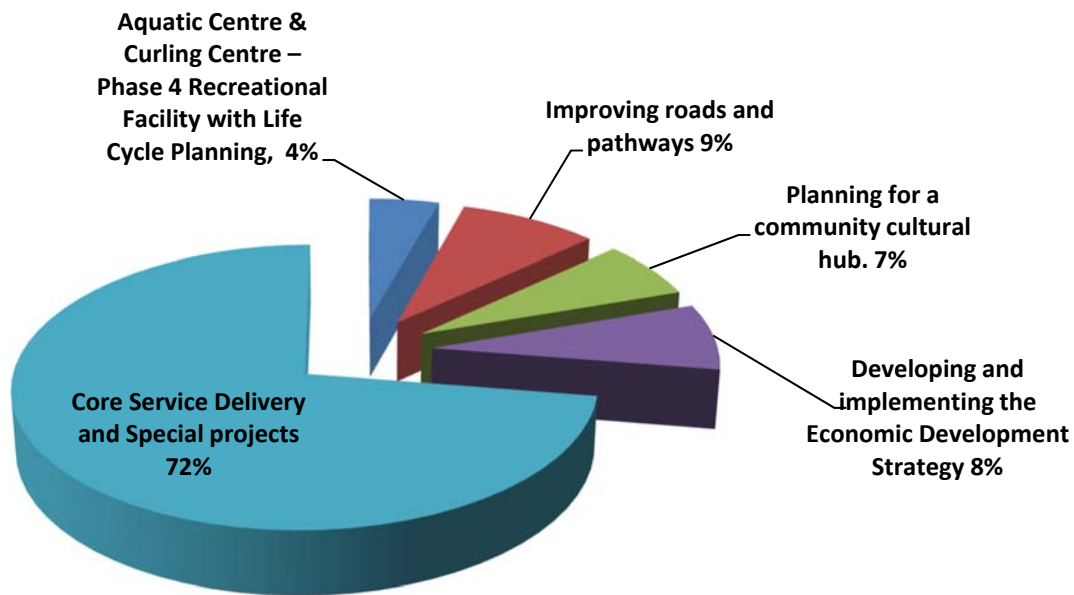
**Actions/Milestones**

- Review land assets; land acquisitions from land strategy completed
- Focus on the development of the old Town Hall Site
- Further implementation of the Integrated Downtown Action Plan
- Work with local businesses on opportunities for business diversification
- Council approved \$500,000 to create dark fibre leasing options that will enhance technology infrastructure in Cochrane to support local businesses
- Tourism Strategy in development

## **BUSINESS GOALS**

Administration uses the approved 2015 – 2018 Strategic Plan and the 2017 Council Priorities to create division business plans to support current service levels and advance Council priorities.

### **2017 Business Plan Goals**



## **STRATEGIC PLAN GUIDING THEMES:**

**SUSTAINABLE COMMUNITY BUILDING:** Together we create a complete community through a balance of environmental, economic, and social infrastructures.

**COMMUNICATIONS:** Together we enhance communication by working collaboratively, building positive relationships, and sharing information and resources.

**ORGANIZATIONAL EXCELLENCE:** Together we create and enhance an effective organization, encouraging continual improvement, innovation and accountability.

**PEOPLE AND POTENTIAL:** Together we create an organizational environment that supports diversity and enables our employees to reach their potential and goals.

## **Council Priorities Key Result Areas**

### **1. Quarry Development**

- Development of NW corner of site continued with the opening of a number of new businesses in Spring 2017
- Grand Opening of Bow Street Common, including public gathering space held in June 2017
- Garmin Office Building construction is now underway, anticipated opening June 2018
- Springwood exploring other businesses for the balance of the NW corner of the Quarry

### **2. Old Town Hall Site**

- Old Town Hall Site sale in progress
- Development Permit applications are anticipated in Spring 2018
- Anticipate development to formally commence in the Fall 2018

### **3. Recreation, Arts & Culture Advancement**

- Fundraising committees are actively seeking donations and sponsorships for aquatic centre and curling/multisport facility. Rock the Waves campaign is currently at \$4.9 million
- Phase 1 (everything but aquatics) opened to the public in June 2017
- Phase 2 (aquatics) opened to the public in July 2017
- Community Celebration scheduled for September 9 & 10, 2017

### **4. Improving Roads and Pathways**

- Connecting Cochrane Plan complete; to be used as a guiding document and circulated to Council for review September 2017
- Highway 1A/22 intersection project has been approved by Alberta Transportation and formal design commenced; design to be completed in 2018 and work anticipated to commence in 2019.
- Green Trip grant approved for creation of a local transit service.
- Participated in regional transit pilot for weekend Calgary to Cochrane to Banff bus service this summer.

### **5. Economic Development Strategy**

- Cochrane Dollar program launched in May to promote shop local and “Proudly Cochrane” campaigns in collaboration with local business representatives.
  - Currently 44 businesses have signed up to accept and use Cochrane Dollars
  - Target for end of year is 100 businesses
- Council approved \$500,000 to create dark fibre leasing options that will enhance technology infrastructure in Cochrane to support local businesses.

- The Visitors Centre had 2,048 visitors in July and a total of 5,185 visitors this year, surpassing last year's total of 4,300
- The Tourism Strategy is being finalized by Administration and will be presented to Council this Fall.
- Launched a new and improved monthly Economic Development Newsletter.

## **6. Integrated Downtown Action Plan**

- Historic Downtown enhancements are underway. Primary gateway, 4th Avenue enhancements and mainstreet landscaping is complete; secondary gateway currently being completed.
- Continuing to explore and pursue land acquisitions for priorities identified in the plan.
- Purchase of land needed for future pedestrian rail crossing to Historic Downtown (Esso Bulk Station)
- Working with CP Rail regarding the pedestrian crossing
- Engagement with the Province regarding the pedestrian crossing and Provincial Building siding update.

## **Core Services Key Result Areas**

### **1. Land Use Bylaw**

- Staff continue to pursue and finalize amendments to the Land Use Bylaw including the requirements for Accessory Buildings, Accessory Suites and Mobile Food Vendors.
- Additional amendments to the Land Use Bylaw are forthcoming including Buffered Uses, a Taxi Bylaw and Marijuana Dispensary regulations.

### **2. Community Connectivity – Road Renewal Program**

- Gleneagles Drive and Range Road 43 Road Renewal projects were completed. RancheHouse Road project was delayed due to parking lot design and costing issues. Paving of RancheHouse Road is scheduled for 2017.

### **3. Police Station – Location and Schematic Design Phase**

- Parcel purchased in Heartland
- Preliminary space allocation being reviewed to move toward final design phase.

### **4. Implementation of the Town of Cochrane Zero Waste Framework**

- Residential Organic Waste Diversion Program has been implemented and Organics collection began in April 2017.

## **5. Flood 2013**

- Work on the Gleneagles Drive Slump Project was completed in July 2017.
- Waiting on the Upper Bow River Hazard Study to be completed to determine if any mitigation is required and appropriate by the Water Treatment Plant and the north edge of Bow Meadows.

## **6. Internal communication**

- Updated intranet project completed
- Introduced a newsletter as an additional tool for 2017 change management of several initiatives and transition.

## **7. Public Engagement**

- Events: Trade Show, Community Awards, Doors Open, Aquatics and Curling Multi-sport facility ribbon cutting.
- Additional resources at Visitor Information Centre for information on community development. Utilizing additional amenities for Public Engagement/Open Houses

## **8. Human Resources Program Development**

- Implementing new HR and Finance Information Systems
- CAO recruitment currently underway
- Employee Group Benefits program reviewed and transitioned to new service provider May 1, 2017.

## **9. Staff Development**

- Navigating Change training provided to most staff to aid with multiple 2017 initiatives and leadership transition.
- Internal leadership training program implemented for Manager development