Cochrane Cares: A Regional Well-Being Review

FCSS
Cochrane Family & Community
Support Services

cochrane
HOW THE WEST IS NOW

June 2017

APPLICATIONS
MANAGEMENT CONSULTING LTD.

intelligent futures

Contents

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Cochrane Family and Community Support Services (FCSS) Advisory Board members and staff

Calgary Foothills Primary Care Network

Cochrane Public Library

Cochrane Society for Housing Options

Rocky View Employment Services

Rocky View Immigrant Services (Calgary Catholic Immigration Society)

Rocky View Schools

Seniors on the Bow Society

Western Rocky View Parent Link Centre (FCSS)

Western Rocky View Family and Community Resource Centre (FCSS)

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We also want to thank the Cochrane and area residents and stakeholders for sharing their time and their thoughts through the survey, focus groups, sound boards, event boards, and interviews.

Executive Summary

This section provides an overview of the information contained within this report.

Significant growth and changing demographics within Cochrane and area has resulted in the evolution and expansion of local needs. Cochrane Cares: A Regional Well-Being Review represents an opportunity for the Town of Cochrane to gain a clear understanding of the existing and future assets and needs in the community from the perspective of local residents and stakeholders.

The purpose of the project was to engage residents and stakeholders of the Town of Cochrane and area in identification of current assets, service gaps, opportunities, and priorities with regard to community services. This was a vehicle to support residents in the telling of their story; the sharing of their experience of living in and around Cochrane. The Town of Cochrane is committed to ensuring that all residents have access to effective programs and services that meet their social, recreational and community health needs and that in turn will contribute to a sustainable quality of life. The overall goal is to produce a comprehensive assessment for use by the community moving forward.

With previous community work serving as a foundational building block, a unique decentralized public engagement process was formulated that completed a comprehensive, varied and layered approach. From February 6 to March 28, 2017 the Town of Cochrane Family and Community Support Services (FCSS) undertook various engagement tactics that facilitated accessible consultation with a wide cross-section of residents and stakeholders in the community. Engagement tactics included online and paper surveys, focus groups, sound boards, event boards and interviews. Overall, over 1,200 Cochrane and area residents and stakeholders participated in the community engagement process.

Throughout the course of this public engagement process, several key issues and themes emerged as priorities across demographic groups and feedback channels. These included:

- The need for public transportation,

- Less traffic congestion,

- Need to enhance feelings of inclusion and belonging,

- 24 hour urgent care,

- Affordable and accessible counselling options,

- A continuum of housing for all stages of life and all income levels,

- Affordable recreation opportunities,

- 'Things to do' for youth ages 6-17,

- Employment, education and training opportunities, and

- Increased awareness of existing programs and services.

There was an overall satisfaction with programs and services for seniors and for families with young children. However, as the community continues to grow, and as residents age, it will be important to have these services keep pace so they are able to continue to meet the needs of the community. Many respondents stated that the wait times for services have increased and they believe organizations are already operating past their intended capacity. There was an expressed desire to have health care, housing, employment, education and training and recreation needs met in Cochrane. Accessibility, availability and affordability were

a thread that ran through the engagement process, with particular concern around housing, transportation, childcare and recreation programs and services.

Using the feedback gathered through the engagement process, recommendations have been proposed around 15 key themes and areas:

- Community - Diversity & Inclusivity

- Crisis Services - Programs & Services

- Economic - Retail Services

- Employment, Education & Training - Link Jobseekers to Opportunities

- Health Care - Health Care Options

- Health Care - Mental Health Services

- Housing - Housing Options

- Recreation, Culture & Arts - Accessibility, Availability & Affordability

- Recreation, Culture & Arts - Leisure Opportunities for Youth

- Recreation, Culture & Arts - Link Business to Community Organizations

- Safety - Community Safety

- Seniors - Aging in Place

- Social Services - Social Services Information Hub

- Transportation - Transit & Alternatives

- Transportation - Walkability, Connectivity & Safety

The results of this work will provide a point of reference upon which decisions and priorities can be evaluated and monitored by the municipality over the next 3 to 5 years. It will serve to guide Town of Cochrane Council, Administration, FCSS and the FCSS Advisory Board in setting priorities, making decisions and monitoring and evaluating outcomes regarding available resources for Social Planning.

Armed with the knowledge and awareness of the key themes and areas as identified through the public engagement process, the Cochrane Cares: A Regional Well-Being Review provides the community with recommendations that will initiate the development of a more detailed implementation plan. Cross-sectional planning, collaboration between community organizations and/or the business community and advocacy from local groups will aid in developing strategies to strengthen the well-being of Cochrane and area residents. Collectively, the community can utilize the possible strategies as potential solutions for a feasible, impactful path towards a 'made in Cochrane' plan.

The collective Call to Action is intended for use by residents and stakeholders alike as we move toward addressing identified key themes and areas of concern for Cochrane.

Introduction

This section includes an introduction to the Cochrane Cares: A Regional Well-Being Review project.

The Cochrane Cares: A Regional Well-Being Review is designed to engage residents of Cochrane and area in identifying current assets, gaps, opportunities and priorities with regard to their social, recreational and community health needs. The overall goal is to produce a comprehensive Community Assets and Needs Assessment for the Town of Cochrane to inform decisions regarding available resources over the next 3 to 5 years.

Through the use of online and paper surveys, focus groups, sound boards, event boards and interviews, the review provided residents and stakeholders with a variety of opportunities to tell their story and to share their experience of living in and around Cochrane. The process engaged residents in conversations about their needs related to social, recreational and health services and amenities in the community.

The Cochrane Cares: A Regional Well-Being Review is intended to be a community action plan that will encourage residents and stakeholders (businesses, non-profits, community organizations, schools and the Town of Cochrane) to be active members in shaping Cochrane's social footprint.

PROJECT VISION

The Project Vision for the Cochrane Cares: A Regional Well-Being Review reflects the following:

- The Town of Cochrane's commitment to ensuring that residents have access to effective programs and services that meet the social, recreational and community health needs that in turn contribute to a sustainable quality of life.

- Engagement that facilitates resident and stakeholder identification of the existing and future assets and needs upon which decisions and priorities can be guided, evaluated and monitored by the Town Council, Administration and the FCSS Board.

- Engagement that serves as a vehicle to support residents in the telling of their story, and the sharing of their experience of living in and around Cochrane.

- Engagement that draws upon the expertise and knowledge of local agencies, organizations, service providers and other stakeholders.

- Recommendations that incorporate the community profile, assessment tools and trends impacting social services.

- Recommendations that are informed by a comprehensive, varied and layered engagement process.

- Recommendations that utilize existing community assets and build on community capacity.

GUIDING PRINCIPLES

The Guiding Principles for the Cochrane Cares: A Regional Well-Being Review reflect that the Town of Cochrane is:

- A diverse, inclusive community that facilitates civic participation and fosters a sense of belonging.

- A welcoming, compassionate community that is safe, healthy and socially responsible.

- A caring, connected community that values environmental stewardship and sustainability.

- An innovative, creative community that embraces responsible and dynamic economic prosperity and opportunities.

- A livable, engaging community that promotes and strengthens its vibrant natural, built and social service assets.

The Process

Phase 1: Analysis & Review

- Initial Project Meeting
- Background Review
- Phase 1 Report

Phase 2: Stakeholder & Resident Engagement

- Develop Assessment Tools
- Develop Public Engagement Plan
- Prioritization Consultation
- Gap Analysis Consultation
- Recommendations Consultation

Phase 3: Final Report

- Cochrane Cares: A Regional Well-Being Report

Phase 4: Presentations

- Stakeholder Presentations
- Share Report Findings With the Community

FOUNDATIONAL BUILDING BLOCKS

Previous Province of Alberta and Town of Cochrane legislation and policy serve as the Foundational Building Blocks of the plan.

Province of Alberta Municipal Government Act

Government of Alberta Social Policy Framework

Town of Cochrane Municipal Sustainability Plan

Town of Cochrane Social Master Plan

Let's Touch the Skies Report

Town of Cochrane Social Policy

Cochrane Affordable Housing Strategy and Implementation Plan

Cochrane Cares: A Regional Well-Being Review
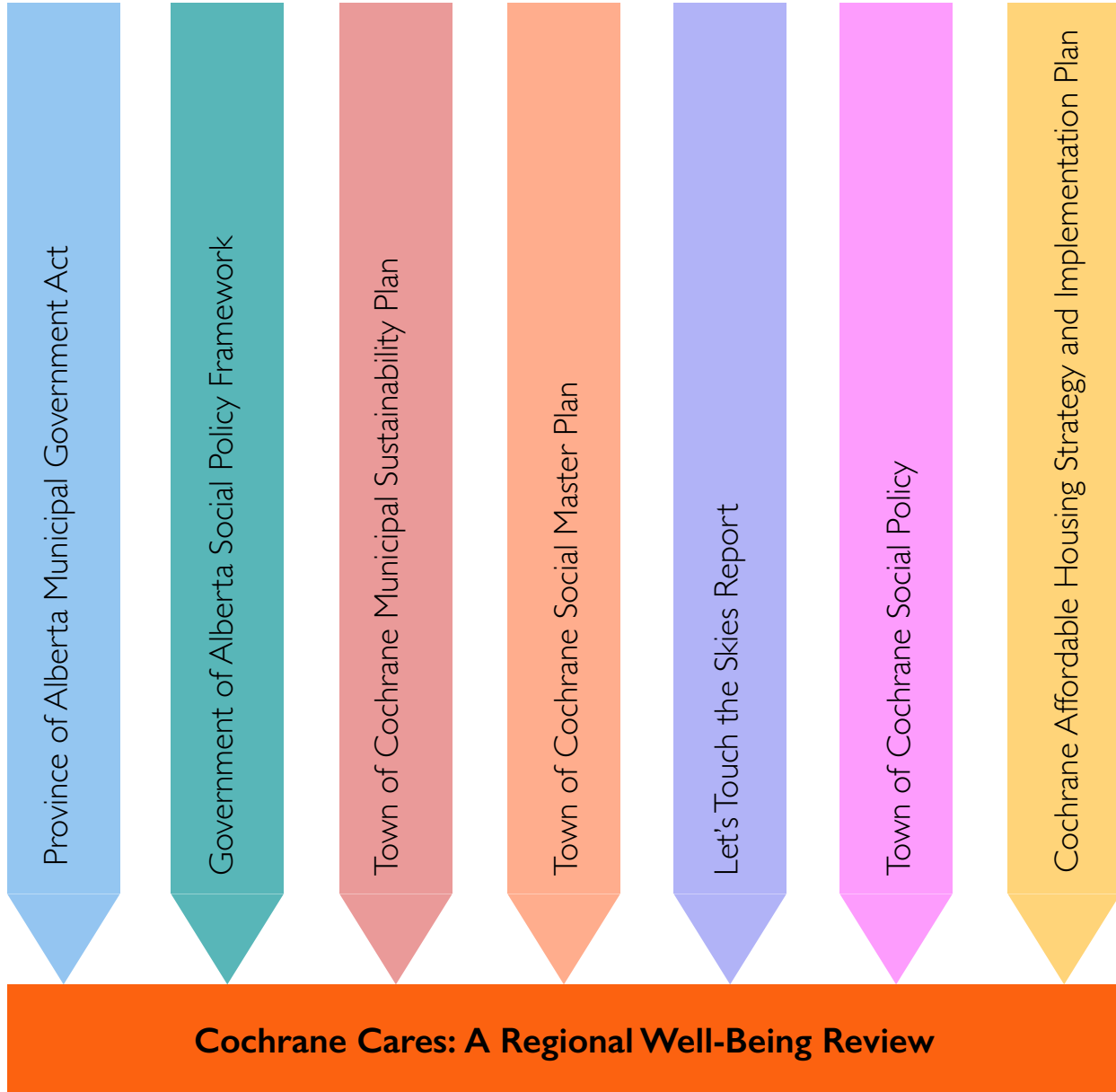
The following section provides a summary of the relevant studies and significant work that has been done in the community related to the social sector. This work has been used as a building block to inform the Cochrane Cares: A Regional Well-Being Review.

PROVINCE OF ALBERTA MUNICIPAL GOVERNMENT ACT

The Municipal Government Act (MGA) is the legislative framework in which all municipalities and municipal entities in the Province of Alberta operate, including the Town of Cochrane Family and Community Support Services.

The MGA contains three major areas of focus:

1. Governance

2. Planning and Development

3. Assessment and Taxation

GOVERNMENT OF ALBERTA SOCIAL POLICY FRAMEWORK

Alberta's Social Policy Framework (February 2013) was initiated to help guide future direction of social policies and provision of related programs in the Province.

The strategic directions are driven by the following eight key transformational initiatives:

1. Early Childhood Development

2. Poverty Reduction Strategy

3. Common Service Access

4. Primary Health Care Initiatives

5. Results-based Budgeting

6. Partner with First Nations, Métis and Inuit communities

7. Safe Communities

8. 10-Year Plan to End Homelessness

Alberta's Social Policy Framework defines the key social policy roles of local governments such as the Town of Cochrane as follows:

• Promote the social, cultural, and economic well-being of local communities.

• Facilitate collaboration in their communities to respond to social issues or challenges that affect citizens.

• Champion the vision, principles, and outcomes of the social policy framework.

TOWN OF COCHRANE MUNICIPAL SUSTAINABILITY PLAN

The Cochrane Sustainability Plan (May 2009) took an integrated approach that framed the community through six systems — the built environment, culture, economy, governance, natural environment and social elements.

Through this lens, 13 Pathways to the Future were identified as follows:

We Build a Culture of Responsibility

1. We are a socially responsible and empowered community.

We are Responsible Citizens of the Planet

2. We treat water as a precious resource.

3. We use energy responsibly and innovatively.

4. We contribute to the solution on climate change.

We Live Locally

5. We consume the bounty of our local economy.

6. Our local economy is healthy and diverse.

7. Everyone has an opportunity to pursue their potential in Cochrane.

8. We are a caring community that lives and celebrates together.

Cochrane is a Complete Community

9. Everyone has a roof over their head.

10. There's enough room for everything a community should have.

11. Wherever you are in Cochrane, you're close and connected.

12. There are diverse options for getting around.

13. We build Cochrane on the strengths of our natural and cultural heritage.

TOWN OF COCHRANE SOCIAL MASTER PLAN

The Cochrane Social Master Plan (June 2009) was developed as a guiding document for the next 10 years to address the social needs of Cochrane and area residents by identifying priorities for community planning and decision-making.

Five priority areas were identified as follows:

1. Access to quality child care services

2. Youth engagement

3. Seniors' programs, involvement and support

4. Involvement of First Nations and other cultural groups

5. Quality of life

LET'S TOUCH THE SKIES REPORT

Let's Touch the Skies Report (June 2013) is a report that examined systemic barriers and region specific challenges to women's economic security in Cochrane and surrounding area.

The ten areas of concern cited are as follows:

1. Health

2. Family of Origin

3. Childcare

4. Credit and Financial Literacy

5. Housing

6. Education

7. Marital Breakdown and Domestic Violence

8. Transportation

9. Choices and Hope

10. Employment

TOWN OF COCHRANE SOCIAL POLICY

The Cochrane Social Policy (May 2016) is vital to this work because it explicitly states the intention to "complete a needs assessment every 3-5 years, subject to the annual budget process, to identify current and emergent issues for Town of Cochrane residents."

The reasons for the Social Policy are:

1. To signify the Town's commitment to understanding how the municipality's practices and service delivery can systemically impact the well-being of its residents and to acknowledge intersecting factors of environment, social and economic practices required to develop a complete community with strong, healthy individuals and families.

2. To utilize best practices to reduce and prevent inequalities in the community by creating a person–centred system of high quality services and programming for all residents of Cochrane.

3. To strengthen the trust, loyalty, and respect amongst municipal employees and residents by showing that Diversity is taken seriously, and there is a commitment to actions that improve Equity and Inclusion.

4. To best serve the dynamic and changing needs of the residents through innovative approaches that address significant demographic changes and challenges to sustainability.

5. To enhance strategic and coordinated planning of community agencies and Town Administration for land use, transit, public health, housing, culture and recreation and immigrant services, which will positively influence the quality of life and community well-being in Cochrane.

6. To use a place-based approach that incorporates local perspectives, knowledge and resources to provide coordinated, locally-relevant responses to issues that are seen to be too complex and long-term to have simple solutions implemented by any one stakeholder.

7. To recognize that social, economic, and environmental policies interact and complement each other (Triple Bottom Line).

8. To prioritize a balanced coordination of activities, programs and services that increase community and individual capacity, skills and resiliency.

COCHRANE AFFORDABLE HOUSING STRATEGY AND IMPLEMENTATION PLAN

The Cochrane Affordable Housing Strategy and Implementation Plan (September 2009) focused on the following themes:

1. Implementation and Monitoring

2. Enabling Public and Social Policy

3. Education and Advocacy

4. Planning Policies and Protocols

5. Land

6. Affordable Housing Development Capacity

7. Finances, Fees and Taxes

Options and Best Practices for Consideration included strategies around:

1. Education and Advocacy

2. Removing Barriers

3. Incentives

4. Requirements

5. Fees and Taxes

6. Provision of Municipal Land

7. Assistance to Non-Profit Housing Organizations

8. Municipal Housing Corporations

9. Direct Financial Approaches

10. Other Guiding Principles

Understanding Cochrane

This section provides a snapshot of the population and demographics for the Town of Cochrane. This includes historical population, population by age, other population attributes and growth. Statistics Canada Census data is used in cases where Town of Cochrane Census data is not available at the same level of detail. Combined, the datasets provide a more fulsome picture of the demographics of the community.

HISTORICAL POPULATION

The Town of Cochrane lies between Calgary and Banff National Park. In the last decade, the Town of Cochrane has been an attraction for many new residents. Between 1996 and 2001, Cochrane was the fastest growing small urban centre in Canada, with growth of 59%. Over the period 2001 and 2017, Cochrane has more than doubled in size, growing from a population of almost 12,000 residents, to a population of over 26,000 in 2017. This represents an annual average growth rate of 5.2% over this period, and an increase in over 14,500 residents.

Town of Cochrane Historical Population: 2001 to 2017[1]
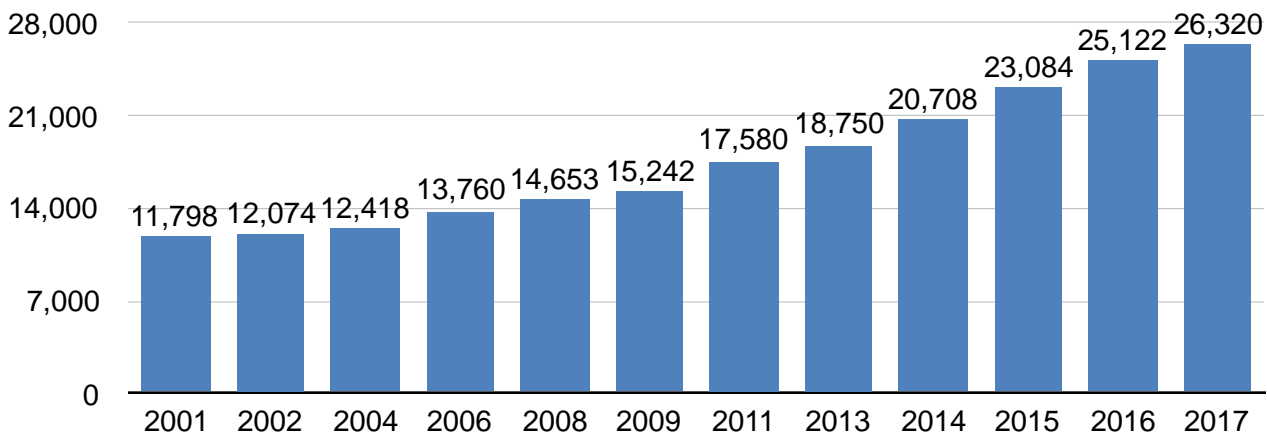
Between the period 2006 and 2011, the proportion of the adult working age population and seniors population in Cochrane has grown.

Population By Age: 2006 and 2011[2]

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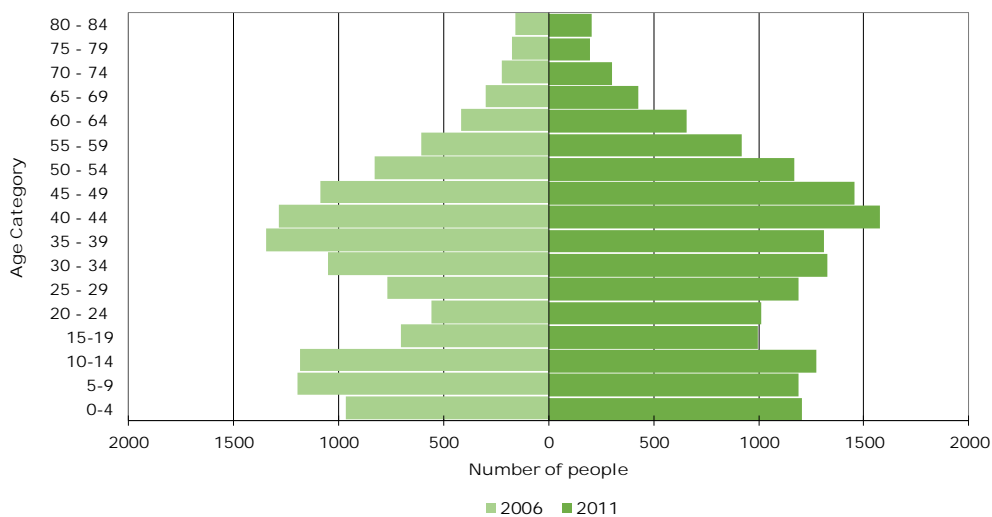
[1] Historical population based on Municipal and Federal Census data, where available. https://www.cochrane.ca/386/Demographics

[2] Population by age is based on Statistics Canada Community Profile data.

POPULATION GROWTH PROJECTIONS

Over the period 2017 to 2036, three growth scenarios are presented[3]. In the Low Scenario, population is expected to grow from approximately 26,000 in 2017 to over 32,000 by 2036. This represents an annual average growth rate of 1.3%. In the Medium Scenario, population is expected to grow from approximately 26,000 in 2017 to over 36,000 by 2036. This represents an annual average growth rate of 1.9%. In the High Scenario, population is expected to grow from approximately 26,000 in 2017 to 44,373 by 2036. This represents an annual average growth rate of 2.9%.

Town of Cochrane Population Projections: 2017 to 2036[4]

COCHRANE Population Forecast

Legend: COCHRANE Population · Estimated Data · Forecast (Base) · Historical Trendline · Forecast (High) · Forecast (Low)

Values: 11,173 · 11,798 · 12,074 · 12,418 · 13,760 · 14,653 · 15,242 · 17,580 · 18,750 · 20,708 · 23,084 · 25,122 · 25,667 · 26,268 · 26,901 · 27,520 · 28,117 · 28,704 · 29,295 · 29,888 · 30,479 · 31,068 · 31,656 · 32,243 · 32,831 · 33,419 · 34,006 · 34,594 · 35,182 · 35,771 · 36,362 · 36,954

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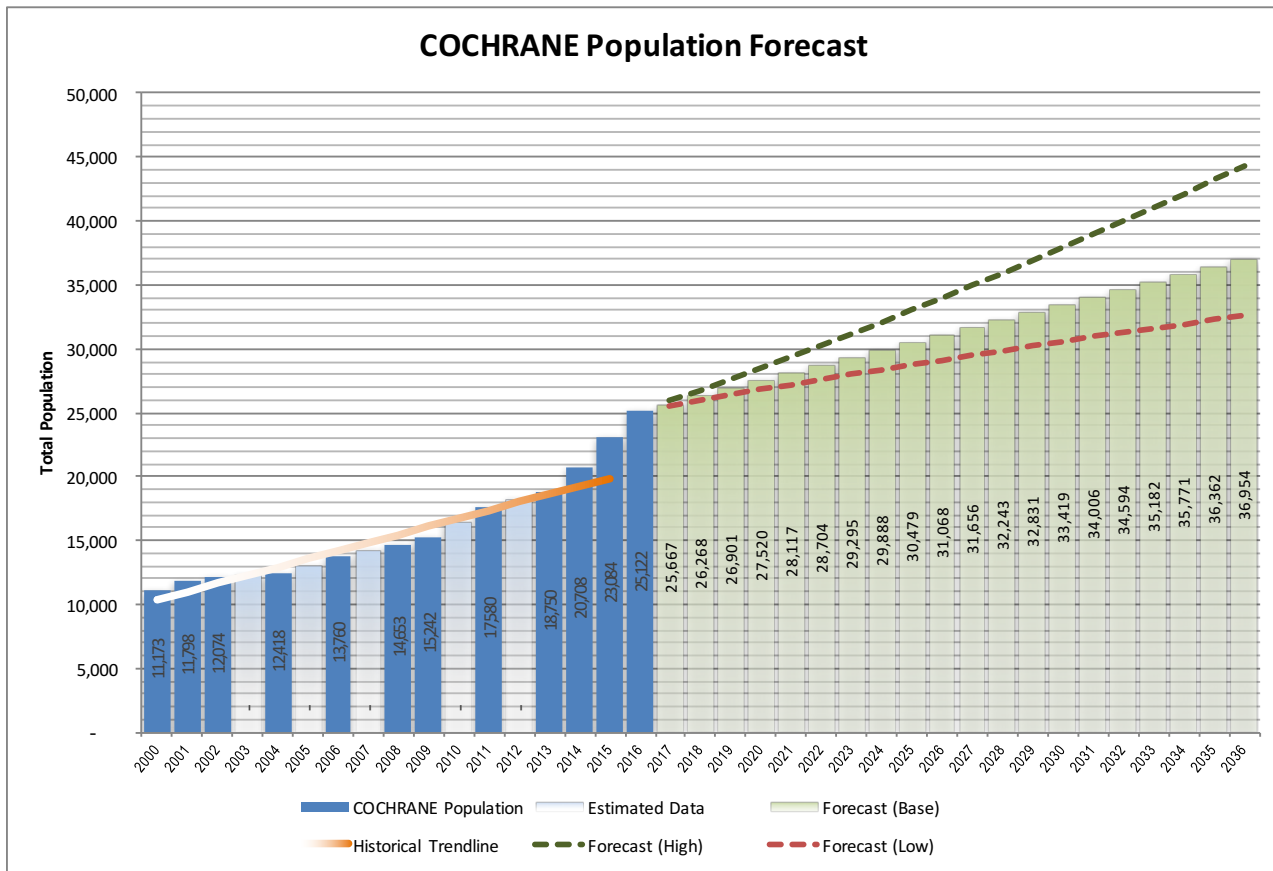
[3] Population growth scenarios are developed based on Applications Management Consulting's in-house population forecasting model.

[4] Projections prepared in 2016 prior to the release of the Cochrane 2017 Municipal Census.. The 2017 displayed is based on a projection.

COMMUNITY DEMOGRAPHICS

Education Attainment

- In 2011, of the population 15 years of age and over, it was estimated that 88% had a high school diploma, certificate or degree[5].

  - Of those with education attainment:

    - 29.1% have a high school diploma or equivalent,

    - 26.7% have college, CEGEP or other non-university certificate or diploma,

    - 24.3% have a university certificate, diploma or degree at a bachelor level,

    - 13.4% have an apprenticeship, trades certificate or diploma, and

    - 6.4% have a university certificate or diploma below a bachelor level.

Shelter

- Of the private households, approximately 87% are owner occupied households and 13% are renter occupied households.

  - Of the owner occupied households, 19% are spending 30% or more of household total income on shelter costs.

  - Of the renter occupied households, 40% are spending 30% or more of household total income on shelter costs.

Visible Minorities

- In 2011, the total population of visible minorities within Cochrane was estimated at 590. The largest visible minority group was Filipino which represented 27% of the visible minority population. The other visible minority groups included: South Asian (21%), Black (18%), Korean(11%), Latin American (9%), Chinese (7%) and Japanese (7%).

Income

- In 2011, the average household total income for Cochrane was estimated at $110,779, while the average individual income was estimated at $54,920. During the same period, the average household total income in Alberta was $100,819, and the average individual income was $50,956.

- Prevalence of low income, based on LIM-AT, is defined by age category for the Town of Cochrane population.[6] In 2011, the overall prevalence of low income based on Low-Income Measure After Tax (LIM-AT) was 7.4% in Cochrane. During the same period the overall prevalence of low income based on LIM-AT was 10.7% in Alberta.

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[5] Education attainment data for the Town of Cochrane is based on 2011 Statistics Canada National Household Survey Data.

[6] Low income data for the Town of Cochrane is based on 2011 Statistics Canada National Household Survey Data.

POPULATION BY NEIGHBOURHOOD

The Town of Cochrane is located northwest of the City of Calgary, both north and south of the Bow River. The municipality is made up of 20 neighbourhoods that range in development including population, employment and natural areas. The neighbourhoods that experienced growth are represented in green below, with the darkest green representing the most population growth. The neighbourhoods that experienced decline are represented in red below, with the lightest red representing the most population decline.

Town of Cochrane Population Change (2008-2015) by Neighbourhood

Neighbourhood	2008 Population	2015 Population	Population Change
Bow Meadows	680	604	-76
Bow Ridge	1,576	1,540	-36
Cochrane Heights	839	721	-118
Cochrane West	0	488	488
Downtown	449	307	-142
East End	924	1,513	589
Glenbow	1,886	1,941	55
GlenEagles	2,549	2,504	-45
Heritage Hills	22	1,037	1,015
Industrial	11	11	0
Jumping Pound Ridge	0	526	526
River Heights	0	199	199
Riverview	942	1,010	68
Rolling Range Estates	0	67	67
South Ridge	0	1,957	1,957
Sunset Ridge	566	4,031	3,465
Towers Trail	0	129	129
West Pointe	61	285	224
West Ridge	0	941	941
West Terrace	1,432	1,327	-105
West Valley	1,944	1,946	2
Total	13,881	23,084	9,203

WHERE ARE WE GROWING

Between the period 2008 and 2015, the population of Cochrane grew substantially. The population of the Town of Cochrane has grown from 13,881 to 23,084.[7]

- The three neighbourhoods that grew the most between 2008-2015 are Sunset Ridge (3,465), South Ridge (1,957) and Heritage Hills (1,015).

- Some neighbourhoods declined in population, including Downtown (-142), Cochrane Heights (-118), and West Terrace (-105).

The neighbourhoods that experienced growth are represented in green below, with the darkest green representing the most population growth. This correlates with the chart on the previous page.

Town of Cochrane Population Change (2008-2015) for Growing Neighborhoods

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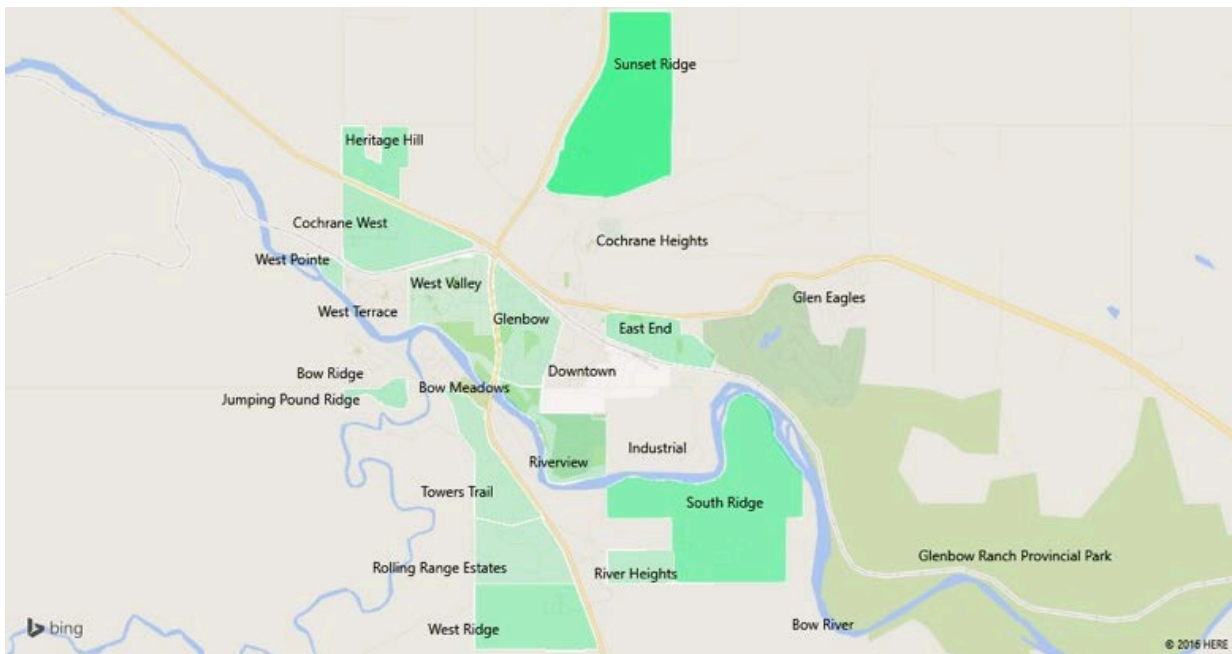
[7] The 2015 population of Cochrane is used because it correlates with the data in the map above and the chart on the previous page.

Community Strengths & Assets

This section summarizes a review of social sector programs and services and community assets for the Town of Cochrane.

The Town of Cochrane has many strengths and assets in the community.

COCHRANE FAMILY AND COMMUNITY SUPPORT SERVICES (FCSS)

Programs and services are offered directly through Cochrane FCSS and Social Planning at either the HomeStead Apartment Building (209 2 Ave. W) or the Western Rocky View Parent Link Centre (127 1 Ave. W). Cochrane FCSS, the Western Rocky View Family and Community Resource Centre, the Western Rocky View Parent Link Centre and Volunteer Cochrane are all under the umbrella of Cochrane FCSS and Social Planning and work in partnership with the Cochrane Society for Housing Options.

For a detailed listing of programs and services offered by Cochrane FCSS and Social Planning, please refer to Appendix A.

COCHRANE COMMUNITY ASSETS

In addition to the programs and services offered directly through Cochrane FCSS, there are numerous other community assets existing within the Town of Cochrane. These community assets have been organized into the follow six types:

1. Natural: Natural surroundings, including pathways, environment and water.

2. Built: Physical things such as infrastructure, including Health Services, Recreation and Schools.

3. Social Services: The Social Services provided by governments, community organizations and agencies, volunteer groups, etc.

4. Economic: The varied jobs and economy that people and communities draw on for their livelihoods.

5. Government: All levels of Government and the Protective Services they provide.

6. Residents: The individuals and families living in and around the community.

Community Asset Types

Cochrane Community Assets Map
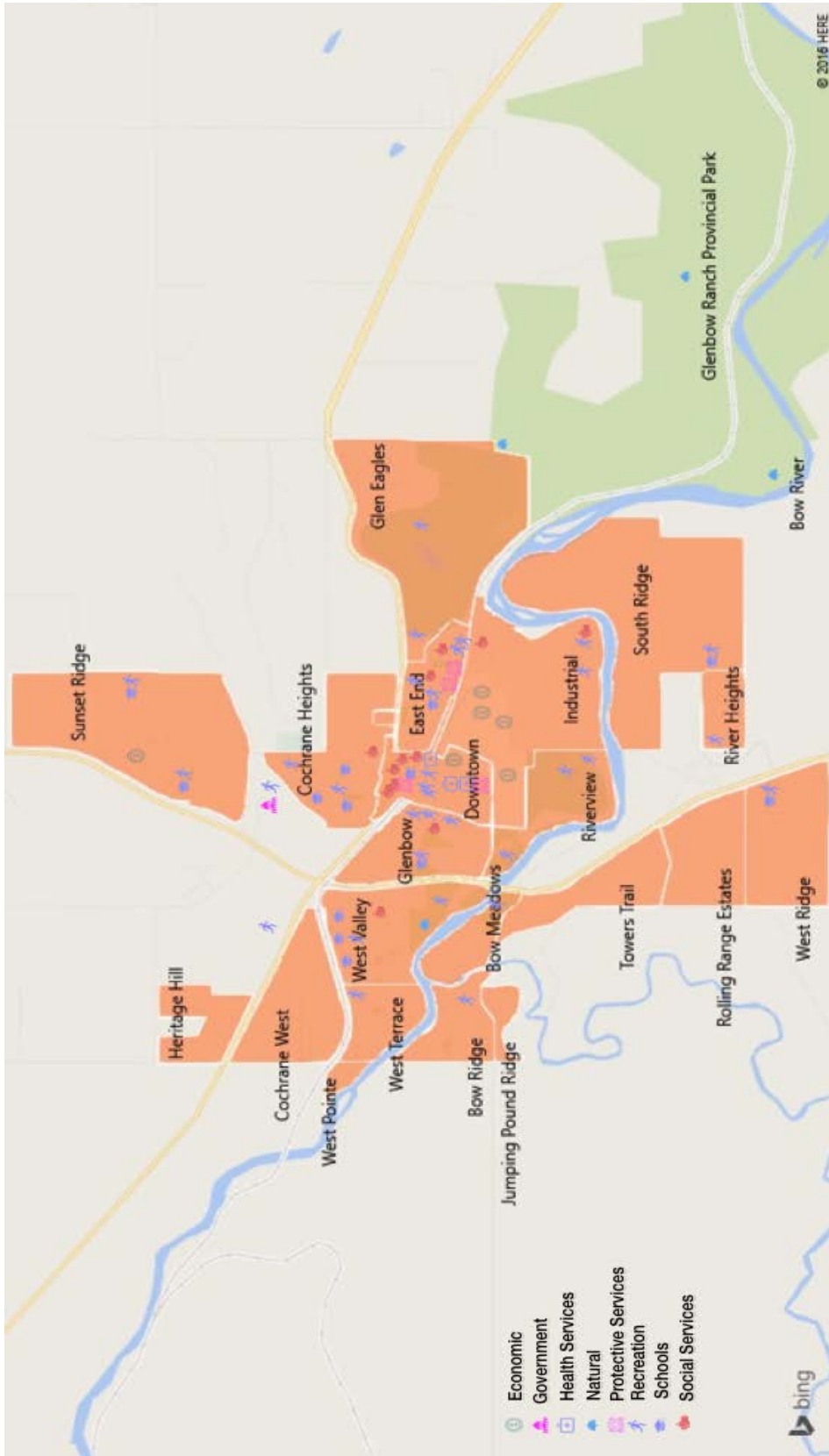
The previous page features a map of community assets for the Town of Cochrane by asset type and neighbourhood.

The community assets included in the map have been categorized by asset type as follows:

- *Economic:* The top seven major employers and two community economic organizations are mapped. There are 1,200 resident businesses, including 600 home based businesses, in the Town of Cochrane.

- *Education:* The Town of Cochrane has fourteen elementary and secondary schools. In addition, two adult learning schools are mapped.

- *Government:* The Town of Cochrane municipal building is the Cochrane RancheHouse.

- *Health Services:* Three health services are mapped. There are also various private health services in the Town of Cochrane, including chiropractic, medical, dentistry, denture, optometry, physiotherapy and podiatry offices.

- *Natural:* Four major natural features are mapped. The Town of Cochrane is home to many others.

- *Protective Services:* Six protective services are mapped.

- *Recreation:* Eighteen recreation, culture and arts facilities are mapped, along with numerous outdoor recreation facilities. There are also various parks, playgrounds and other recreation opportunities in the Town of Cochrane.

- *Social Services:* Fifteen social services are mapped.

The Town of Cochrane is home to many other community assets, including:

- *Community Associations:* Eight community associations that help with local information, events and support.

- *Faith Groups:* Thirteen faith-based organizations and places of worship providing fellowship, programs and services.

COCHRANE COMMUNITY ASSETS BY NEIGHBOURHOOD

In total, there are 71 assets identified in the community.

- The neighbourhoods with the most assets include Downtown (15), Industrial (8) and West Valley (6).

- Neighbourhoods that have residents but do not have any identified assets include Cochrane West, Heritage Hills, Jumping Pound, Rolling Range, Towers Trail and West Pointe.

Cochrane Community Assets Map Summary

Neighbourhood	Asset Types	Total Assets	2015 Population
Bow Meadows	Recreation	1	604
Bow Ridge	Recreation	1	1,540
Cochrane Heights	Recreation, Schools, Social Services	6	721
Cochrane West		0	488
Downtown	Economic, Health Services, Protective Services, Recreation, Schools, Social Services	15	307
East End	Protective Services, Recreation, Schools, Social Services	9	1,513
Glenbow	Recreation, Schools, Social Services	6	1,941
GlenEagles	Recreation	2	2,504
Heritage Hills		0	1,037
Industrial	Economic, Recreation, Social Services	8	11
Jumping Pound Ridge		0	526
River Heights	Recreation	1	199
Riverview	Recreation	3	1,010
Rolling Range Estates		0	67
South Ridge	Recreation, Schools	2	1,957
Sunset Ridge	Economic, Recreation, Schools	5	4,031
Towers Trail		0	129
West Pointe		0	285
West Ridge	Recreation, Schools	2	941
West Terrace	Recreation	1	1,327
West Valley	Recreation, Schools, Social Services	6	1,946
No Neighbourhood	Government, Recreation	3	
Total	Economic, Government, Health Services, Protective Services, Recreation, Schools, Social Services	71	22,480

For a detailed listing of Cochrane Community Assets, please refer to Appendix B.

TRENDS IN THE SOCIAL SECTOR

Over the past years, the demand for effective services to meet social, recreational and community health needs has both intensified and diversified. Alberta's Social Policy Framework identifies five key drivers of change with respect to the social sector in the Province. These pressures placed on society, communities and families are felt within the Town of Cochrane. The five key drivers of change in the context of Cochrane are:

1. *Growing Complexity and the Need for Collaboration*: Needs of individuals are growing in complexity as the population has increased rapidly and become more diverse. Cochrane faces unique socio-economic pressures from demographic groups such as youth, seniors, First Nations and newcomers. This requires a citizen-centred approach to establishing, operating and navigating services, as well as collaboration among organizations and agencies to provide services within Cochrane.

2. *Increasing Cost of Living:* Rapid increases in the cost of living and housing increase disparity among residents of Cochrane. Issues such as housing affordability, transportation accessibility, food security and social services availability have emerged in the community.

3. *Increasing Economic Disparity*: The gap between rich and poor is growing in Cochrane, and certain populations are facing health and/or social problems resulting from this inequality. This rising disparity diminishes social cohesion and challenges the idea of equal opportunity for success.

4. *Changing Technology and Expectations of Government*: Rapid changes in information technologies have created expectations amongst Cochrane residents that government services should be portable, user-driven and simple to administer. Residents want an open government that shares and communicates data with the public, and a system that gives everyone a greater voice in the decision making process.

5. *Demographic Change*: Significant demographic changes and challenges to sustainability are emerging in Cochrane as a result of rapid population growth, shifting immigration patterns and an aging baby boomer generation. These challenges are placing pressure on the cost, diversity, and types of services required by residents in the community.

BEST PRACTICES IN THE SOCIAL SECTOR

In Alberta, many Family and Community Support Services organizations rely heavily on partnerships. Partnerships in the provision of preventative social services are becoming more prevalent. These partnerships can involve multiple entities and include government, non-profit organizations, community agencies, schools and the private sector. The creation of partnerships can enhance service levels and more efficiently leverage public funds.

Cochrane and area benefits from strong, ongoing community partnerships. Some of the community partners include:

- Alberta Health Services
- Calgary Foothills Primary Care Network
- Cochrane Public Library
- Cochrane Society for Housing Options (FCSS)
- Cochrane Volunteer Centre (FCSS)

- Rocky View Employment Services

- Rocky View Immigrant Services (Calgary Catholic Immigration Society)

- Rocky View Schools

- Seniors on the Bow Society

- Town of Cochrane Communications

- Town of Cochrane Economic Development

- Town of Cochrane Family and Community Support Services

- Town of Cochrane Recreation, Culture and Arts

- United Way of Calgary and Area

- Western Rocky View Family and Community Resource Centre (FCSS)

- Western Rocky View Parent Link Centre (FCSS)

- Local stakeholders

Towns that exist near a large urban centre face unique demographic challenges. A significant portion of the adult population commutes to the city for work. This can lead the younger and older age groups to have a different experience of community life as their lives, for the most part, take place within town.

What We Heard

This section outlines the community engagement process, including what we did, who was involved and what we heard.

THE PROCESS

From February 6 to March 28, 2017 the Town of Cochrane Family and Community Support Services (FCSS) undertook a public engagement process to better understand existing community assets and needs from the perspective of residents and stakeholders.

Engagement tactics included online and paper surveys, focus groups, sound boards, event boards and interviews. Each tactic and tool allowed for various levels of depth of conversation. The online and paper survey allowed for the most in-depth exploration of community assets and needs. This was followed by the focus groups and interviews, which allowed us to explore the prominent themes heard in early engagement. The sound boards and event boards enabled us to meet people where they were at to ask them the most high level questions.

WHO WAS INVOLVED

Over 1,200 Cochrane and area residents and stakeholders participated in community engagement. Multiple entry points into the conversation were available to all residents and stakeholders The online and paper surveys were designed to help reduce barriers to participation. The focus groups and interviews were opportunities to create a deeper understanding of key issues and topics from those who have the most local knowledge. The sound boards and event boards increased the reach of participation.

Over 700 people responded to the survey, either through online or paper surveys. Of survey respondents, 79% were adults between 18 to 64 years of age, 17% were seniors over 65 years of age, and 4% were youth under 18 years of age. Of those survey participants, there were 89 rural participants residing outside of the Town of Cochrane. There were 225 sound board participants, 211 focus group participants, 116 event board participants and 8 interview participants.

Participation by Engagement Tactic

Engagement Tactic	Participants	Participant Breakdown by Engagement Tactic
Survey *including partially completed surveys	707	Adult (18 - 64) - 561 Seniors (65+) - 117 Youth (under 18) - 28
Sound Boards	225	Spray Lake Sawmills Family Sports Centre - 93 Cochrane High School - 55 Parent Link Centre - 50 Rural -16 Cochrane Visitor Information Centre / Bow Valley College - 11
Focus Groups	211	Interagency - 50 Bow Valley High School - 38 Seniors - 35 Housing - 20 Cochrane High School - 18 Developers - 14 Public - 12 Domestic Violence - 10 Youth Coalition - 8 Volunteer Managers - 6
Event Boards	116	Cochrane WinterFest - 54 Newcomer's Night - 50 Kimmett Cup - 12
Interviews	8	In person - 5 Telephone - 3
Total	1,267	

The results of the engagement process are included in the following section. Some of the percentage values in the bar graphs below do not add up to 100% due to rounding. Some of the percentage values in the bar graphs below do not align due to rounding.

WHO WAS INVOLVED: SURVEY

What is your age?

Adult (18-64) — 80%
Seniors (65+) — 17%
Youth (Under 18) — 4%

■ Percentage of times heard
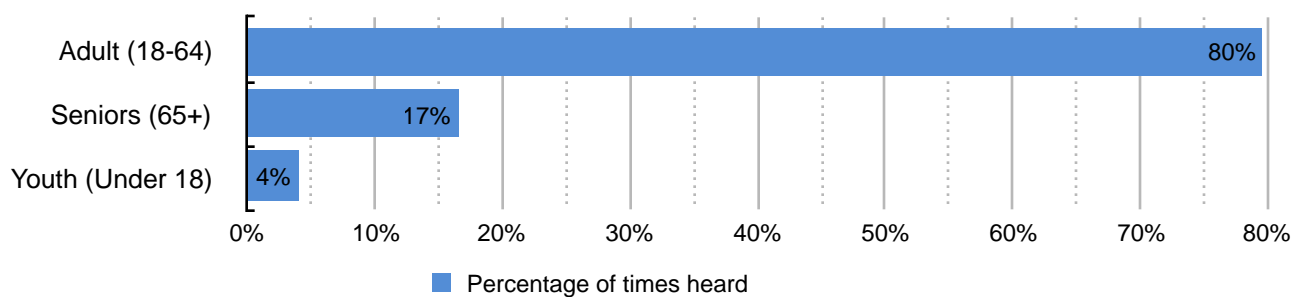
Over 700 people participated in the online survey. The survey was divided into three categories based on age, with specific targeted questions for each group. The adult survey, designed for individuals ages 18-64, comprised 80% of total survey responses. The seniors survey, designed for individuals ages 65 and over, made up 17% of total survey responses. The youth survey, designed for individuals under the age of 18, formed 4% of total survey responses.

What is your gender?

	Female	Male	Prefer not to disclose
Adult	79%	18%	3%
Seniors	74%	26%	
Youth	63%	29%	8%
Average	77%	20%	3%
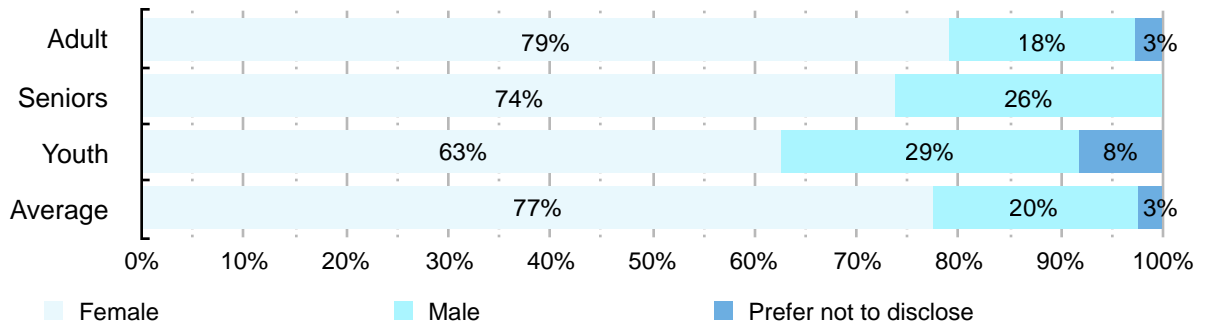
A significant majority (77%) of survey responses came from females in the community. The survey heard from 20% males and 3% of survey responses came from individuals who preferred not to disclose their gender.

What is your marital status?

	Married	Single	Common-law	Divorced	Widowed	Separated
Adult	73%	11%	8%	4%	2%	
Seniors	55%	18%	16%	5%	4%	
Average	70%	10%	7%	7%	4%	
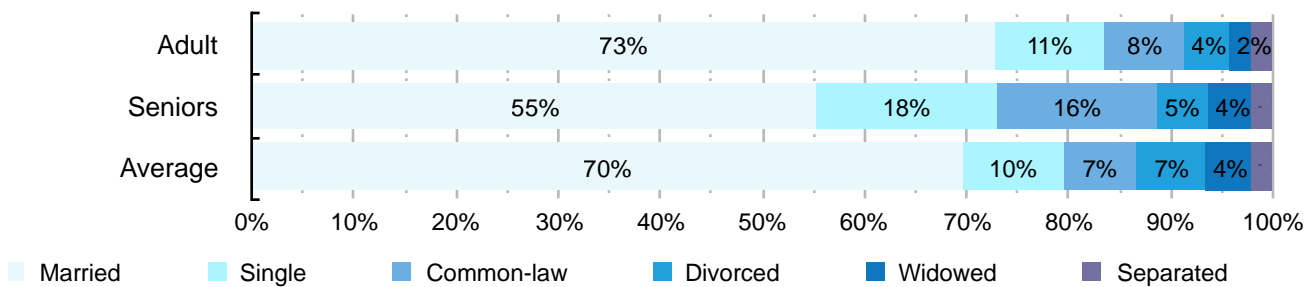
Of respondents over the age of 18, the vast majority (70%) reported being married. Of the remainder, 10% were single, 7% were common-law, 7% were divorced, 4% were widowed, and 2% were separated.

How long have you lived in the community?

	Less than 1 year	1-5 years	5-10 years	10+ years
Adult	10%	35%	18%	37%
Seniors	2%	32%	14%	52%
Youth	8%	16%	20%	56%
Average	9%	34%	17%	41%
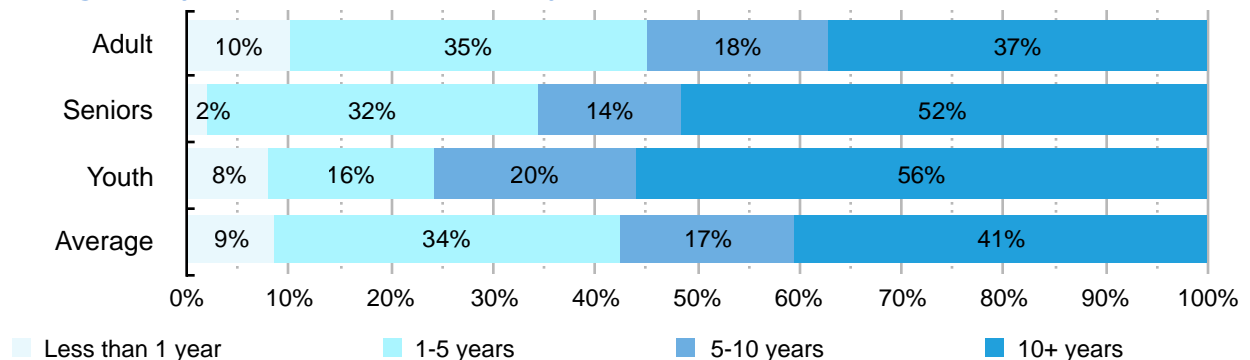
The survey heard from new and established residents of Cochrane and area. Overall, 41% reported living in the community for 10 or more years, 34% for 1 to 5 years, 17% for 6 to 10 years, and 9% for less than 1 year.

Where did you move to the Cochrane Region from?

Category	Elsewhere in Alberta	Elsewhere in Canada	Outside of Canada	Prefer not to disclose
Adult	75%	15%	8%	2%
Seniors	60%	38%		2%
Youth	70%	30%		
Average	73%	19%	7%	2%
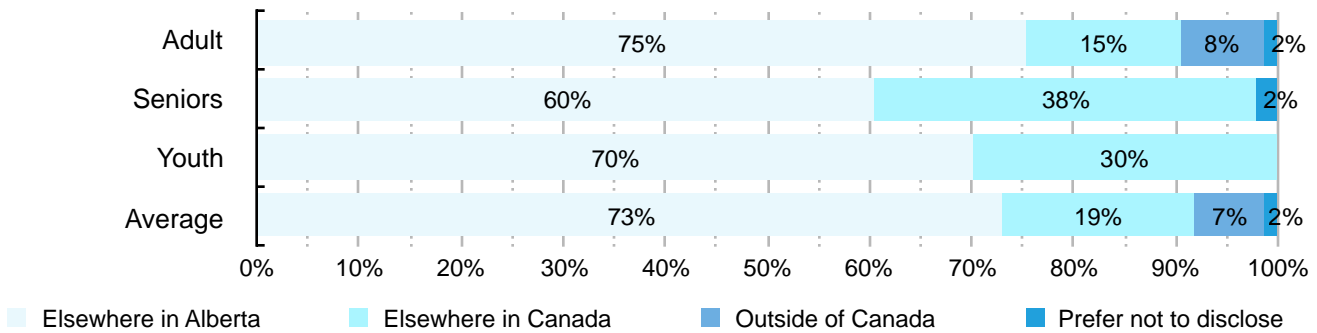
Of individuals who have lived in the Cochrane Region for less than 10 years, 73% moved from elsewhere in Alberta and 19% from elsewhere in Canada. Only 7% reported moving to the Cochrane Region from outside of Canada. Countries of origin included the United Kingdom, the United States, Australia, Brazil, Mexico, New Zealand, South Africa, Syria, Taiwan, and the United Arab Emirates.

Why did you choose Cochrane? Check all that apply.

Reason	Percentage of times heard
Quality of life	59%
Family	44%
Housing	33%
Cost of living	30%
Recreation, arts and culture	22%
Other	20%
Employment	19%
Education and training	6%
Health care	3%
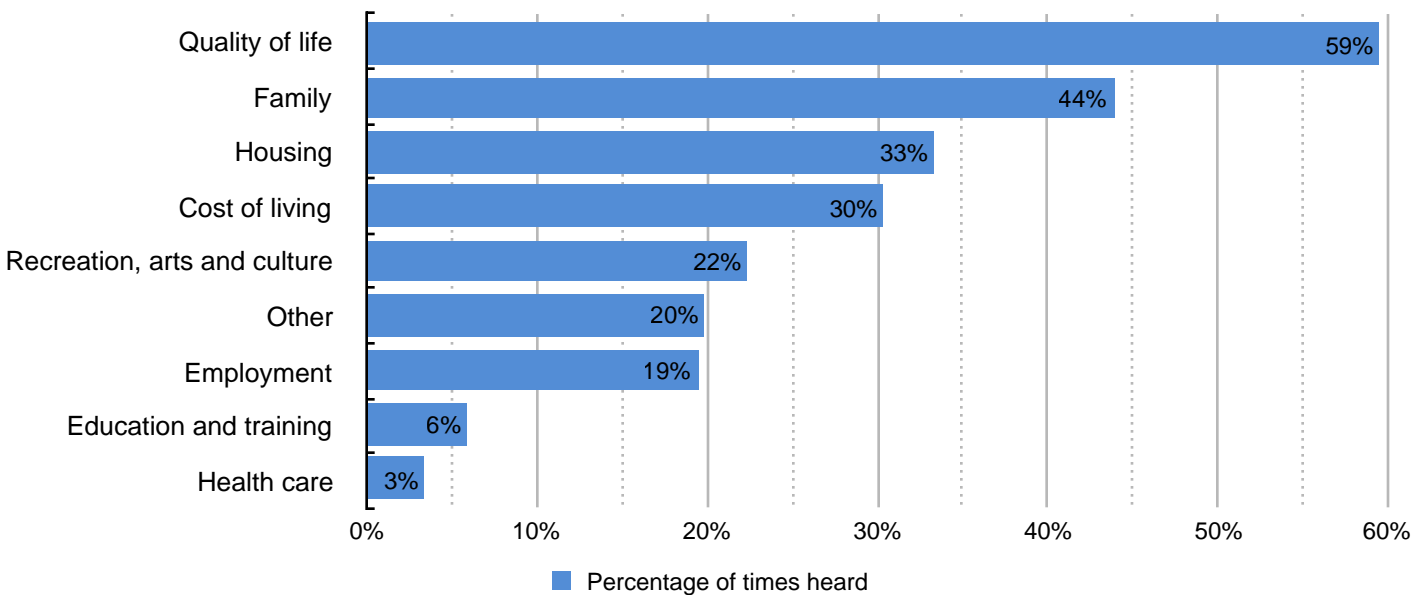
Of individuals who have lived in Cochrane Region for less than 5 years, 59% reported choosing the community for quality of life, 44% for family, 33% for housing, and 30% for cost of living. Other reasons included proximity to the mountains and nature, proximity to Calgary, to live in a smaller city, to get out of the city, for off leash areas, and friends.

What is your annual household income before-tax?

Income Range	Percentage
$150,000+	19%
$140,000 - $149,999	6%
$130,000 - $139,999	3%
$120,000 - $129,999	6%
$110,000 - $119,999	6%
$100,000 - $109,999	9%
$90,000 - $99,999	8%
$80,000 - $89,999	5%
$70,000 - $79,999	5%
$60,000 - $69,999	6%
$50,000 - $59,999	6%
$40,000 - $49,999	4%
$30,000 - $39,999	7%
$20,000 - $29,999	5%
$10,000 - $19,999	3%
Less than $10,000	3%

Percentage of times heard
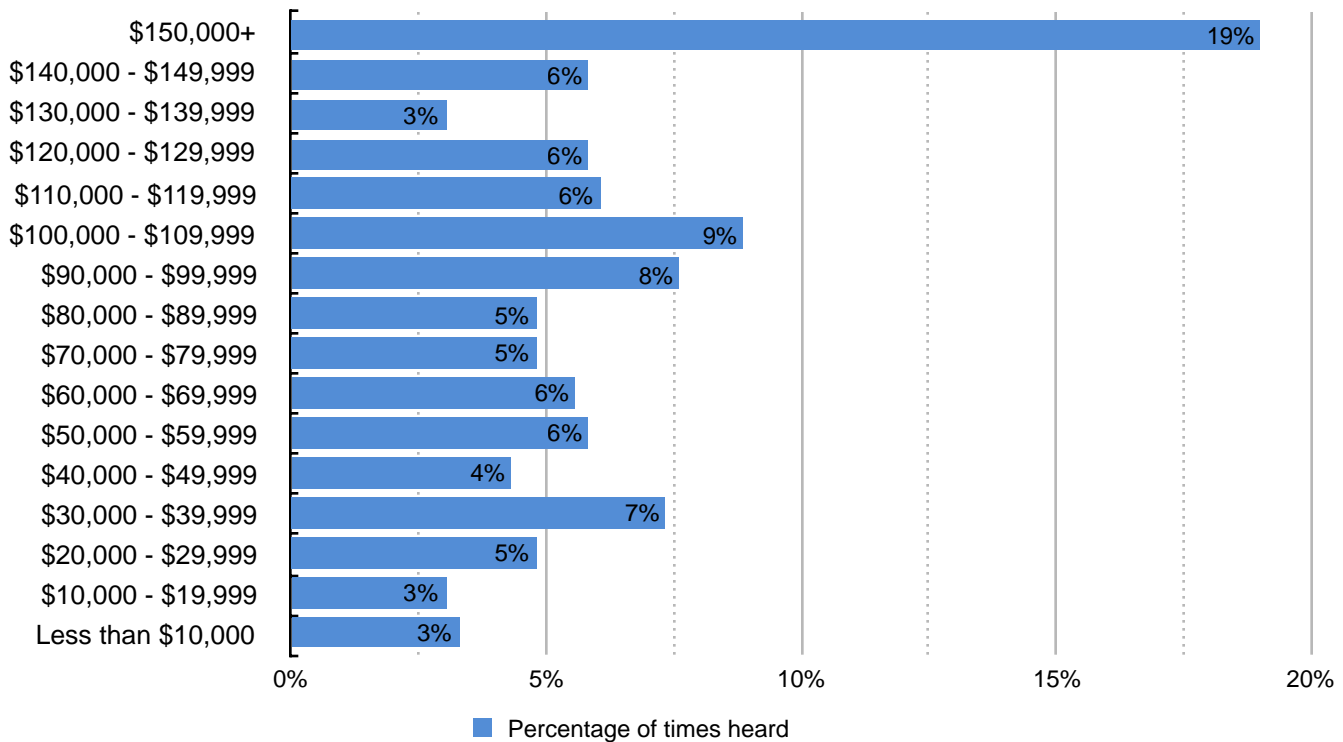
The survey heard from people at a range of income levels. Overall, 19% reported an annual household income before-tax of over $150,000. However, approximately one-quarter reported an annual household income before-tax of less than $50,000 and approximately one-third reported an annual household income before-tax of less than $70,000.

Very few survey responses came from individuals who identify as an indigenous person. Overall, 2% were Métis and 1% were First Nations (North American Indian), and 3% preferred not to disclose.

A small number of survey responses came from individuals who identify as a visible minority. Overall, 1.0% identified as Latin American, 0.8% as Black, 0.6% has Filipino, 0.6% as Other, 0.4% each as Chinese and Japanese, 0.2% each as Middle Eastern and South Asian. No survey responses came from Korean, Southeast Asian, or West Asian individuals, and 5.3% preferred not to disclose.

WHAT WE HEARD

The survey asked Cochranites what they believe a strong, healthy, vibrant community is. The overall results are as follows:

- 97% agree that a strong, health, vibrant community includes members working together to maintain and improve the community.

    - 61% strongly agree

    - 36% agree

- 95% agree that a strong, health, vibrant community includes programs, services and events to engage all those who wish to participate.

    - 63% strongly agree

    - 32% agree

- 93% agree that a strong, health, vibrant community includes a sense of belonging where neighbours are welcoming and include people from various backgrounds.

    - 61% strongly agree

    - 32% agree

- 79% agree that a strong, health, vibrant community includes a vibrant arts and cultural life.

    - 38% strongly agree

    - 41% agree

Parks and recreation opportunities, health, faith, and transportation were also mentioned as components of a strong, healthy, vibrant community.

Some respondents stated that they had experienced 'feelings of being unwelcome' with regard to volunteering and political group inclusion.

A strong, healthy, vibrant community includes…
a sense of belonging where neighbours are welcoming and include people from various backgrounds.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Adults Survey			6%	29%	64%
Seniors Survey			6%	45%	49%
Youth Survey			7%	44%	48%
Average			6%	32%	61%

members working together to maintain and improve the community.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Adults Survey			2%	34%	64%
Seniors Survey			7%	43%	51%
Youth Survey			8%	46%	42%
Average			3%	36%	61%

programs, services and events to engage all those who wish to participate.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Adults Survey			3%	30%	66%
Seniors Survey			4%	39%	56%
Youth Survey			8%	42%	46%
Average			3%	32%	63%

a vibrant arts and cultural life.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Adults Survey		3%	18%	40%	39%
Seniors Survey		2%	16%	51%	30%
Youth Survey		8%	27%	23%	42%
Average		3%	18%	41%	38%
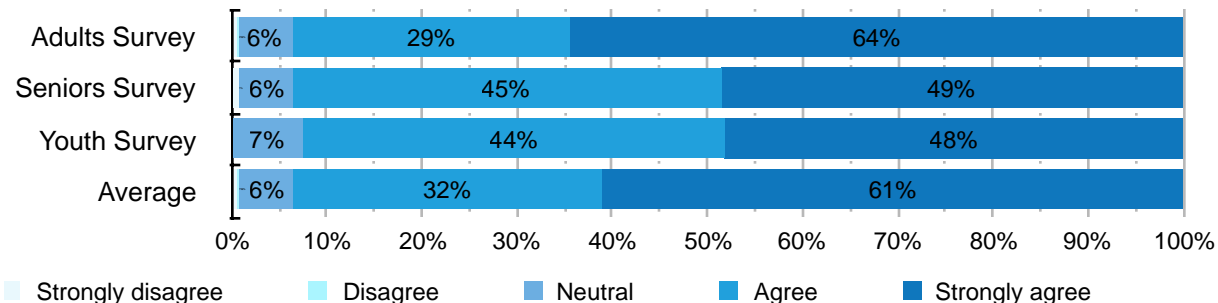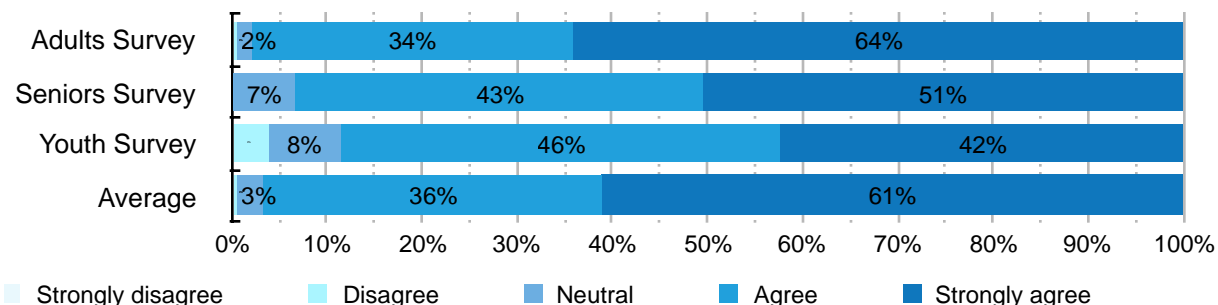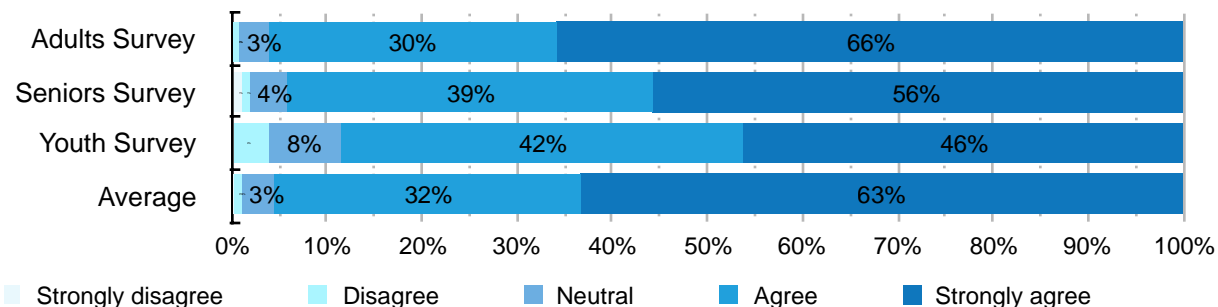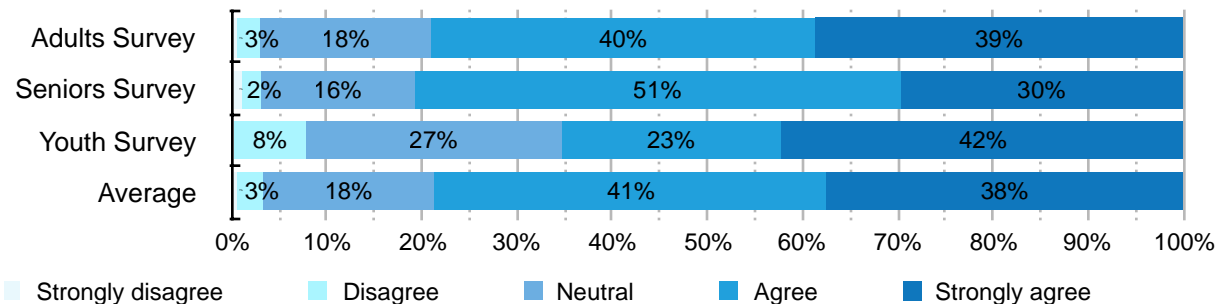
What do you like most about living in and around Cochrane?

Theme	Key Subthemes	No. of Times Heard	Verbatim / Key Finding
Location	-close to nature -close to mountains -close to Calgary	220	"I like the proximity to being outdoors…" "…proximity to the mountains." "Small town feel but close to the big city."
Friendly and Supportive People	-sense of community	182	"…all the great people and services." "A friendly & safe community and lots of activities to do."
Small Town Feel	-small town feel	158	"The small town atmosphere." "Very local feel and I know my money goes to a business owner that needs that money for their family which lives in the same area."
Service and Amenity Options	-shopping -FCSS -library	117	"…the town feel with city amenities." " Convenient, everything is here (services)." "Plenty of community resources…"
Walkng Paths	-trails -walking and biking	58	"Natural beauty/access to beautiful pathways!" "Green space, walking paths, country feel."
Active Lifestyle Options	-outdoor -recreation facilities -organized sports	33	"Proximity to outdoor recreation opportunities, medical facilities, and modern amenities."

With regard to what people like most about living in and around Cochrane, responses included:

• Cochrane's location

  • Proximity to the mountains and nature, Calgary, and other surrounding municipalities

  • The view

•Services and amenities

  • Retail services

  • Town/FCSS services

  • Cochrane Public Library

•Active lifestyle supports

  • Spray Lakes Sawmills Family Sports Centre

  • Mitford Pond

 • The trail system and pathways (access to connections with nature)

What key issues face residents of Cochrane and area?

Theme	Key Subthemes	No. of Times Heard	Verbatim / Key Finding
Traffic/Roads	-HWY 22 -HWY 1A -lack of bridges	277	"Traffic during rush hour, highway safety on 22x many collisions near the bridge at highway 1." "Roads, traffic."
Growing too fast	-non-residential development and infrastructure not keeping pace	139	"Isolation - due to lack of public transportation (not walkable). Accessible services - Need to have programs and services offered in neighbourhoods Infrastructure not keeping pace w/ growth."
Public Transportation	-local transit -transportation to Calgary	102	"Transportation. (ie. lack of public transit for seniors and young people)." "Public Transportation -- in town and to Calgary C-Train…"
Housing	-affordability -rent -aging in place	47	"Housing for low to mid income levels" "lack of affordable housing and seniors housing."
Activities / Programs	-affordable -non-sport/athletics -indoor activities	38	"Things to do at affordable prices." "SOMETHING ELSE HEREEEEE."
Isolated Communities	-sprawl -lack of connectivity	37	"Urban sprawl, traffic bottlenecks, lack of public transit."
Health Services	-24 hour care -emergency, shelter -seniors (home care to end of life spectrum)	36	"…a fully operated care centre like hospital" "There is no shelter, safe house for victims of family violence. There are no hospice or palliative care beds for end of life care."

Transportation surfaced as the most prominent issue for residents in Cochrane ranging from traffic congestion and road upkeep to lack of transit and community connectivity. Residents see a physical disconnect happening between the Town's various communities as well as between Cochrane and surrounding municipalities. The issue seems to stem from another common theme of residential growth. Many responses stated that the building of homes has outpaced transportation infrastructure.

Many people stated that their experience was that the growth of the community has occurred at a rate at which services such as transportation, affordable housing, programs, and health services have not been able to keep pace. Residents also stated that organizational capacity and cost have been impacted as the community grows. Programs and services seem to be more expensive and less accessible due to greater demand. Other common themes were crime (30), lack of well-paying and full-time employment (27), lack of walkability (21), and mental health and addictions (15).

In times of stress and need, what are your top three networks of support? Please rank them from 1-3. **(All Ages: includes responses from all three surveys)**
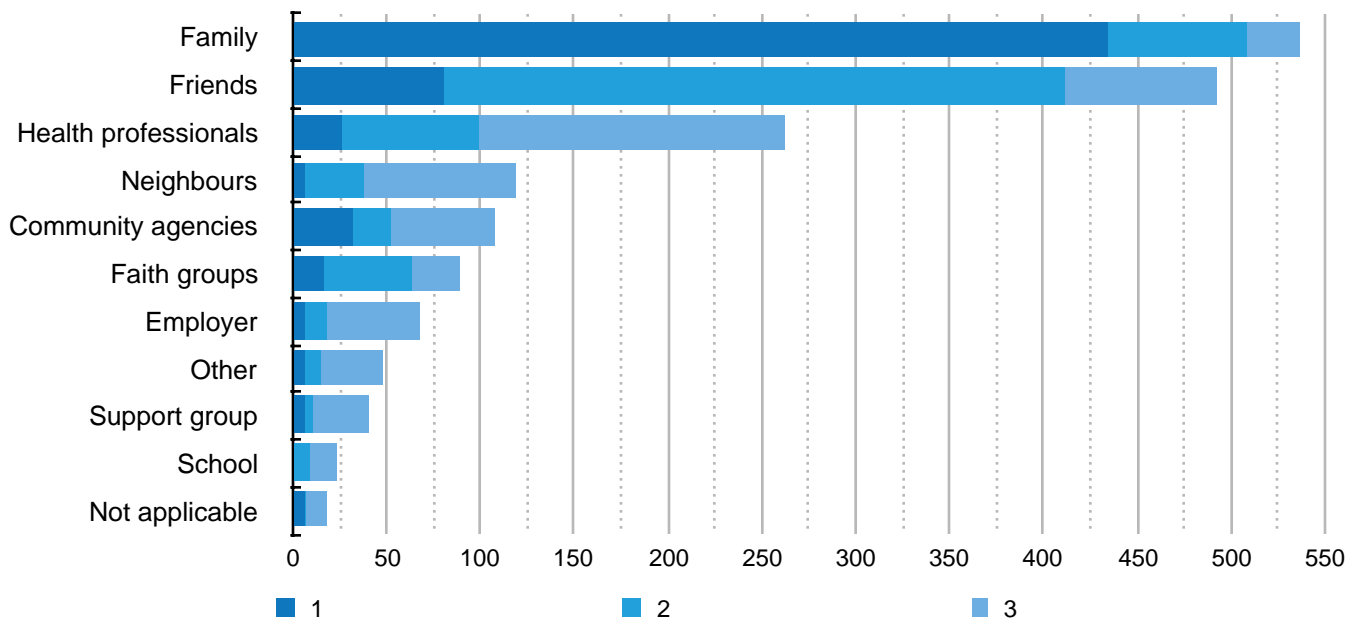
For the overall population, the most utilized networks of support for Cochranites are family, friends and health professionals, followed by neighbours, community agencies and faith groups. Other networks of support included self, the Internet, sports and recreation and nature.

In times of stress and need, what are your top three networks of support? Please rank them from 1-3. **(Adults)**
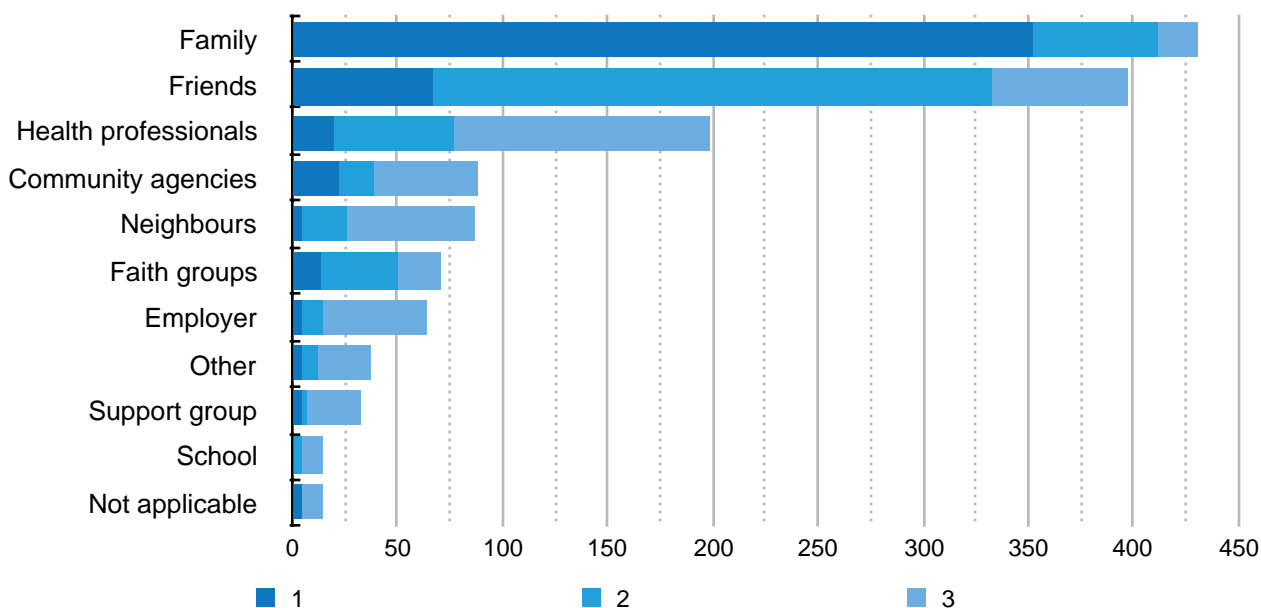
The most utilized networks of support for adults are family, friends and health professionals.

In times of stress and need, what are your top three networks of support? Please rank them from 1-3. **(Seniors)**

| | 1 | 2 | 3 |
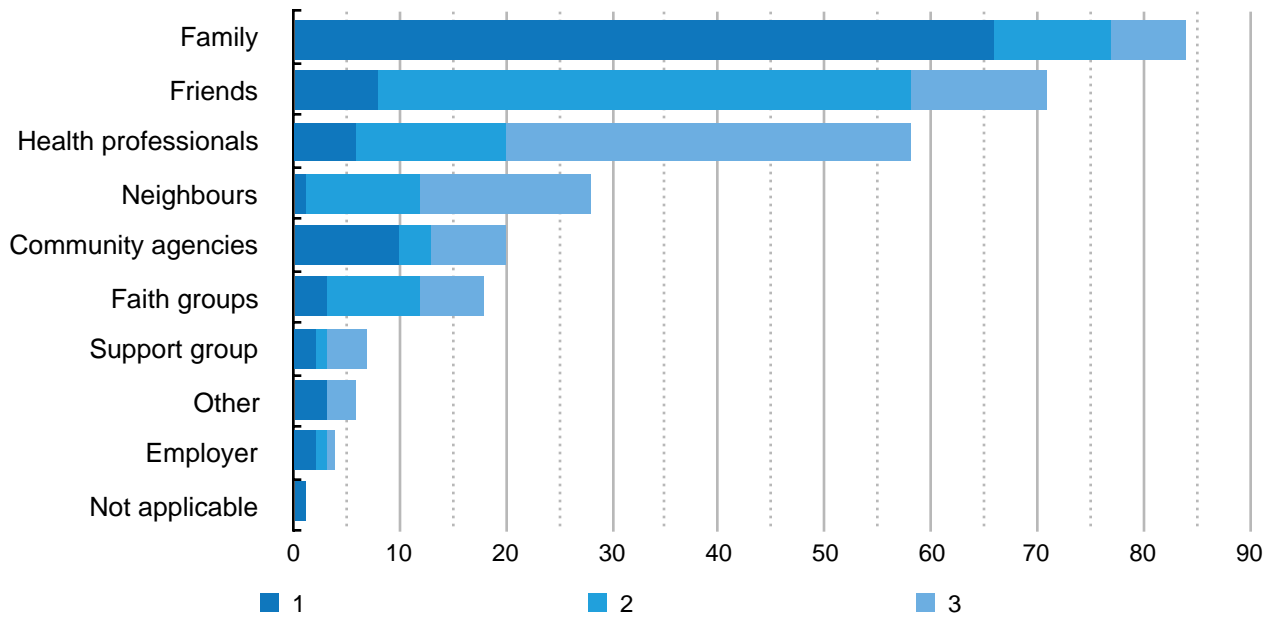
The most utilized networks of support for seniors are family, friends and health professionals.

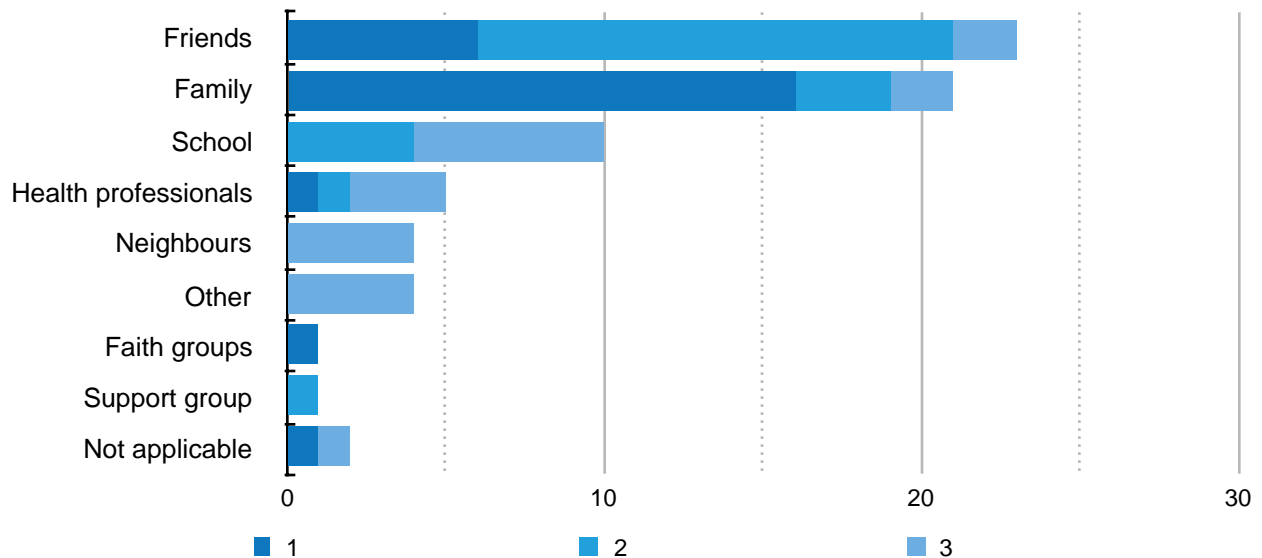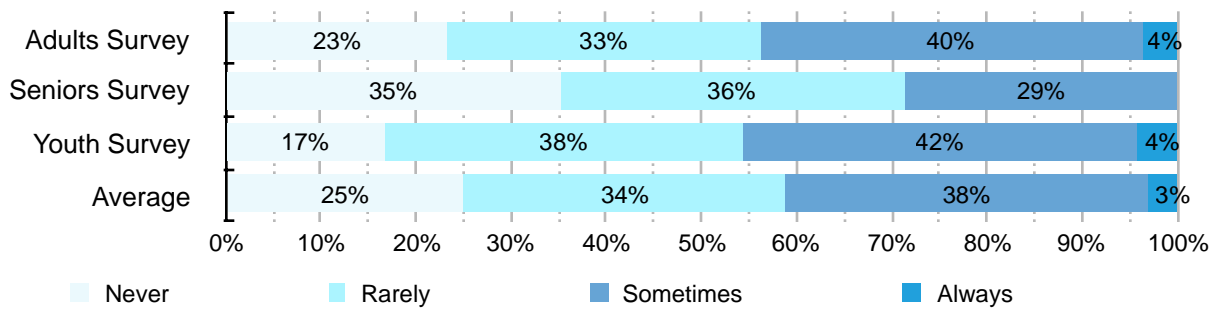In times of stress and need, what are your top three networks of support? Please rank them from 1-3. **(Youth)**

| | 1 | 2 | 3 |

The most utilized networks of support for youth are friends, family and school.

Over the past 12 months, how often have you felt isolated or lonely?

	Never	Rarely	Sometimes	Always
Adults Survey	23%	33%	40%	4%
Seniors Survey	35%	36%	29%	
Youth Survey	17%	38%	42%	4%
Average	25%	34%	38%	3%

A sizeable group of Cochranites feel isolated and lonely. Almost half of youth (46%), 44% of adults and 29% of seniors reported they have sometimes or always felt isolated or lonely over the past 12 months.

How satisfied are you with the quality of life in the community?

	Very unsatisfied	Unsatisfied	Neutral	Satisfied	Very satisfied
Adults Survey	1%		18%	53%	23%
Seniors Survey		9%		56%	56%
Focus Groups	1%		30%	51%	11%
Sound Boards	45%		4%	19%	30%
Average	7%		16%	48%	24%
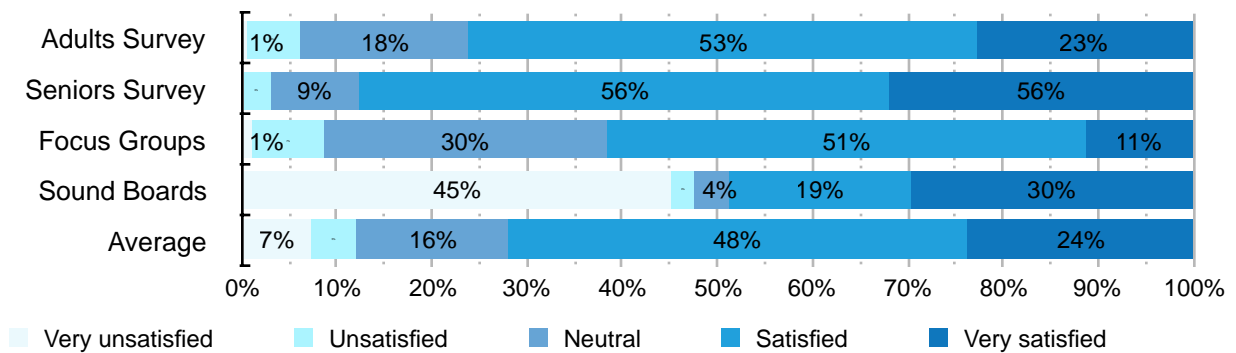
As a whole, Cochranites are satisfied with the quality of life in the community. Overall, 24% reported they are very satisfied, 48% are satisfied and 16% are neutral. Only 5% reported they are unsatisfied and 7% are very unsatisfied. The majority of the very unsatisfied responses came from the sound boards at Cochrane High School.

How satisfied are you with employment opportunities in the community?

	Not applicable	Very unsatisfied	Unsatisfied	Neutral	Satisfied	Very satisfied
Adults Survey	10%	8%	24%	35%	19%	4%
Seniors Survey	63%		7%	19%	10%	2%
Youth Survey	17%	4%	8%	29%	29%	13%
Average	19%	6%	21%	32%	18%	4%
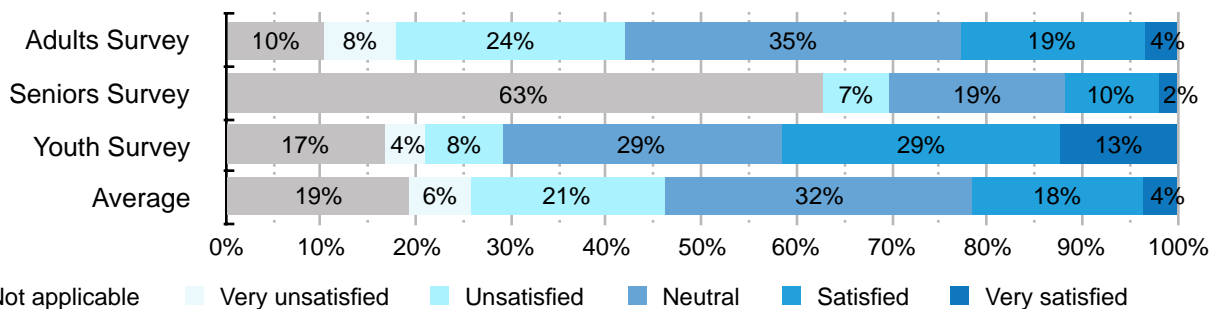
Lack of employment opportunities came up throughout the engagement process. Of survey respondents, just over one-fifth (22%) reported being very satisfied or satisfied with the employment opportunities in the

community. However, more people (27%) reported being unsatisfied or very unsatisfied. Adults were the most dissatisfied, while the majority of seniors (63%) reported employment opportunities are not applicable to them.

How satisfied are you with education and training opportunities in the community?

Survey	Not applicable	Very unsatisfied	Unsatisfied	Neutral	Satisfied	Very satisfied
Adults Survey	11%	4%	22%	35%	27%	2%
Seniors Survey	38%		7%	28%	23%	5%
Youth Survey	8%	4%	8%	21%	50%	8%
Average	15%	3%	19%	33%	27%	3%

Legend: Not applicable · Very unsatisfied · Unsatisfied · Neutral · Satisfied · Very satisfied
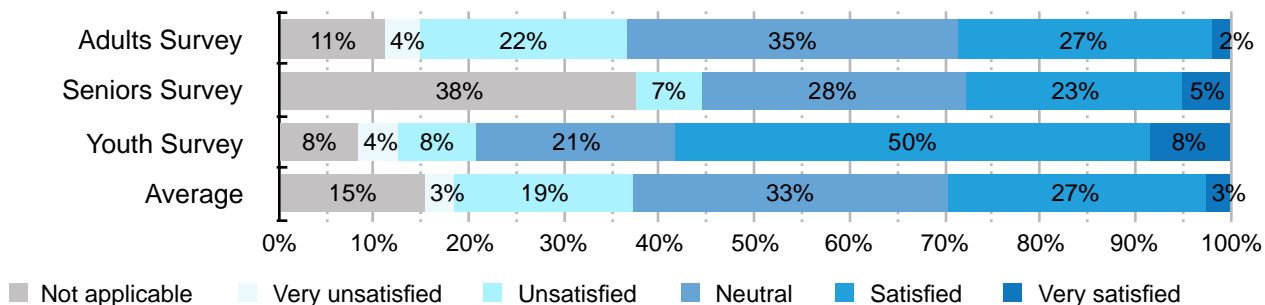
Education and training opportunities were also of some concern throughout the engagement process. Of survey respondents, three-tenths (30%) reported being very satisfied or satisfied with the education and training opportunities in the community. Meanwhile, 22% reported being unsatisfied or very unsatisfied. Adults were the most dissatisfied. Over one-third (38%) of seniors reported education and training opportunities as being not applicable.

What would make Cochrane's employment, education and training opportunities better?

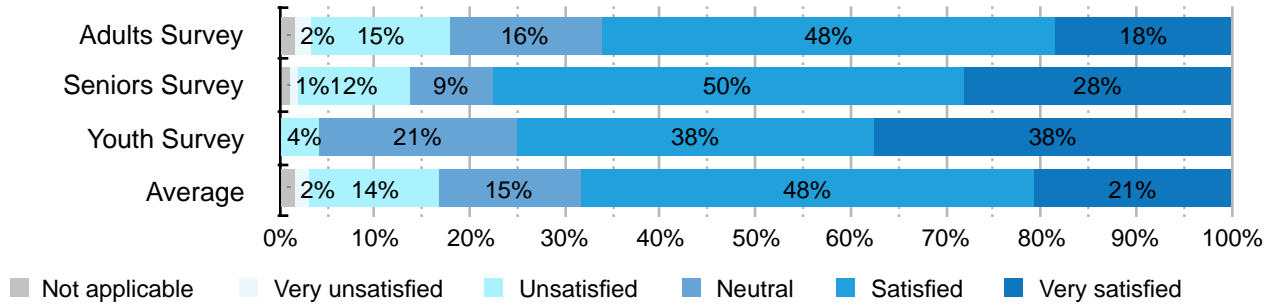| Theme	Key Subthemes	No. of Times Heard	Verbatim / Key Finding
More Jobs and Businesses	-more industry -business incentive -diversify sector -home business support	131	"More business high tech and light industry" "More jobs that are not entry level or trade" "More effort to build and attract businesses"
Educational Programs	-university/ college -trade programs -satellite campuses -increase rural access	73	"A stronger community college presence" "Access to higher education nearby…" "We need more education opportunities after high school"
Job Training and Adult Learning	-local training -skills upgrading -adult learning	55	"There are people who need to re-educate since the downturn in the economy…" "More adult educational opportunities"
Communication and Awareness	-promote programs and availability -job board	49	"More education about what is available" "More help getting a job" "By opening information to the public"
Transportation	-transportation around town -reduce commute	26	"transportation to facilities" "a transit system so people without cars can get to work easier"
Address Retail Services Sector	-less big box -less low wage jobs -smart development	23	"Box stores/strip malls have really broken up the downtown and it feels separated and disconnected"
More Schools and School Improvements	-more schools -more for students with disabilities	16	"New schools are fully booked even" "Education seems to be doing fine with the new K-8 schools. Might need to look at a new high school "

Bringing more well-paying and full time jobs to Cochrane was the most common need expressed. Incentivizing business to open up in Cochrane is important to many. Others see post-secondary education, job training, and adult learning as having the most positive outcome for Cochrane. A lesser expressed theme, but quite prominent in terms of employment was the idea of promotion —communication and awareness, in particular — creating connections and lines of communication between potential employees and employers.

Although the amenity-based retailers provide Cochrane a much appreciated service, many see these shops as making up the majority of employment opportunities. This is negatively regarded due to the low wages and part-time hours associated with such service sector jobs. This inherently conflicts with the desire for Cochrane to have well-paying positions in professional and technical roles. Other, less common responses, included better urgent care (4) and improved internet/fibre optics (3).

How satisfied are you with the health care system in the community?

Survey	Not applicable	Very unsatisfied	Unsatisfied	Neutral	Satisfied	Very satisfied
Adults Survey		2%	15%	16%	48%	18%
Seniors Survey	1%	12%	9%	50%	28%	
Youth Survey		4%	21%	38%	38%	
Average		2%	14%	15%	48%	21%

Legend: Not applicable · Very unsatisfied · Unsatisfied · Neutral · Satisfied · Very satisfied

Over two-thirds (69%) of Cochranites are very satisfied or satisfied with the health care system in the community. Overall, 17% reported being unsatisfied or very unsatisfied. Over three-quarters (78%) of seniors were very satisfied or satisfied, compared to 66% of adults.
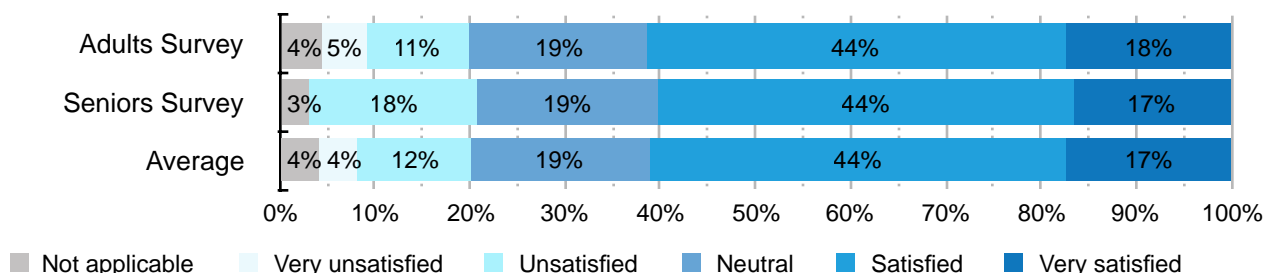
What would make Cochrane's health care system better?

Theme	Key Subthemes	No. of Times Heard	Verbatim / Key Finding
Hospital and 24-Hour Care	-full hospital -24 hour facility -emergency rooms -longer/extended urgent care hours	222	"Longer hours at Urgent Care" "Hospital staffed 24 - 7" "24 HOUR EMERGENCY CENTRE" "a proper hospital" "We need a 24 Urgent Care or a Hospital"
Access to Doctors	-more doctors -more walk in clinics -specialists	84	"Having specialists in Cochrane" "Recruit more Doctors" "more clinics taking new patient"
Improve Existing Services	-caring professionals -shorter wait times -more resources	84	"Doctors no longer can afford the time one needs to get concerns addressed - the home care providers are very, very inconsistent." "Walk in clinic open on Sundays" "urgent care centre is always way to slow"
Prenatal and Women's Care	-ultrasound -pediatrics/prenatal -female doctors -mammograms	41	"An ultrasound clinic located in town" "Women's health clinic" "Prenatal care is also important for such a young and growing community."
System Works Well	-nothing -it's great	30	"Nothing, it is good already." "It's fabulous as is"
Mental Health	-access to mental health care -shorter wait times for mental health appointments	28	"mental health support" "School counsellors and mental health providers are very thin on the ground" "Better access to mental health supports"

Although the existing Urgent Care Centre is regarded as an asset to Cochrane, many believe a hospital and/ or 24 hour medical facility are needed in the Town. This coincides with the desire for more doctors and clinics, shorter wait times, and a greater level of resources going into Cochrane's health system. The medical system is also challenged by the increase in local and rural population.

Many respondents, both younger and older, mentioned prenatal and women's health care as a necessity for a family-oriented town like Cochrane. Additionally, quick and affordable access to mental health services and responsive care were commonly mentioned. Other themes included a desire for more senior and palliative care options (17) and health service education and awareness (9).

How satisfied are you with the housing options in Cochrane?

	Not applicable	Very unsatisfied	Unsatisfied	Neutral	Satisfied	Very satisfied
Adults Survey	4%	5%	11%	19%	44%	18%
Seniors Survey	3%	18%		19%	44%	17%
Average	4%	4%	12%	19%	44%	17%

Over three-fifths (61%) of people reported being very satisfied or satisfied with the housing options in Cochrane, while 16% reported being unsatisfied or very unsatisfied. Responses from the adults and seniors surveys were similar for this question.
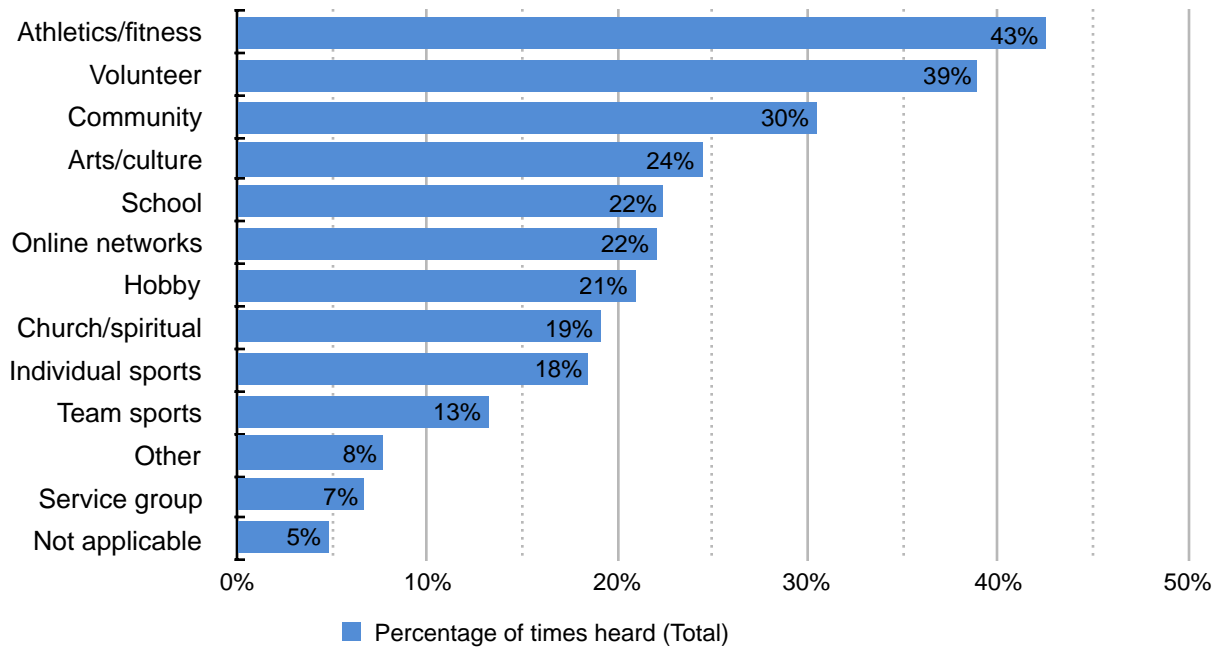
What do residents need to have safe and secure housing in Cochrane?

Theme	Key Subthemes	No. of Times Heard	Verbatim / Key Finding
Safety	-police presence -neighbours eyes -lighting -address theft/crime	169	"Police presence" "Communities /neighbors that watch out for one another Better support from police service" "Good community relationships with local RCMP"
Affordablity	-affordable housing (ownership and rental) -subsidized housing (low income, disabilities, seniors rehabilitation)	99	"more affordable seniors housing" "Options for subsidized and income based housing. Cochrane living costs are not possible for many working families." "Lower housing costs" "Residents need affordable, but quality housing"
Community Building through Design	-varied housing types -smart planning -density/walkability -connection to parks -town oversight	48	"Accessibility to housing, stores, and social, physical spaces" "Properly built, by Competent Contractor, Quality semi detached town house style, Condominium, fire proof housing…" "Better community planning. There is only one way in and out of most communities (think around cochrane high school) what if the area needed to be evacuated?"
Friendly Neighbours	-caring community -good neighbours	23	"Close community" "strong communities, good neighbours"
Options for Seniors	-assisted living -long term care -home care	20	"more long term facilities" "access to home care" "more seniors housing"

Cochranites stated that they required a combination of police presence, neighbours keeping eyes on the street, well lit streets, trails and pathways, and discouraging/addressing theft and crime. Being able to afford a home, having a choice in the type of home and community you move into, and knowing you have friendly people next door were all mentioned as being key to achieving safe and secure housing.
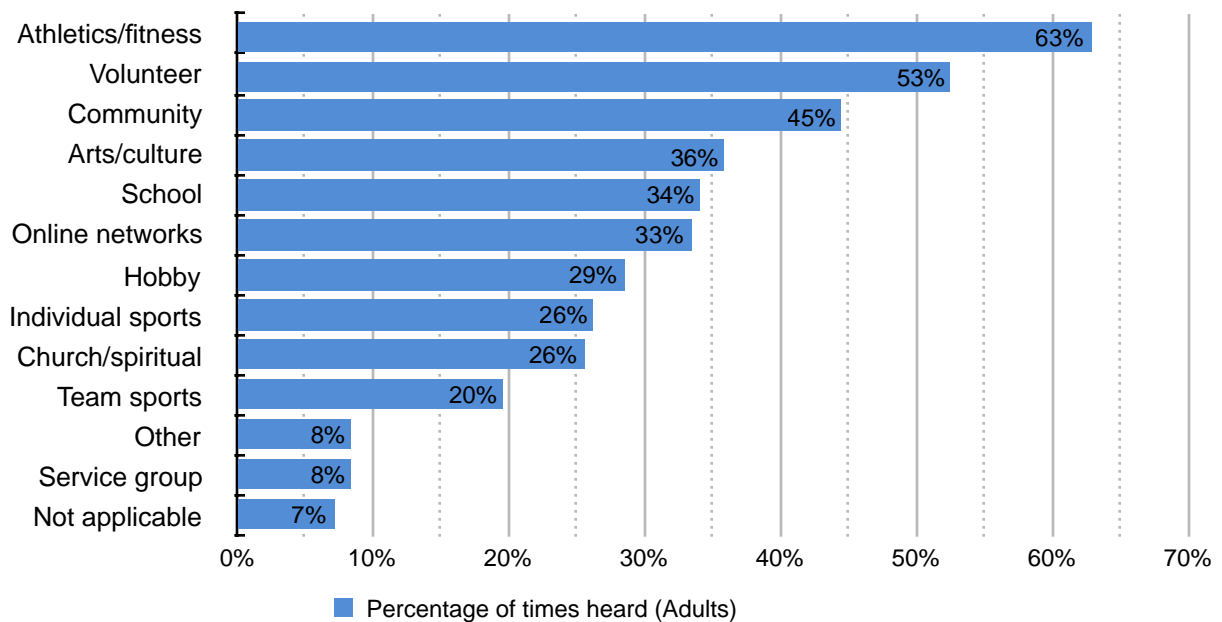
Mainly shared by seniors, more options for seniors housing was a common response to safe and secure housing. Additional responses included no concern/things are good (19), less tax spending and more engagement (14), better transportation — safer roads, transit, crosswalks (13), and emergency care/shelter (10).

What groups, clubs and activities do you participate in? Check all that apply. **(All Ages)**

Category	Percentage
Athletics/fitness	43%
Volunteer	39%
Community	30%
Arts/culture	24%
School	22%
Online networks	22%
Hobby	21%
Church/spiritual	19%
Individual sports	18%
Team sports	13%
Other	8%
Service group	7%
Not applicable	5%

Percentage of times heard (Total)

Overall, the groups, clubs and activities that Cochranites participate in the most included athletics/fitness (43%), volunteer (39%) and community (30%).

What groups, clubs and activities do you participate in? Check all that apply. **(Adults)**

Category	Percentage
Athletics/fitness	63%
Volunteer	53%
Community	45%
Arts/culture	36%
School	34%
Online networks	33%
Hobby	29%
Individual sports	26%
Church/spiritual	26%
Team sports	20%
Other	8%
Service group	8%
Not applicable	7%

Percentage of times heard (Adults)

Adults reported athletics/fitness (63%), volunteer (53%) and community (45%) as their top groups, clubs and activities in which they participate.

What groups, clubs and activities do you participate in? Check all that apply. **(Seniors)**

Activity	Percentage
Volunteer	63%
Athletics/fitness	48%
Community	40%
Church/spiritual	35%
Arts/culture	32%
Hobby	32%
Individual sports	24%
Online networks	23%
Other	22%
Service group	16%
School	7%
Team sports	4%
Not applicable	7%

Percentage of times heard (Seniors)
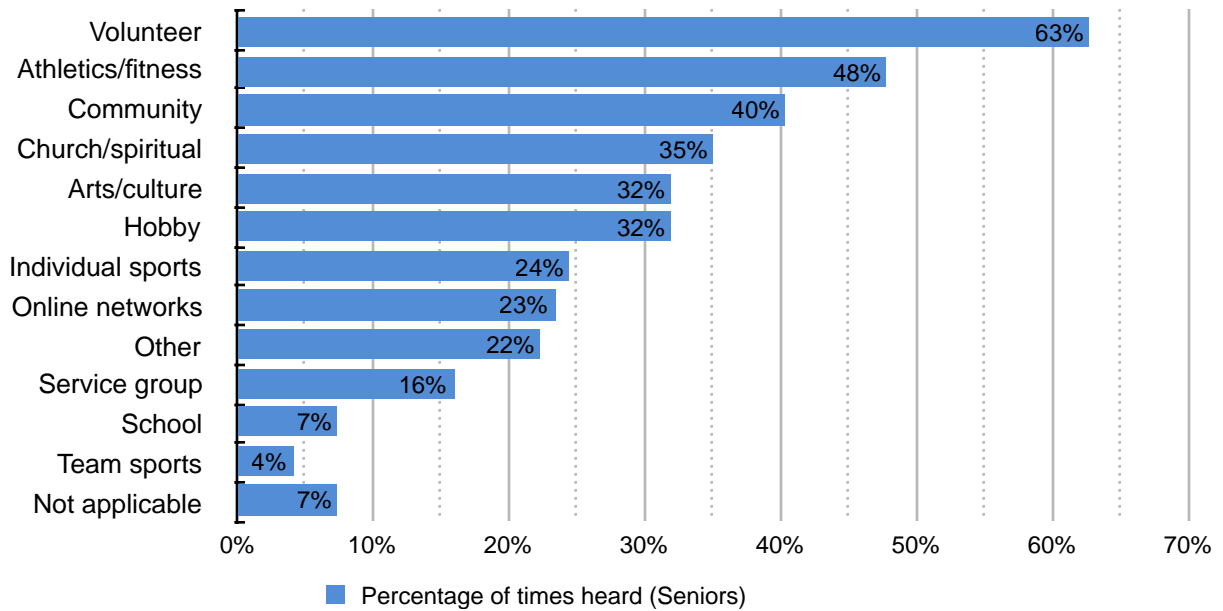
Seniors reported volunteer (63%), athletics/fitness (48%) and community (40%) as their top groups, clubs and activities in which they participate.

What groups, clubs and activities do you participate in? Check all that apply. **(Youth)**

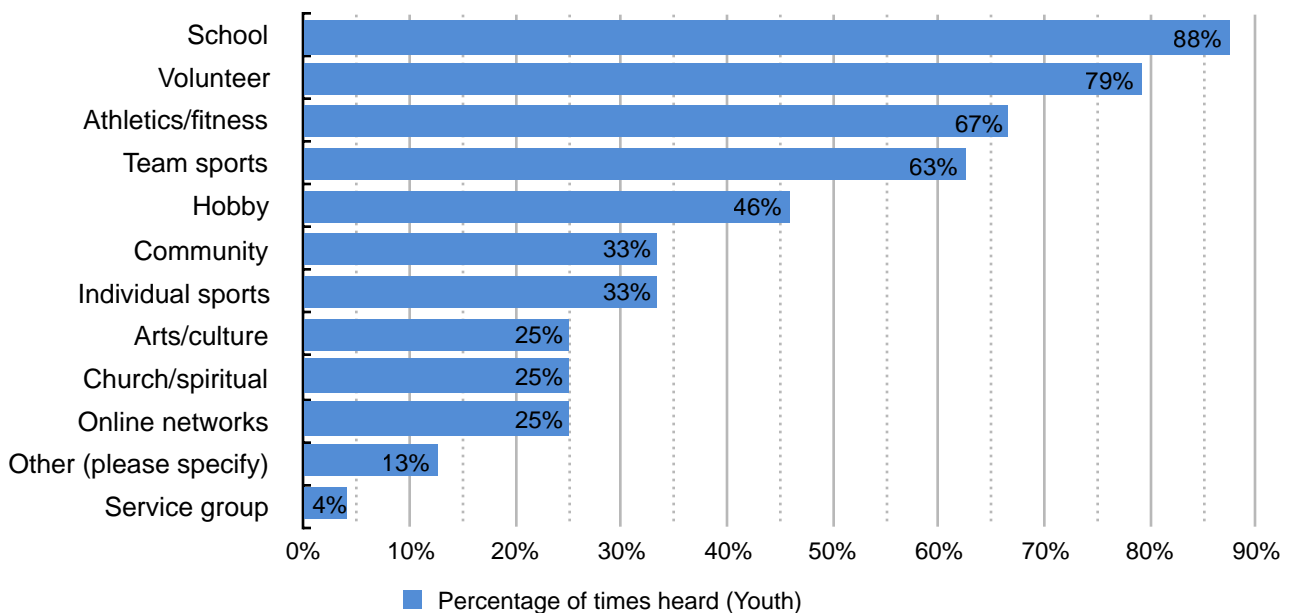| Activity	Percentage
School	88%
Volunteer	79%
Athletics/fitness	67%
Team sports	63%
Hobby	46%
Community	33%
Individual sports	33%
Arts/culture	25%
Church/spiritual	25%
Online networks	25%
Other (please specify)	13%
Service group	4%

Percentage of times heard (Youth)

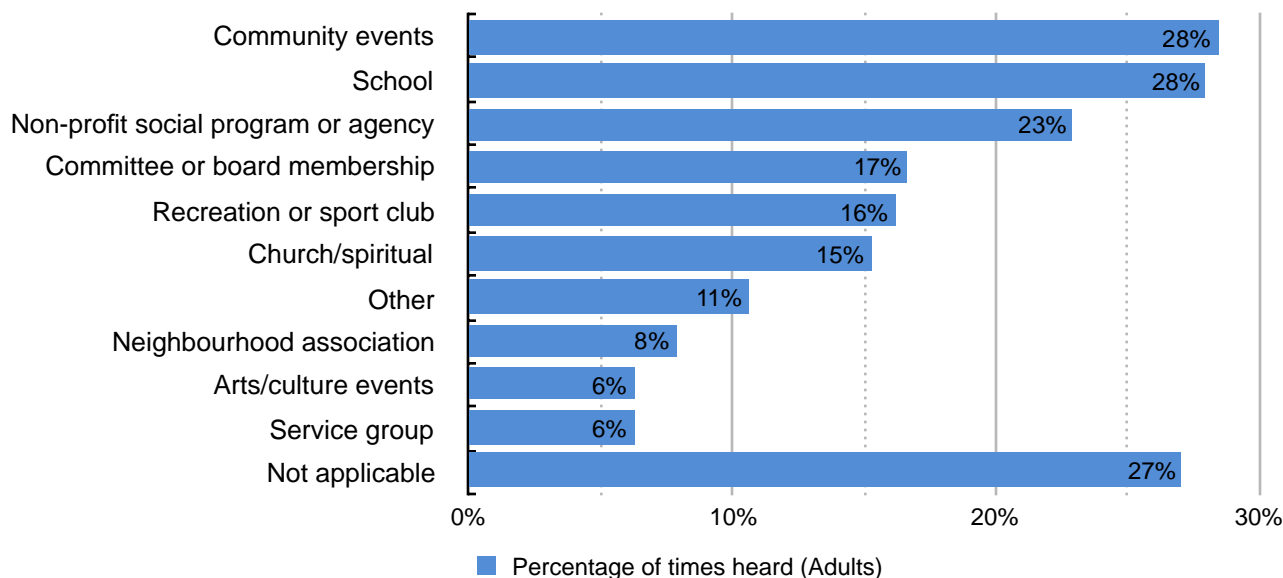Youth reported school (88%), volunteer (79%) and athletics/fitness (67%) as their top groups, clubs and activities in which they participate.

Do you volunteer in the community? Check all that apply. **(All Ages)**

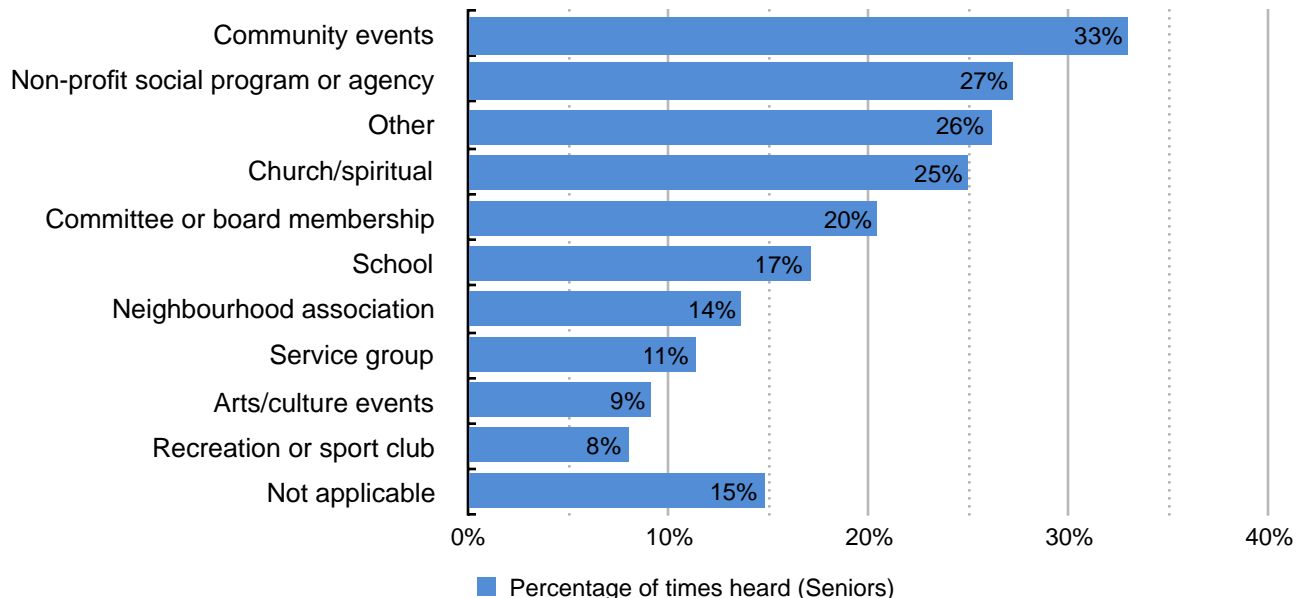| Category	Percentage
Community events	32%
School	30%
Non-profit social program or agency	26%
Committee or board membership	18%
Church/spiritual	18%
Recreation or sport club	16%
Other	14%
Neighbourhood association	9%
Arts/culture events	7%
Service group	7%
Not applicable	26%

■ Percentage of times heard (Total)
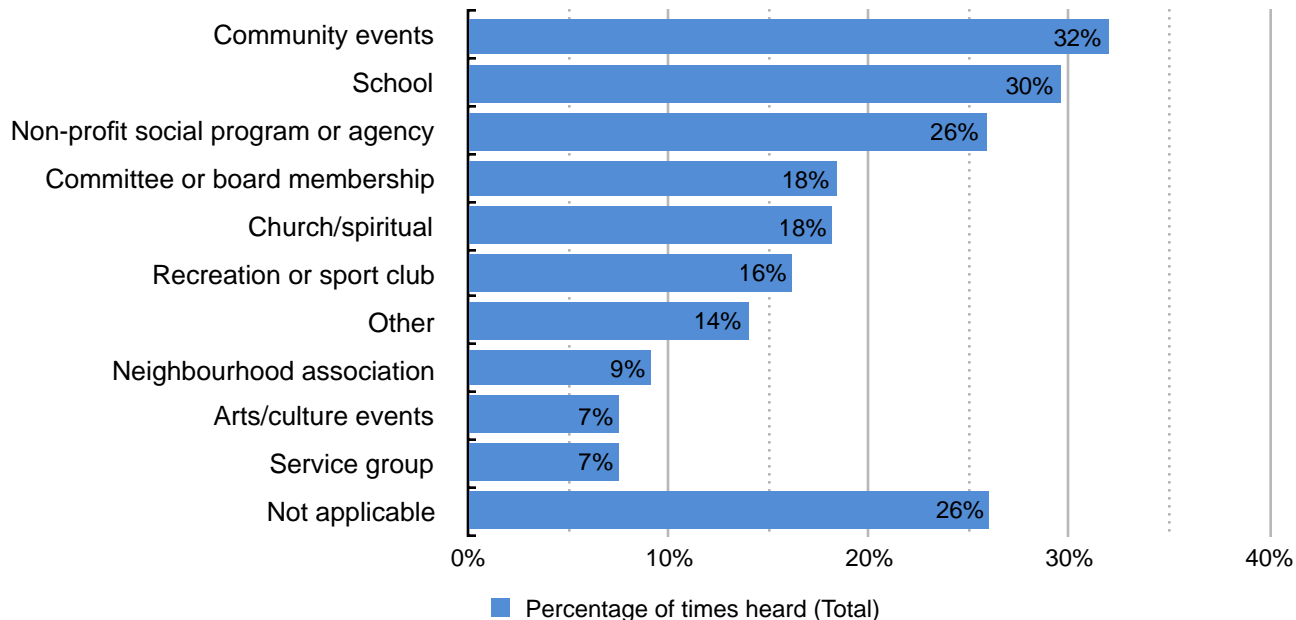
Overall, almost three-quarters (74%) of survey responses indicated that Cochrane and area residents volunteer in their community. They volunteer the most at community events (32%), school (30%) and non-profit social program or agency (26%). As a whole, Cochranites reported they volunteer for an average of 13 hours per month.

Do you volunteer in the community? Check all that apply. **(Adults)**

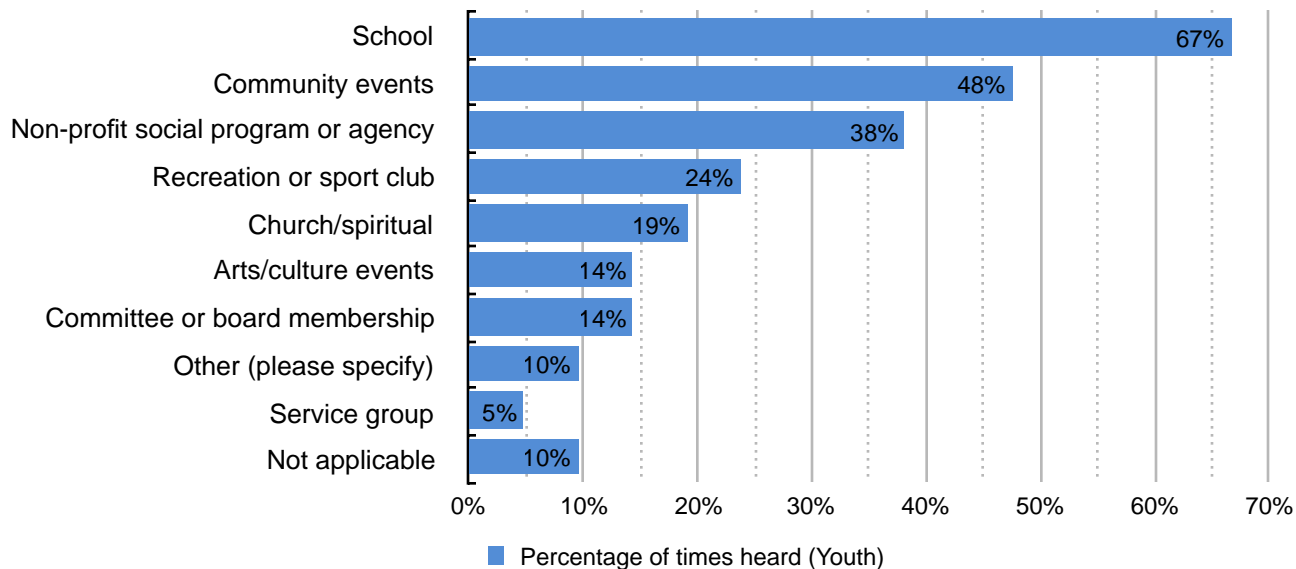| Category	Percentage
Community events	28%
School	28%
Non-profit social program or agency	23%
Committee or board membership	17%
Recreation or sport club	16%
Church/spiritual	15%
Other	11%
Neighbourhood association	8%
Arts/culture events	6%
Service group	6%
Not applicable	27%

■ Percentage of times heard (Adults)

Adults reported community events (28%), school (28%) and non-profit social program or agency (23%) as their top volunteering avenues. On average, adults reported they volunteer 13 hours per month.

Do you volunteer in the community? Check all that apply. **(Seniors)**

Category	Percentage
Community events	33%
Non-profit social program or agency	27%
Other	26%
Church/spiritual	25%
Committee or board membership	20%
School	17%
Neighbourhood association	14%
Service group	11%
Arts/culture events	9%
Recreation or sport club	8%
Not applicable	15%

■ Percentage of times heard (Seniors)

Seniors reported community events (33%), non-profit social program or agency (27%) and church/spiritual (25%) as their preferred areas for volunteering. On average, seniors reported they volunteer 15 hours per month.

Do you volunteer in the community? Check all that apply. **(Youth)**

Category	Percentage
School	67%
Community events	48%
Non-profit social program or agency	38%
Recreation or sport club	24%
Church/spiritual	19%
Arts/culture events	14%
Committee or board membership	14%
Other (please specify)	10%
Service group	5%
Not applicable	10%

■ Percentage of times heard (Youth)

Youth reported school (67%), community events (48%) and non-profit social program or agency (38%) as their top volunteer locations. On average, youth reported they volunteer 9 hours per month.

What prevents you from participating in volunteering, community events and public meetings?

Theme	Key Subthemes	No. of Times Heard	Verbatim / Key Finding
Family Commitments	-caregiver (to children, newborn, parents) -grand parenting -cost of a babysitter -single parent	118	"Just time in balancing my family life, with full time work, fitness etc." "Lack of time raising a young family" "Young children/husband works away" "cost of childcare"
Work and Commute	-work -commute to Calgary -pursuing career	117	"My long day of being in the city for work' "Work full time, commute 2 hours per day, busy family life" "An irregular work schedule"
Time	-too busy -no time	99	"not enough time" "time constraints"
Not Interested or Not Aware of Current Opportunities	-too political -no impact on me -nothing of interest -not aware -not hearing back	42	"the politics that most organizations get bogged down in" "lack of opportunities that match my interests" "awareness of them happening"
Health	-age -health issues -anxiety	32	"old age" "Autism. I get overwhelmed in group events." "Health related issues"
Lack of Transportation	-no transit	23	"Lack of access (transit)"
Social and Recreational Commitments	-sports -fitness -social and community -network commitments	10	"community responsibilities" "travel" "sports"

Family, work, and a busy life all hailed as popular reasons Cochranites do not engage with their community. Not finding an activity of interest was also quite common — particularly among youth. Health issues was another reason, given mainly by seniors who find their age to be a barrier. Transportation was also listed as a barrier that impacted many in their ability to participate.

Another theme, heard from nine separate respondents, was their expressed feelings of being unwelcome. Respondents said that organizers and/or other volunteers were uninviting and discriminatory toward them as they attempted to become involved with community events, politics and clubs.

What services are most helpful to your life in Cochrane?

Theme	Key Subthemes	No. of Times Heard	Verbatim / Key Finding
Health and Medical Services	-doctors -urgent care -Primary Care Network -counseling -dentist, chiropractor, physiotherapy, etc.	109	"AHS (urgent care, mental health)" "urgent care, home care for my mom" "Alberta Health Services on feeding little people."
Town of Cochrane and FCSS	-Parent Link Centre -Cochrane Public Library -recycling program	92	"community services - e.g. FCSS" "Town of Cochrane admin, FCSS" "Love the FCSS programs - support groups and parenting classes" "…FCSS outreach workers" "The PLC has been great."
Social and Cultural Happenings	-Seniors on the Bow -Boys and Girls Club -community events calendar -Lions Club -Legion -curling club	44	"…Boys and Girls Club, recreational services, Farmer's Market, Arts groups, Community Association, Town of Cochrane, information from local papers." "community events" "community calendar online" "SOTB"
Sport and Recreation	-Spray Lakes -Big Hill pool -fitness programs	42	"sports have been great for my kids" "I love the spray lakes sports centre and the big hill pool!! "
Retail	-grocery -local business -shopping	21	"grocery stores, pharmacies" "Recreation Restaurants Shopping"

Participants stated that the existing health and medical services are helpful and well utilized in Cochrane. Respondents stated that Town Administration and FCSS programs were also helpful. Additionally, social, cultural, sport and recreational activities surfaced as supporting a good quality of life in Cochrane. Having things to do outside of work, home and the daily commute seems inherently important to many residents.

Programs like Parent Link and gathering places like Seniors on the Bow were mentioned many times, which speaks to the value residents put on having spaces where they can come together, socialize, connect, share their experience and learn from one another. Cochranites also see the benefit of their schools and local education system (12), parks and trails (6), and police and fire services (5).

What services would you like developed in Cochrane?

Theme	Key Subthemes	No. of Times Heard	Verbatim / Key Finding
Public Transit	-local bus -access to C-train	106	"Bus system"
Hospital and 24-Hour Care	-hospital -24-hour care -emergency beds -ultrasound	59	"Hospital (next step up from urgent care)" "More local health care options"
More Recreation and Leisure Opportunities	-affordable activities -indoor playground -climbing wall	37	"Sports clubs that apply to all ages, Active activities for seniors." "Indoor playground for older kids (6-12)"
More Activities and Entertainment	-affordable -for youth and families	25	"Larger Bowling Alley More family restaurants…" "Better hours for working moms re: kids activities"
Mental Health Services	-affordable -accessible	18	"access to mental health for teens, adults & families" "a better mental health system that is free" "Counselling, Outreach"
Arts and Culture Support	-arts and culture hub	15	"downtown centre for cultural events" "more arts options"

Public transit emerged as a common thread throughout the engagement process. Transit surfaced as the most crucial service that the community is currently lacking. Residents indicated a desire to have both a local bus system, and a commuter system that links Cochranites to Calgary's west end C-train stations.

The need for a hospital and 24 hour health care was also repeatedly mentioned in response to questions regarding service gaps for Cochrane. Despite recreation being an asset, many identified a need for activities that attract a more diverse age group and that are more affordable.

Activities and entertainment, mental health service, and arts and culture support also emerged as themes among the youth and senior population. Affordable and accessible things to do are at the top of the radar for these two demographics. In focus group conversations, this frequently came up, along with mental health service access and more gathering places for all ages.

Additional responses included off leash dog park (15), shopping (14), and increased police presence (11).
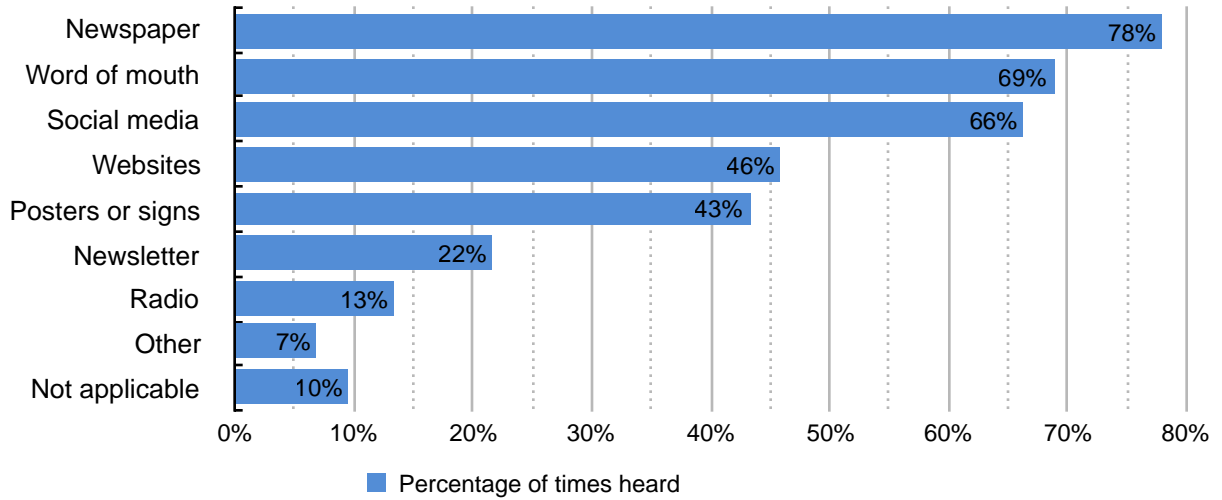
What would make Cochrane an even better place to live?

Theme	Key Subthemes	No. of Times Heard	Verbatim / Key Finding
Improve Roads and Traffic	-add bridge -improve HWY 22 and 1A interchange	121	"riversong bridge" "Infrastructure, transit, finish new bridge" "More ways of solving the traffic problems"
Public Transit	-local transit -transportation to C-train	91	"Public transportation, reasonable cost for seniors" "Tolerance. Transportation. A decreased reliance on Calgary and its services"
Slow Growth	-put capacity on development -less people	57	"reduce population growth" "Not allowing further development of residential areas until traffic congestion is alleviated"
More Activities and Programs	-indoor activities -for youth and kids -affordable	45	"Greater variety of rec programs for 5-8 year olds" "More affordable family activities (play gyms, drop in programs for children)" "Laser tag climbing wall roller disco"
Active Transportation Network	-more sidewalks and trails -walkability	36	"more sidewalks and accessibility, a sound abatement wall along 1 St E" "more trails more green space" "Paved pathways to allow more diverse types of sports equipment to utilize them"
More Shopping	-local markets -more big box stores like Costco	29	"…year round farmers market" "Chapters and Michaels"

Most participants reported roads and traffic congestion as the most necessary improvement for bettering life in Cochrane, followed by providing public transit and slowing growth. Cochranites spoke en masse about residential development outpacing that of other important community infrastructure. Transportation networks, activities and programs and public and private facilities are seen as needing to catch up with the number of people who have moved in, leaving some feeling underserved due to high demand.
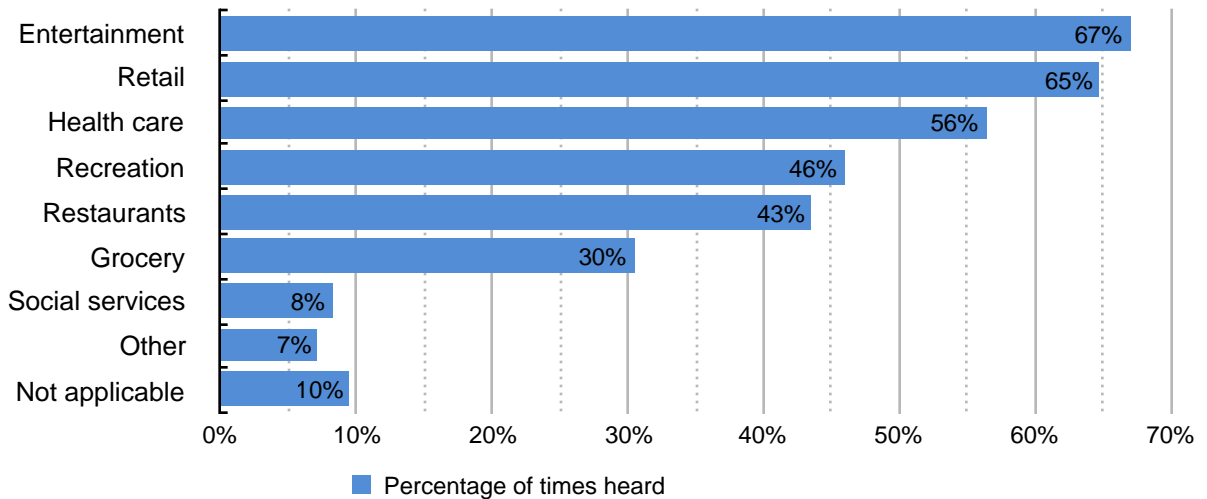
In focused conversations with youth and seniors there were many specific suggestions for activities and programs, as well as entertainment ideas to be explored. These included but were not limited to; a trampoline park, a museum or science centre, a youth only coffee shop, a performing and visual arts centre and a cultural centre. Other popular themes to arise from this question included more dog parks (27) and decreasing the isolation of some communities (15).

How do you get information regarding services, programs and events? Check all that apply.

| Source	Percentage of times heard
Newspaper	78%
Word of mouth	69%
Social media	66%
Websites	46%
Posters or signs	43%
Newsletter	22%
Radio	13%
Other	7%
Not applicable	10%

The majority of Cochranites reported getting information regarding services, programs and events from newspapers (78%), word of mouth (69%) and social media (66%). Other prominent sources of information included websites (46%), posters or signs (43%), newsletters (22%) and radio (13%).

What services do you travel outside of Cochrane to access on a regular basis? Check all that apply.

| Service	Percentage of times heard
Entertainment	67%
Retail	65%
Health care	56%
Recreation	46%
Restaurants	43%
Grocery	30%
Social services	8%
Other	7%
Not applicable	10%

The majority of people reported travelling outside of Cochrane to access entertainment (67%), retail (65%) and health care (56%). Other prominent services included recreation (46%), restaurants (43%), grocery (30%) and social services (8%).

How would you rate Cochrane as a place to raise children? **(Adults)**

| Adults Survey | 7% | 1% | 9% | 36% | 47% |

Not applicable Poor Not good Neutral Good Very good
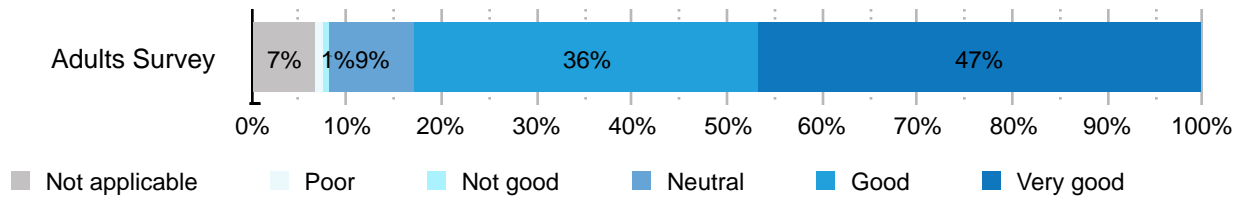
Adults reported that Cochrane is a very good (47%) or good (36%) place to raise children. Only 2% of adults said that Cochrane was not good or poor.

How would you rate family support available in the community? **(Adults)**

| Adults Survey | 10% | 3% | 18% | 41% | 26% |

Not applicable Poor Not good Neutral Good Very good
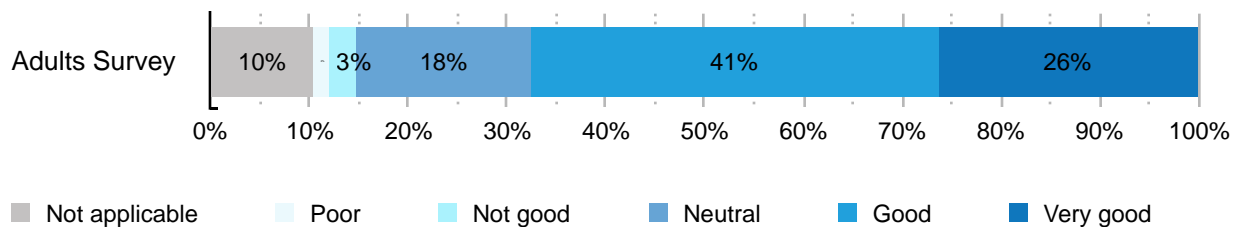
Adults rated the family support available in the community to be very good (26%) or good (41%). A small minority of adults said that Cochrane is not good (3%) or poor (2%).
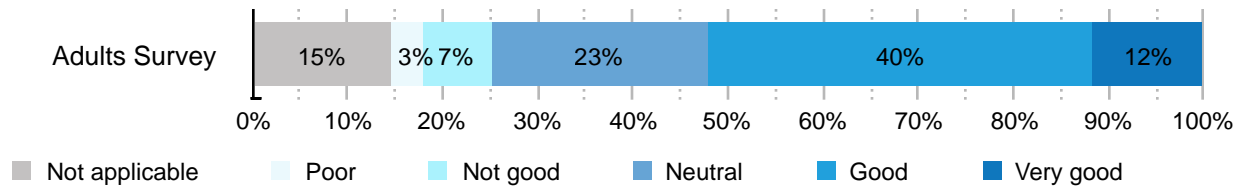
What additional services would help to support your family?

Theme	Key Subthemes	No. of Times Heard	Verbatim / Key Finding
Counselling and Support Networks	-public and private -affordable -disabilities support -youth accessible -women's health -addictions	45	"Services for LGBT support" "Affordable counselling for families" "Mental Health supports! It is very hard to navigate for kids & adults" "Disability support/networks" "Teen population support"
Expand on Existing Service (Capacity & Resourcing)	-parent link & programs for kids/teens -bigger library -increase green spaces -extend hours -child care at services	42	"Parent link centre is great but small" "More health classes" "More drop in child care services" "More program for pre-teens and teens in our community" "There are family supports but they aren't well advertised"
Improved Transportation Network	-transit -walkability -cyclist friendly -improve roads -enforcement	40	" a decent transit system" "Public transportation, safer walking and driving conditions" "Having an accessible transit system in and around Cochrane would be awesome"
No Change	-things are good -more efficiency in government spending	28	"We have everything we need!"
More Social & Cultural Activities	-more for teens/youth -more for seniors	25	"There are no low cost activities or groups for youth or young adults in town."

Counselling and other personal support networks were listed as additional services that would help support families. However, all suggestions came back to affordable mental and physical health. This theme carried over into the next most popular response which was 'expanding existing service capacity and resourcing'. Many current programs were mentioned as being at capacity, well loved and well attended.

Again, the need for better connection between communities whether by foot, bike, transit or vehicle was reported as requiring more attention. Others believed things are good as is and more spending is not necessary for improving and expanding programs. Ideas for youth and senior activity surfaced yet again. Other themes included the need for increased affordability in the areas of child care, recreation, programming and housing (21), and education — schools, bullying and volunteerism (11).

How would you rate Cochrane as a place for **youth**? **(Adults)**

Adults Survey	15%	3%	7%	23%	40%	12%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Not applicable ■ Poor ■ Not good ■ Neutral ■ Good ■ Very good

While a slight majority of adults (52%) rated Cochrane as very good (12%) or good (40%) for youth, one-tenth said Cochrane is not good (7%) or poor (3%).

What key issues face **youth** in Cochrane and area?

Theme	Key Subthemes	No. of Times Heard	Verbatim / Key Finding
Lack of Activities and Programs	-"things to do" -programs for teens -non-sport activities	93	"We need more programs for at risk youth" "Lack of structured activities for older teens" "Not a lot for teenagers to do . Most activities are for younger children" "Lack of places to go and things to do"
Drug and Alcohol Use		65	"Drugs alcohol boredom. There is nothing for them to do but go to movie? Bowling is really busy and that's it" "Drugs are wide spread from what I've heard"
Transportation	-public transit	44	"Youth in many communities have limited independence because there is no public transit"
Youth Gathering Space	-places to gather/hangout	34	"Places for them to hang out safely" "somewhere to hang out under supervision"
Boredom		29	"Boredom is usually the key for youth getting into trouble"
Mental Health/ Emergency Services		29	"Addiction Mental health - anxiety, depression" "suicide, homelessness (ie. Safe Couch program), drug/alcohol use"

The most predominant issue shared was a lack of things to do for this age group (outside of school). Providing more programs, gathering spaces, and entertainment would help in addressing boredom and any ensuing activity connected to being bored.

Mental health concerns for youth revolved around anxiety, suicide, and general lack of confidence. Bullying (17) was another key theme to surface from this question.

How would you rate Cochrane as a place to age?
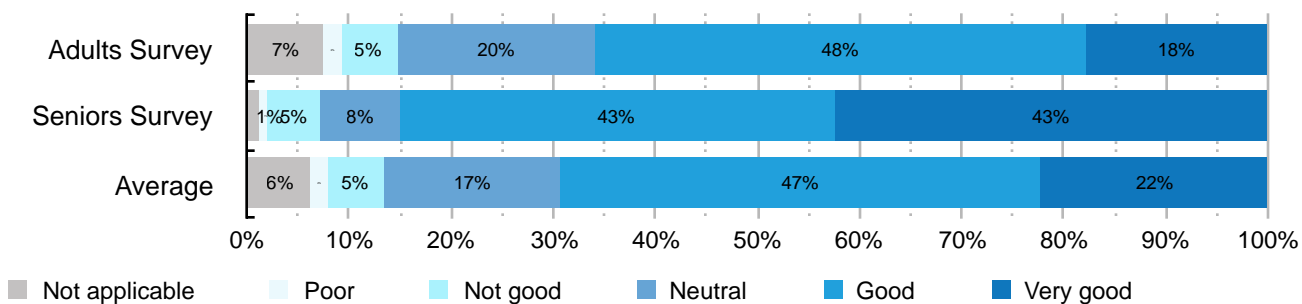
The majority of people rated Cochrane as very good (22%) or good (47%) place to age. Some said Cochrane is not good (3%) or poor (2%).

What do you need to stay in Cochrane as you age?

Theme	Key Subthemes	No. of Times Heard
Transportation	-public transit	153
Housing Options	-home care -assisted living -long term care	40
Health and Medical Support	-nursing -medical clinics	35
Walkability	-sidewalks -pedestrian friendly	20

Adults reported that they need better transportation, more diverse housing options, improved health and medical support, and walkability in Cochrane as they age.

What key issues face **seniors** in Cochrane and area?

Theme	Key Subthemes	No. of Times Heard	Verbatim / Key Finding
Transportation	-public transit	45	"no bus service" "The long road trip to the seniors centre. The lack of any public transit" "NO BUS. VERY EXPENSIVE RIDES TO CALGARY MEDICAL FACILITIES BY ROCKYVIEW BUS"
Health Services	-assisted living -home care -specialists	24	"Lack of 24 hour urgent care, few choices for supportive living. I mean by that, congregate housing with individual units with kitchens but with option for meals" "Facilities, long term care, affordable seniors housing"
Housing	-affordable -aging in place	23	"Lack of housing suited to seniors and affordable to seniors"
Walkability		7	"if one likes to walk it's a nightmare" "ramps for the elderly"
Loneliness		4	"As I see it the major issue is that of loneliness"
Isolated Communities		4	"Mobility (getting around Town); connectivity"

Looking beyond the lack of transit and access to services, seniors voiced a need for more specialized health services and a greater variety of housing options. The two overlapped in many ways. Finding the right fit of accommodation, from assisted living to long term and palliative care, residents want to know they can transition smoothly through the aging process in their home community, and that includes health care.

Walkability and access for active seniors were clearly stated in focus group conversations as something that seniors want as they age. Affordable and accessible housing, transportation and health services were also stated, as well as programs and services that decrease the likelihood of isolation and loneliness.

What activities, services and programs are missing for **seniors** in Cochrane?

Theme
Transportation
Housing Options
Health and Medical Support
Social and Cultural Activities
Walkability

Similar responses were given to questions regarding: what key issues face seniors, what services could be better developed and what is needed to age in place questions emerged. The activities, services and

programs that seniors reported as missing in Cochrane included transportation, housing options, health and medical support, social and cultural activities and walkability.
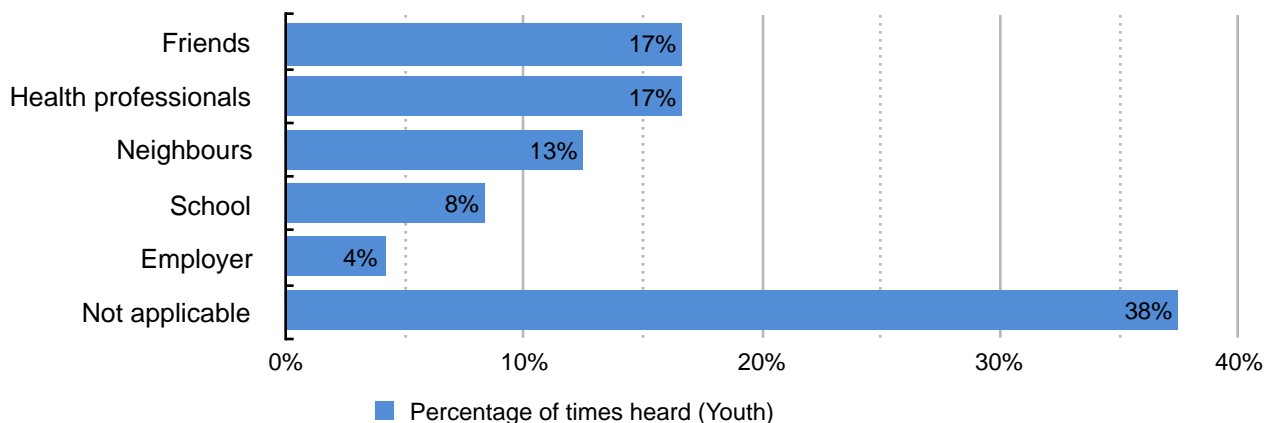
What activities, services and programs are missing for **youth** in Cochrane?

Theme
Transportation
Activities and Entertainment
Mental Health and Addictions Support and Outreach
Inclusive Groups
Places to Hang Out
Housing Options

As reiterated throughout the survey, a combination of transportation, activities and entertainment, mental health support and inclusive groups and places to hang out were all listed as lacking for youth. The youth focus groups reinforced feedback gathered in the youth survey.

With regard to housing options for youth, 96% of respondents reported living with their parents, while the other 4% stated they were living in a host home.

Are you in need of and lacking any of the following supports or resources? Check all that apply. **(Youth)**

Friends — 17%
Health professionals — 17%
Neighbours — 13%
School — 8%
Employer — 4%
Not applicable — 38%

■ Percentage of times heard (Youth)

A minority of youth respondents reported being in need of friends (17%), health professionals (17%), neighbours (14%), school (8%), and employer (4%) supports and resources.

Youth were asked what communication tactics and insights would improve their connection between themselves and their parent or guardian. Responses included better parental planning, less pressure to achieve, more openness, more parental knowledge of technology, spending more time together, and more activities geared toward teenagers and their families.

Youth also shared regarding barriers preventing them from accessing help when they need it. Accessibility and availability of services were the two top responses for physical, mental, social and financial assistance.

Do you plan to remain in Cochrane after high school graduation? **(Youth)**

Youth Survey: 58% Unsure, 25% No, 17% Yes

Legend: Unsure, No, Yes
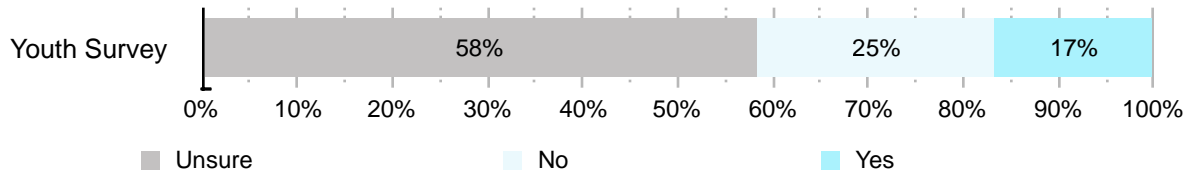
The majority (57%) of youth reported being unsure whether they would remain in Cochrane after high school graduation. Less than one-fifth (17%) said they plan to remain in Cochrane.

Why?

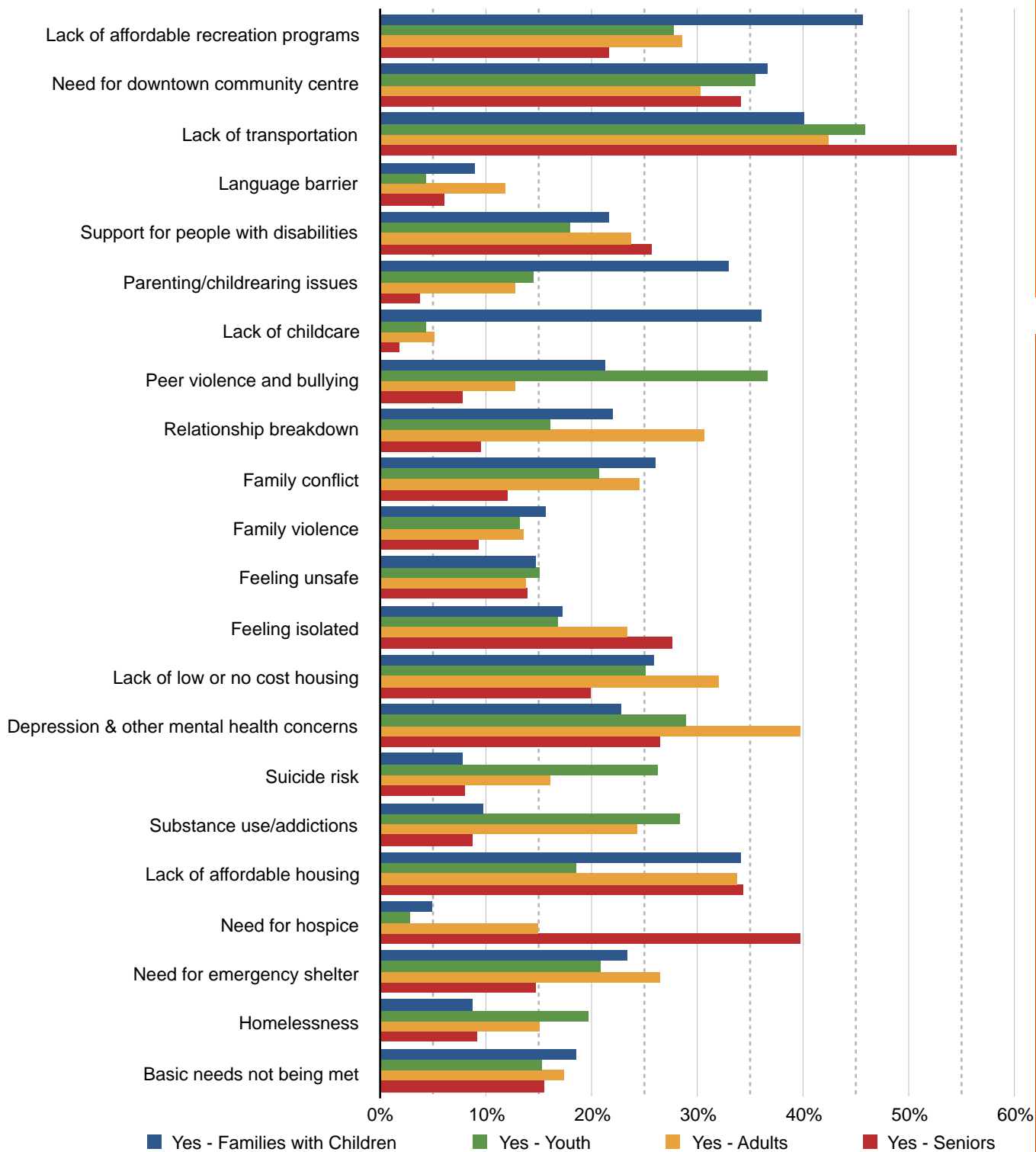| Reasons to Stay	Verbatim / Key Finding
Family	"My family wants to stay" "Support from family"
Friends	"Friends and family"
Employment and Money	"less expensive to live at home" "continue my current job"

The reasons to stay in the community included family, friends and employment and money.

Why not?

Reasons to Leave	Verbatim / Key Finding
Post-Secondary Education (university, college, etc.)	"…but think I will be going away to university or college. That need can't be met here"
Travel	"Experience the world"
Employment	" No jobs here that interest me " "lack of jobs"
Lack of Things to Do	"because there are very little things to do for those younger than 65 and older than 6"

The reasons to leave Cochrane were post-secondary education, travel, employment and lack of things to do targeted specifically to their age group.

Please Indicate Whether the Following Social Issues Impact You or Someone You Know In Cochrane & Area. Check All That Apply. (N=511)

Categories (top to bottom): Lack of affordable recreation programs, Need for downtown community centre, Lack of transportation, Language barrier, Support for people with disabilities, Parenting/childrearing issues, Lack of childcare, Peer violence and bullying, Relationship breakdown, Family conflict, Family violence, Feeling unsafe, Feeling isolated, Lack of low or no cost housing, Depression & other mental health concerns, Suicide risk, Substance use/addictions, Lack of affordable housing, Need for hospice, Need for emergency shelter, Homelessness, Basic needs not being met

Legend:
- Yes - Families with Children
- Yes - Youth
- Yes - Adults
- Yes - Seniors

Moving Forward

This section outlines suggested actions that could address key issues that emerged during the community engagement process. This collective Call to Action is intended for use by residents and stakeholders alike as we move toward addressing identified key themes and areas of concern for Cochrane and area residents.

Community
Diversity & Inclusivity

CONTEXT

A greater need for inclusion and diversity was a common theme that residents identified as preventing them from participating in volunteering, community events and pubic meetings.

PREFERRED FUTURE

All Cochrane and area residents feel welcome, included, and have a sense of belonging with every opportunity to participate in civic life.

POSSIBLE STRATEGIES

1. Develop a Community Engagement Strategy that asks questions such as:

   • How do you want to be engaged?

   • How do you want us to work with you?

   • What do you want/need for supports?

2. Continue work on the development of an Equity & Inclusion Toolkit that can be shared locally and that includes strategies to:

   • Invite marginalized groups and individuals to attend volunteer opportunities, community events and public meetings.

   • Make diversity and inclusion part of the community conversation (Example: elected officials leading targeted communication).

   • Implement a community awareness campaign regarding diversity and inclusion.

   • Encourage employers, local non-profit organizations, agencies and decision-making committees to offer sensitivity training in their environment.

3. Encourage residents and stakeholders to ensure that consideration of diversity is a part of activities, programs and events.

4. Focus on education and awareness regarding diversity and inclusion.

5. Encourage local schools to enhance inclusion and diversity education and awareness.

6. Provide in-service training for local employers on inclusion and diversity awareness in the workplace.

7. Raise awareness of and promote opportunities for community stakeholders to uphold their sector specific 2015 Truth & Reconciliation Calls to Action. Consult with local Aboriginal peoples to gain a better understanding of their needs.

Crisis Services
Programs & Services

CONTEXT

The need for an increase in crisis programs and services was mentioned repeatedly throughout the focus groups and interviews; particularly crisis housing for those impacted by family violence, including adults, youth and children, similar services for youth living outside their family home, as well as crisis services for individuals and families impacted by acute mental health concerns.

PREFERRED FUTURE

Local solutions to meet the crisis needs of the community.

POSSIBLE STRATEGIES

1. Development of a comprehensive Collaborative Community Response that includes public awareness, education, crisis services, intervention services, emergency and transitional shelter and access to affordable trauma focused individual and family therapy. Collaboration could include Victims Services, Alberta Health Services Mental Health and Addictions, RCMP, Community Resource Centre, schools, employers, faith groups and service groups to name a few.

2. Continue to offer transportation services to local and regional services for those in crisis.

3. Create partnerships with the local business community to assist in meeting basic needs of those in crisis, including emergency housing, supports for subsidized counselling, lock change and cell phones.

4. Enhance awareness of what currently exists and increase the level of information that is available:

   • Create an app/website where local organizations can list their local emergency programs and services, and people can access available information and resources to support them during their time in need.

5. Enhance 211 services and educate stakeholders to use it.

POTENTIAL LONG-TERM GOALS

1. Domestic violence crisis services, including emergency and transitional shelter and outreach services.

2. Emergency and transitional shelter/housing for adults experiencing homelessness.

3. Youth hostel/youth housing and supportive independent living.

4. More outreach programs to address basic and long-term needs.

Economic
Retail Services

CONTEXT

In the survey, the majority of residents identified a greater need for diversification in the entertainment and retail sectors. Currently residents travel outside of Cochrane to access these services on a regular basis.

PREFERRED FUTURE

Cochrane has a diverse and vibrant business and non-profit community able to meet local need for choice, accessibility, and affordability.

POSSIBLE STRATEGIES

1. Update and create awareness of the Cochrane Economic Development Strategy, which includes the following strategic objectives:

   • Improve Cochrane's business environment

   • Increase Cochrane's economic diversity

   • Maintain Cochrane's quality of place

Employment, Education & Training
Link Jobseekers to Opportunities

CONTEXT

With respect to employment, education and training in Cochrane, the need for more businesses and more jobs was the top concern identified in the survey. There is a need to diversify low skilled employment opportunities, and not just in the hospitality and retail sectors. Respondents said that there is a need for increased local employment opportunities that lead to more professional positions.

PREFERRED FUTURE

Link unemployed, underemployed and underutilized jobseekers to employment, education and training.

POSSIBLE STRATEGIES

1. Develop a formal program that creates meaningful job opportunities by connecting local employers and those who are underemployed in the community.

2. Promote local youth/student job hiring through an online job board such as StudentHire. This job board promotes connecting local students with valuable job and volunteer experience in the community.

3. Create an online space, such as a Facebook page, that promotes local training and education opportunities, employment, volunteering, life skills and financial literacy skills training.

4. Have conversations between local schools, businesses, employment agencies, Alberta Works, Volunteer Cochrane (FCSS) and students in Cochrane to encourage youth job and volunteer opportunities.

5. Establish and/or enhance pre-employment supports and co-op work programs.

6. Encourage conversations between employment agencies and businesses in Cochrane to encourage the hiring of underutilized talent, such as recent university or college graduates, persons with disabilities, Aboriginal peoples, retirees, etc.

7. Encourage greater representation of the business community in local non-profit boards, committees and other volunteer opportunities.

8. Support creation of flexible, affordable, accessible child care for those attending training programs or employment outside of traditional work hours.

Health Care
Health Care Options

CONTEXT

The need for 24/7 urgent care was frequently identified throughout the engagement process. This emerged as one of the top concerns for respondents. In focus groups, youth specifically identified the limited hours of the sexual health and pregnancy clinic as a concern. Adults expressed a desire to have mammography and ultrasound services available in Cochrane.

PREFERRED FUTURE

A complete health care system where Cochrane residents are able to have their needs met locally.

POSSIBLE STRATEGIES

1. Create an app/website that lists local health care providers that residents are able to access in their search for specific health service types.

2. Improve youth access to the Cochrane Teen and Young Adult Health Clinic.

3. Conduct a comprehensive review of Cochrane's urgent care needs and need for a 24/7 health centre.

4. Increase resources for urgent mental health care within Cochrane.

5. Include mobile diagnostic imaging services, such as ultrasound and mammography,

6. Establish hospice beds for Cochrane and area residents within their own community.

7. Establish a flexible clinic in Cochrane Health Centre that alternates topics to provide specialized health services a few days per month such as: Asthma, Paediatric, Women's Health, etc.

Health Care
Mental Health Services

CONTEXT

The accessibility and affordability of mental health and addictions services, particularly for youth and families, was a key health care system concern identified in the engagement process. Awareness and stigma were also identified as barriers to residents seeking out mental health and addictions support.

PREFERRED FUTURE

Affordable and accessible mental health services for all.

POSSIBLE STRATEGIES

1. Increase accessibility of on-site mental health services through schools, senior facilities, youth groups and employers.

2. Look to schools to provide more outreach and counselling to students and their families. Also enhance mental health and addictions services in the schools, such as through an addictions counsellor.

3. Increased collaboration between Alberta Health Services Addictions and Mental Health and local schools.

4. Work with local mental health professionals to advocate for and develop affordable (subsidized and sliding fee scale) counselling programs for:

   - Individuals,

   - Couples,

   - Families, and

   - Vulnerable community members.

Housing
Housing Options

CONTEXT

In the survey, affordable housing and subsidized housing were identified as community needs. In the focus groups, a desire for more information about the housing options available in the community was identified. With the high cost of housing as a concern and without awareness of local housing options, some people struggle with housing affordability, especially low income households, persons with disabilities and seniors.

PREFERRED FUTURE

A complete community with safe, accessible, affordable housing for all.

POSSIBLE STRATEGIES

1. Develop a user friendly online central registry that has all housing related information, including definitions for all housing types, all available rental housing in the community, applications and contact information to obtain affordable and subsidized housing supports.

2. Continue to strengthen relationships between local housing developers, residents and community.

3. Continue to encourage basement suites and secondary suites in the community.

4. Bring awareness to the standards for providing safe and clean rental housing units.

5. Continue to work with local housing developers to provide subsidies or incentives for creating certain housing options.

6. Collaboration between Cochrane Society for Housing Options, local housing developers, businesses, non-profit groups, Alberta Health Services and all three levels of government to develop:

   • More affordable and/or subsidized housing units,

   • Special purpose housing (Examples: wheelchair accessible, shared accommodation, etc.),

   • Emergency housing (Examples: Domestic Violence Shelter, Youth Shelter, etc.),

   • Youth hostel, and

   • Hospice and palliative care.

7. Raise awareness of gaps and priorities within the Cochrane housing continuum.

8. Enhance supports for the hard to house population in Cochrane (Example: mental health issues, addictions, loss of job, etc.).

Recreation, Culture & Arts
Accessibility, Availability & Affordability

CONTEXT

Improved accessibility, availability, and affordability of recreation, arts and culture activities and programs were frequently identified in the engagement process as services that would improve quality of life in Cochrane.

PREFERRED FUTURE

Accessible and affordable recreation, arts and culture programs and services for all residents of Cochrane and area.

POSSIBLE STRATEGIES

1. Develop a partnership between local school boards, Southland Transportation, Spray Lakes Sawmills Family Sports Centre and local service providers to offer after-school programming options.

2. Increase programming for adults ages 50 and over and for active seniors, such as organized run/walk clubs, book clubs and arts and culture clubs.

3. Provide affordable childcare during activities and programs to reduce barriers to participation.

4. Utilize empty schools on weeknights and weekends for community based youth leisure.

5. Raise awareness of the Cochrane Events Facebook Page that connects local residents and stakeholders and advertises community events.

6. Consult with local Community Associations about offering organized or drop-in opportunities in neighbourhoods.

7. Consult with target groups (youth, seniors, parents, etc.) to gain a better understanding of their needs.

Recreation, Culture & Arts
Leisure Opportunities for Youth

CONTEXT

Increased variety and frequency of leisure opportunities was identified by youth as the most desired service needed to improve their quality of life. Youth frequently mentioned that fun, organized, affordable recreation, arts and culture opportunities for their age group are lacking in the community. Improved access to these services could help youth stay busy, which could potentially assist in addressing some of their social issues.

PREFERRED FUTURE

Accessible and affordable recreation, arts and culture programs and services for youth.

POSSIBLE STRATEGIES

1. Involve businesses, schools, and community organizations to support increased opportunities for recreation, arts and culture for youth.

2. Find free venues for youth to hang out in the evenings and on weekends.

3. Offer more organized, affordable indoor events and outdoor spaces for youth with washroom facilities.

4. Create an arts and culture hub that utilizes existing or new space and involves youth and seniors working together (Example: partnership between local schools and Seniors on the Bow for arts and culture).

5. Work with the schools, Town of Cochrane Recreation, Arts and Culture and youth to establish weeknight and weekend programming opportunities.

Recreation, Culture & Arts
Link Business to Community Organizations

CONTEXT

Cochrane businesses are looking for more opportunities to connect with and contribute to their local community. This trend was identified throughout the focus groups.

PREFERRED FUTURE

Link Cochrane businesses with local organizations, agencies and groups.

POSSIBLE STRATEGIES

1. Establish a committee to connect the businesses and community organizations within Cochrane. Utilize the committee to establish needs of the non-profit/community organizations that could be addressed through partnerships with the local business community.

2. Use existing or new communication tools for local businesses to advertise available space or other resources they may have and for local organizations, agencies and groups to post their venue or other assistance needs for their activities and programs.

3. Communicate social community needs to businesses in order to encourage their involvement in solutions and increase their knowledge of the needs of their workers and their families.

Safety
Community Safety

CONTEXT

Safety was the top concern identified in the survey with respect to safe and secure housing in Cochrane.

PREFERRED FUTURE

A safe and resilient community.

POSSIBLE STRATEGIES

1. Establish a safety committee to explore the issue further.

2. Develop a Community Safety Strategy.

3. Support the enhancement of Community Associations and other grassroots programs that create connections at the neighbourhood level and that make it more difficult for crime to increase.

4. Strengthen community relationships with local RCMP.

Seniors
Aging in Place

CONTEXT

Aging in place was identified as a key concern for older adults and seniors in the focus groups, in part because Cochrane has limited assisted living and long-term care capacity. In order for residents to stay in their homes as they age, an expansion of services is needed.

PREFERRED FUTURE

A complete community with necessary supports for seniors to age in place.

POSSIBLE STRATEGIES

1. Develop a range of vital services to assist seniors to remain in their homes (Examples: handyman services, snow shovelling, landscaping, grocery shopping, etc.).

2. Develop partnerships among organizations who could assist in meeting these needs (Examples: Helping Hands Society of Cochrane & Area, StudentHire, Seniors on the Bow, Family and Community Support Services, Alberta Health Services, care facilities, etc.)

3. Expand and promote services available to seniors in Cochrane.

4. Develop programs and services that reach isolated seniors and newcomers.

Social Services
Social Services Information Hub

CONTEXT

The level of resident awareness of social services in the community was a concern that was raised often during the focus groups and interviews. Many people are not aware of the number of social programs and services currently offered in the community.

PREFERRED FUTURE

Access to agency, service, and program information.

POSSIBLE STRATEGIES

1. Creation of a website with access to information about wrap around services in the community, and further development of such systems as 211.

2. Develop a campaign to reduce the stigma associated with seeking help.

3. Promote local and regional programs and services.

4. Establish a network of avenues for first point of contact for individuals in need of community social programs and services. "Every door is the 'right' door."

Transportation
Transit & Alternatives

CONTEXT

Public transit is the number one service residents would like to see developed in Cochrane. Establishing alternatives to service for Cochranites in need of transportation will improve overall quality of life in the community.

PREFERRED FUTURE

A community with a variety of public transportation options.

POSSIBLE STRATEGIES

1. Develop local and regional transit.

2. Offer local transportation with subsidized rates for marginalized residents.

3. Discuss a plan with Uber to provide individuals in need of regional transportation with subsidized rates.

4. Promote a ridesharing-transit pilot program in and around the local community.

5. Consider other ride share programs.

Transportation
Walkability, Connectivity & Safety

CONTEXT

Cochrane's pathways and trail system are one of the things people like most about living in Cochrane, yet many people in the engagement process identified walkability, connectivity and safety as an area in need of improvement. Creating a more pedestrian friendly and less car focused community would also help alleviate some of the transportation pressures facing Cochrane.

PREFERRED FUTURE

A walkable community that is connected and safe for pedestrians, cyclists and drivers.

POSSIBLE STRATEGIES

1. Build more accessible sidewalks and crosswalks to connect all neighbourhoods within Cochrane.

2. Upgrade path system to ensure it is well-lit and safe with snow free access for walking, cycling, stroller and/or wheelchair use.

3. Promote and expand Cochrane's pathways and trail system.

4. Create an interactive map of the trail system to ensure ease of use.

5. Develop an online and paper 'Report a Problem' forum to gather feedback from residents and users regarding specific path and trail areas in need of improvements.

6. Encourage the use of bike lanes and consider a bike share program throughout Cochrane.

LOOKING FORWARD: OUR SHARED FUTURE

Cochrane is a community that has experienced significant growth over the past several years. It appears that trend will continue, as population is expected to grow from 26,320 in 2017 to 36,954 by 2036.[8] According to residents, in order to meet the needs of the current and future population of Cochrane, there are expectations around what is considered to be necessary services and expected service levels.

Throughout the course of the engagement process, several key issues emerged as a priority across demographic groups. These included the need for:

- Public transportation (transit),

- Less traffic congestion,

- Need to enhance feelings of inclusion and belonging,

- 24 hour urgent care,

- Affordable and accessible counselling options,

- A continuum of housing for all stages of life and all income levels,

- Affordable recreation opportunities,

- 'Things to do' for youth ages 6-17,

- Employment, education and training opportunities, and

- Increased awareness of existing programs and services.

Addressing transportation could potentially help in addressing several of the other key concerns of residents. For example, if a public transit system were created:

- Youth would be able to get to activities without relying on parents or other drivers,

- Traffic congestion may be decreased, and

- Seniors and other residents with mobility challenges in the community might feel less isolated and have a greater sense of belonging if able to get to events, programs, services, and/or appointments.

There was an overall satisfaction with programs and services for seniors and for families with young children. However, as the community continues to grow, and as residents age, it will be important to have these services keep pace so they are able to continue to meet the needs of the community. Many respondents stated that the wait times for services have increased and they believe organizations are already operating past their intended capacity.

There was an expressed desire to have personal health care needs met in Cochrane. This included:

- A family doctor,

- Affordable mental health services,

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[8]Population growth scenarios are developed based on Applications Management Consulting's in-house population forecasting model. The Medium Scenario projected 36,954 by 2036.

- Specialist services, and

- Palliative and end of life supports.

The community spoke clearly on these issues.

Residents were also clear about wanting to be able to age in place and to have housing options for all stages of life regardless of income. Cochrane residents stated a need for:

- Emergency housing for those impacted by domestic violence.

- A youth hostel/supportive housing.

- Affordable seniors housing, and

- Housing for adults with different abilities.

Affordability was a thread that ran through many of the focus group discussions and was indicated as a concern by survey respondents. Some areas of life that are impacted by affordability include:

- Housing (Examples: rent, utilities, etc),

- Transportation (Example: school bus fees),

- Childcare costs, and

- Recreation program fees and membership registration costs.

The youth who participated in the survey and in focus groups were clear about their needs. They want to:

- Get to activities without depending on parents or other drivers.

- Be able to find an after school job,

- Have programs and activities designed for their age group. Focus group participants stated that there are many opportunities for children 0-6 and plenty of family activities, but not a lot that is specific to for 6-12 and 13-17 age groups.

- Have places to hang out with their friends that are affordable.

- Have a mall. Focus group participants thought that having a local mall would provide them with employment opportunities, a place to hang out, and allow them to purchase their clothing in their own community.

- Have arts and culture activity options. Many stated that they are not athletes but love the arts and would like opportunities to participate in performing and/or visual arts.

Cochrane residents are serviced by a wide array of social service agencies at the local, provincial and federal levels. While it is not unusual for people to be unaware of a service until they themselves are in need, the level of awareness of the services of local providers could be enhanced. Greater awareness of services would likely contribute to enhanced efficiency in people accessing programs and services during times of need.

A Collective Call to Action

In addressing the expressed needs of the community of Cochrane, it is important that prior to moving forward, clarity is developed and that potential solutions are 'made in Cochrane' and include the following:

A clear understanding of the issue –

It is important that we understand the breadth and depth of an issue before we can even begin to address it. We need to clarify what was meant by resident responses. Some questions that can be asked are:

- How has the issue manifested itself in Cochrane and area?

- Who is it impacting? How?

- Is this an emerging or ongoing concern?

- Is this issue complex and interconnected with others (Example: mental health & addictions)?

- Are there existing programs and services in place to address the issue?

- What does the most recent research say about potential causes and interventions?

- Is this issue in urgent need of being addressed now?

A clear understanding of organizational roles and responsibilities for a given issue –

Most organizations have clear mandates that state the boundaries of their work. Do they work in the area of health, education, recreation, or social services? Are they restricted to providing services that are specifically preventative? Or do they provide intervention and/or crisis services? Do they only provide services to a specific demographic such as seniors, women or newcomers? To gain a greater understanding of the potential roles and responsibilities of local organizations in addressing a given issue, the following is a brief list of possible questions we can ask:

- Which organization's mandate does this expressed concern fall within?

- Of those organizations identified, who has the capacity to take a lead role?

- Are there opportunities to work in partnership?

- Who else should be around the table in support of this issue?

- Are there community members with lived experience who could contribute to the conversation?

A clear understanding of community assets –

Cochrane has several assets that it will be able to leverage in addressing needs as expressed by the community.. These include:

- Engaged citizens,

- Passionate volunteer base,

- Organizations with experience in working in partnership,

- A desire to collaborate,

- A strong Interagency group with a membership exceeding 90 agencies and service providers who are invited to bi-monthly meetings for the purpose of networking and sharing about their current and upcoming programs and services,

- Local organization strengths such as strong leadership, strategic thinking, policy development, advocacy, and grant writing, to name a few,

- A strong faith community, and

- A business community keen on 'giving back' and supporting local initiatives.

A clear goal for the community –

Once there is a clear and shared understanding of the issue, stakeholders can work together to set achievable and measurable short, medium and long term goals that are specific to the needs of Cochrane and area residents.

A clear road map –

How are we going to get there from here? This is a common question asked by communities as they attempt to address a specific issue or concern. It is recommended that stakeholders work collectively to develop strategies to achieve the agreed upon desired outcomes. Some examples of overarching documents that could be developed to inform, focus, and guide the work of the Town of Cochrane and its service providing organizations are:

- A Community Engagement Strategy,

- A Community Safety Strategy,

- An Affordability Strategy,

- An Equity and Inclusion Toolkit,

- An Alcohol and Drug Strategy, and

- An updated Economic Development Strategy.

Clear Priorities –

It is not possible to address every issue at once. As this document is intended to inform the work of Social Planning, and Cochrane's service provider community over the next 3 to 5 years, it is recommended that priorities be set. Explore each issue and ask if there is any other expressed need that must be addressed prior to another, or that needs to addressed simultaneously. Are there any quick wins? Which issues will require the greatest amount of time and resources?

END NOTE

This Call to Action has been developed to provide the community with a feasible, impactful path toward addressing some of the key themes identified during the engagement process of the Cochrane Cares: A Regional Well-being Review. Cross-sectional planning, collaboration between community organizations and/or the business community, and advocacy from local groups will aid in developing strategies to strengthen the well-being of Cochrane and area residents.

Appendix A: Cochrane FCSS Programs & Services

Cochrane FCSS Programs and Services

Program/ Service	Description	Target Market	Organizations/ Partners
Affordable Housing Program	Interviews and houses tenants; Provides ongoing support to tenants	Individuals and families accessing affordable housing	Cochrane Society for Housing Options
Breastfeeding Circle	Weekly support group where trained lactation consultants volunteer health and wellness support	New mothers	Western Rocky View Parent Link Centre
Car Seat Safety Project	Free monthly car seat clinics to ensure proper installation of car seats	Parents and their children	Western Rocky View Parent Link Centre, Cochrane Protective Services
Community Access Resource (CAR) Program	Provides subsidized transportation for those who do not have a vehicle and have difficulty travelling to local agencies, resources or community events	Participants qualify based on financial and other assistance criteria	Western Rocky View Family and Community Resource Centre, United Way, Taxi 4U, Limelite Taxi, Cochrane Taxi, Rocky View Handi-Bus Society
Community Helpers Program	Teaches "natural helpers" how to support others in difficult times, referring to professional resources where appropriate; Supports trained "natural helpers" in their roles	"Natural helpers"	Cochrane FCSS
Community Volunteer Income Tax Program	Free appointments to complete and file personal income tax returns	Those earning under $45,000 per family or $35,000 per individual	Cochrane FCSS, Canada Revenue Agency

Program/ Service	Description	Target Market	Organizations/ Partners
Developmental Screening	Developmental check-ups to assess children's communication, fine motor, gross motor, social-emotional and cognitive abilities	Children ages birth to 6 years old	Western Rocky View Parent Link Centre
Domestic Violence Treatment Program	Provides domestic violence treatment	Those mandated by the courts and Child and Family Services, as well as those interested in voluntary participation	Western Rocky View Family and Community Resource Centre, Treatment Program Steering Committee and various community stakeholders including Alberta Health Services, Cochrane and Area Victim Services Society, Community Corrections, RCMP, Crown Prosecutors Office
Early Childhood Development Initiative	Focuses on increasing awareness of importance of the early years, increasing knowledge of early brain development, and improving communication and coordination of community service providers and services	Families and children in Cochrane and area	Western Rocky View Parent Link Centre, Early Childhood Development Coalition
Early Childhood Development Programs	Focuses on strengthening children's physical, emotional, intellectual and cognitive development and increasing parents' knowledge, confidence, capacity and social connection; Provides two enriching learning environments (Indoor Playground, Development Playroom); Provides unique programming 6 days a week (baby group, toddler group, preschool program, twins and triplets group, program to support parents of children with special needs, dads group)	Families and children in Cochrane and area	Western Rocky View Parent Link Centre
Emergency Assistance	Provides referrals to housing programs, social assistance and community support services; Meets the need for emergency or permanent shelter, food, and other survival and safety necessities	Individuals and families in crisis	Cochrane FCSS, Western Rocky View Family and Community Resource Centre and a large network of local agencies and services including Cochrane Activettes and Treasures for Your Home Society
Family Life Enrichment Programs	Meets community needs by providing targeted community programs and events to strengthen and improve quality of life	Families, individuals and children in the community	Cochrane FCSS has partnerships and collaborations with over 30 local and area organizations and municipal, provincial and federal departments

Program/ Service	Description	Target Market	Organizations/ Partners
FIRM Program	Provides budgeting and financial management support and coaching to increase participants' knowledge and skills in money management and planning	Individuals and families with limited income or who are challenged to live within their income	Western Rocky View Family and Community Resource Centre
FOCUS for Attention	Monthly support groups that provide parents with strategies, information, resources, guest speakers and the opportunity to network	Parents of children and youth with ADHD	Western Rocky View Parent Link Centre
Food Hamper Program	Provides food hampers to Cochrane, Western Rocky View County and M.D. of Bighorn	Families or households accessing food hampers	Western Rocky View Family and Community Resource Centre, Cochrane Activettes
Home Reno Heaven	A fundraising business that provides recycling opportunities for home renovation products and appliances that still have a useful service life and may otherwise be discarded unnecessarily, while generating revenue for self-sustaining affordable housing programs	Community	Cochrane Society for Housing Options
Home Visitation Program	Provides in-home support, parenting coaching and short term respite services to parents who have limited or no family support available in the community, a health related challenge or an interest in learning parenting skills or being connected to community services	Families within Cochrane and area with children ages birth to 6 years old	Western Rocky View Family and Community Resource Centre
Housing Community Education Programs	Provides targeted housing community education programs such as Residential Tenancies Act, Condo Rules and Regulations, etc.	Community	Cochrane Society for Housing Options
Legal Resource Centre	Provides access to legal information and a lawyer with expertise in family law	Individuals who qualify	Western Rocky View Family and Community Resource Centre, Cochrane Activettes
Meals for Your Freezer	Ensures access to nutritious meals when clients need them	Seniors and other individuals in need	Cochrane FCSS, Meals on Wheels, Rotary Club, Cochrane Activettes
Parent Education Programs	Parent education courses empower families, enhance parenting skills and strengthen family relationships	Parents and their children	Western Rocky View Parent Link Centre
Parent Resource Library	Offers parenting books and videos, resource kits, children's literature and a legacy library of resources focused on supporting families with children with special needs	Families with children	Western Rocky View Parent Link Centre

Program/ Service	Description	Target Market	Organizations/ Partners
Parents of Anxious Kids	Monthly support groups that provide parents with strategies, information, resources, guest speakers and the opportunity to network	Parents of children and youth who may be showing signs of anxiety	Western Rocky View Parent Link Centre
Parent Link Centre Counselling Program	Unique free, confidential counselling program offers direct support to parents and children in a safe, familiar environment	Parents and children facing mental health and behavioural challenges	Western Rocky View Parent Link Centre
Prenatal Health Program	Prenatal health group	High risk families	Western Rocky View Parent Link Centre, Alberta Health Services
Safe Coach Program	Emphasis on preventing incidents of homelessness and increasing housing and support services; Takes a "families first" approach where youth are supported to return home when possible, recognizing that some youth are unable to return to a safe home.	Youth at risk of homelessness and their parents/ guardians	Western Rocky View Family and Community Resource Centre, Cochrane FCSS, Alberta Rural Development Network, Government of Canada Homelessness Partnering Strategy
Supporting Father Involvement (SFI) Program	Encourages fathers to become or stay positively involved with their children	Fathers of young children	Western Rocky View Parent Link Centre, Alberta Family Wellness Initiative, RBC Foundation
Triple P Parenting Program	Supports parents in a variety of formats (groups, seminars, home support, tip sheet consultation) to meet individual needs	Parents	Western Rocky View Parent Link Centre
Volunteer Opportunities	Volunteer centre offers services dedicated to supporting volunteers and the non-profit organizations that engage volunteers in the community; Hosts a variety of events and programs to promote volunteerism, raise awareness of the value of volunteering and to celebrate the contributions of volunteers	Volunteers	Volunteer Cochrane (FCSS)

Appendix B: Cochrane Community Assets

Cochrane Community Assets

Asset Type	Neighbour hood	Asset	Organization	Description	Target Market
Economic	Downtown	Major Employer	Walmart	Retail corporation	N/A
Economic	Industrial	Major Employer	All Span Truss Systems	Wood component manufacturer	N/A
Economic	Industrial	Major Employer	ClearStream Energy	Energy services company	N/A
Economic	Industrial	Major Employer	PNR Railworks	Full-service railway contractor	N/A
Economic	Industrial	Major Employer	Spray Lake Sawmills	Sawmill facility	N/A
Economic	Multiple	Major Employer	Rocky View School Division	Fifth largest school board in Alberta	Students
Economic	Sunset Ridge	Community Futures Centre West	Community Futures Centre West	Offers small business financing, business counselling and training, services for entrepreneurs and community economic development.	Business and community
Economic	Sunset Ridge, Downtown	Major Employer	Town of Cochrane	Municipal government	Community
Economic		Cochrane and District Chamber of Commerce	Cochrane and District Chamber of Commerce	Member based group of business people in the Cochrane region	Business people in the Cochrane region
Education	Airdrie	RVS Adult Learning	Rocky View Schools	Lifelong learning opportunities such as courses in Adult and Family Literacy, English Language Learning, Other Languages, Community Capacity Building, General and Community Interest	Adult learners
Education	Cochrane Heights	Cochrane High School	Rocky View Schools	Grades 9 to 12 school	Students
Education	Cochrane Heights	École Manachaban Middle School	Rocky View Schools	Grades 5 to 8 English and French Immersion school	Students

Asset Type	Neighbourhood	Asset	Organization	Description	Target Market
Education	Cochrane Heights	Elizabeth Barrett Elementary School	Rocky View Schools	Kindergarten to grade 4 English and French Immersion school	Students
Education	Downtown	Bow Valley College Cochrane Campus	Bow Valley College	Post-secondary education institution focused on bringing relevant educational and career programming to Cochrane	Students and adult learners in Cochrane and surrounding areas
Education	Downtown	RVS Community Learning Centre Cochrane Campus	Rocky View Schools	Grades 7 to 12 school campus and grades 10 to 12 online school	Students
Education	East End	Holy Spirit School	Calgary Catholic School District	Kindergarten to grade 6 school	Students
Education	Glenbow	Glenbow Elementary School	Rocky View Schools	Kindergarten to grade 5 school	Students
Education	N/A	Cochrane Home Educators	Cochrane Home Educators	Encourages and supports home learning families and educates others on the benefit of home education	Students
Education	South Ridge	Bow Valley High School	Rocky View Schools	Grades 9 to 12 school	Students
Education	Sunset Ridge	RancheView School	Rocky View Schools	Kindergarten to grade 7 school	Students
Education	Sunset Ridge	St. Timothy Junior/Senior High School	Calgary Catholic School District	Grades 7 to 12 school	Students
Education	West Ridge	Fireside School	Rocky View Schools	Kindergarten to grade 8 school	Students
Education	West Valley	Cochrane Christian Academy	Rocky View Schools	Kindergarten to grade 8 school	Students
Education	West Valley	École Notre-Dame des Vallees	Conseil scolaire FrancoSud	Kindergarten to grade 8 school	Students
Education	West Valley	Mitford School	Rocky View Schools	Grades 4 to 8 school	Students

Asset Type	Neighbour hood	Asset	Organization	Description	Target Market
Gov.	N/A	Cochrane RancheHouse	Town of Cochrane	Council is the elected governing body of the Town of Cochrane, comprised of the Mayor and six council members. Council meetings are held at the Cochrane RancheHouse on the second and fourth Monday of each month (Council meets only once in July, August and December).	Community
Health Services	Downtown	Cochrane Community Health Centre	Alberta Health Services	Offers over 20 health services, including Addictions and Mental Health Clinic and Urgent Care Centre	Community
Health Services	Downtown	Cochrane Pregnancy Care Centre	Cochrane Pregnancy Care Centre	Provides pregnancy tests, information on pregnancy options including parenting, adoption and abortion, peer counselling and advocacy, nutrition and pre-natal instruction, sexual integrity education, practical support and referrals to other services	Women and their families and partners with pregnancy related concerns
Health Services	Downtown	Cochrane Primary Care Centre	Calgary Foothills Primary Care Network	Group of doctors who work with teams of other health professionals to offer patients the best in family health care	Households requiring family health care
Natural	Multiple	Bow River	N/A	Runs through the Town of Cochrane	Community
Natural	Multiple	Pathways	Town of Cochrane	Cochrane has over 40 km of paved and red shale pathways	Users of all ages and abilities
Natural	N/A	Glenbow Ranch Provincial Park	Alberta Parks	Day-use only provincial park featuring natural landscapes and historical features, with public activities including hiking, cycling and picnicing.	Community
Protective Services	Downtown	Cochrane and Area Victims Services Society	Cochrane and Area Victims Services Society	Programs include Crisis Response, Information, Support, Referral, Court Support Program, Public Education and Crime Prevention	Individuals who have been directly affected by crime, sudden tragedy or trauma
Protective Services	Downtown	Cochrane and District Youth Justice Committee	Cochrane and District Youth Justice Committee	Administers Extrajudicial Sanctions (EJS) and Extrajudicial Measures (EJM) as sanctioned under Section 18 of the Youth Criminal Justice Act	Youth in Cochrane RCMP detachment jurisdiction (with the exception of reserves)

Asset Type	Neighbourhood	Asset	Organization	Description	Target Market
Protective Services	Downtown	Cochrane Probation	Alberta Solicitor General - Community Corrections	Services include supervision of individuals placed on probation, fine options, alternative measures or temporary absences	Individuals placed on probation
Protective Services	Downtown	Cochrane Provincial Court	Provincial Court of Alberta	Circuit court location with Cochrane Criminal and Cochrane Family and Youth sittings	Community
Protective Services	East End	Cochrane Fire Services	Protective Services Centre	Protects people and property, and responds to the needs of the community by providing rapid, professional, humanitarian services essential for safety and well-being	Community
Protective Services	East End	Cochrane RCMP Detachment	RCMP	Services include criminal records check, police certificate, vulnerable sector check, report a crime, general information, non emergency complaints	Community
Recreation	Cochrane Heights	Cochrane Arena		Hockey rink	Community
Recreation	Downtown	Cochrane Public Library	Cochrane Public Library	Programs include Early Literacy Programs, Children and Youth Programs, Teen Programs, Adult Programs, Family Programs, Personal Finance Programs	People of all ages
Recreation	Downtown	Cochrane Seniors' Centre	Cochrane Seniors' Centre	Community hall	Seniors
Recreation	Downtown	Royal Canadian Legion Branch #15 and Ladies Auxillary	Royal Canadian Legion	Various recreation activities	Armed forces personnel, their dependents and the community
Recreation	East End	Frank Wills Memorial Hall	Frank Wills Memorial Hall Society	Community hall	Community
Recreation	Glen Eagles	The Links at Glen Eagles	The Links at Glen Eagles	18-hole golf course, clubhouse and proshop	Community
Recreation	Glenbow	Big Hill Leisure Pool	Town of Cochrane	Facility featuring 25m lap pool, warm play pool and whirlpool	Individuals and families of all ages
Recreation	Glenbow	Cochrane Curling Club	Cochrane Curling Club	Hosts league curling and bonspiels at the curling rink	Men's, Ladies', Mixed, Senior and Junior
Recreation	Glenbow	Cochrane Lions Club Rodeo Grounds	Cochrane Lions Club	Rodeo grounds and annual rodeo event	Community

Asset Type	Neighbour hood	Asset	Organization	Description	Target Market
Recreation	Industrial	Bow RiversEdge Campground	Rotary Club and Lions Club of Cochrane	145 site campground with power, water and sewer located on the Bow River.	Individuals and families of all ages
Recreation	Industrial	Seniors on the Bow Centre	Seniors on the Bow of Cochrane and Area Society	Programs, events and activities for seniors to enjoy healthy lifestyles and actively contribute to their community.	Adults over 50
Recreation	Industrial	Spray Lake Sawmills Family Sports Centre	Spray Lake Sawmills Recreation Park Society	Amenities include Totem Arenas, Philergos Field, Gymnasium, Garmin Indoor Track, Meeting Rooms, Martial Arts Studio, Fitness Centre, Spin Room, Child Minding Room	Community
Recreation	Multiple	Outdoor Recreation	Town of Cochrane	Cochrane outdoor recreation includes 11 soccer pitches, 11 ball diamonds, 2 tennis courts, 2 outdoor rinks and 1 skateboard park	Users of all ages and abilities
Recreation	N/A	Cochrane and District Agricultural Society Venues	Cochrane and District Agricultural Society	Venues include heated indoor arena, outdoor arenas, XC courses, grass jumping area, sand dressage ring, barn	Community
Recreation	N/A	Cochrane Challengers Club	Cochrane Challengers Club	Meets once a week in winter to bowl and in spring to play baseball; Holds social events throughout the year such as movie nights, dances, potlucks and monthly adult wing night	Physically and developmentally challenged children, teens and adults seeking opportunity to participate in sports and recreational activities
Recreation	N/A	Cochrane RancheHouse	Town of Cochrane	Amenities include RancheHouse Conference Centre, RancheHouse Historic Site, ClubHouse Activity Centre, Centennial Stage, Disover the Ranche, Stockmen's Memorial Foundation	Community
Recreation	River Heights	Cochrane Toyota Community Centre	Cochrane Toyota - meeting space	Community hall	Community
Recreation	Riverview	Cochrane Golf Club	Cochrane Golf Club	Facilities include 9 hole golf course, 18 hole mini golf course, proshop and clubhouse	Community

Asset Type	Neighbourhood	Asset	Organization	Description	Target Market
Social Services	Calgary	Big Brothers Big Sisters of Calgary and Area	Big Brothers Big Sisters of Calgary and Area	Programs include Big Brothers, Big Sisters, In-School Mentoring, Big Couple, mPower Youth Mentoring, Teen Mentoring	Children and youth ages 6-17 and adult mentor volunteers
Social Services	Calgary	Cochrane Community Program	Community Living Alternative Services	Comprehensive and cohesive day service for adults with developmental disabilities to access shared individual and group activities in the community	Individuals must meet Calgary Region Community Board's Persons with Developmental Disabilities eligibility requirement
Social Services	Calgary	Rainbows Program	Cornerstone of Hope	Provides grief support programs	Children and youth suffering from a loss
Social Services	Calgary	Rocky View Immigrant Services	Calgary Catholic Immigration Society	Provides settlement services, settlement workers in schools, cultural diversity services and volunteer services	Immigrants and refugees
Social Services	Cochrane Heights	The Garage (Youth Drop-In Centre)	All Saints Family Centre Society	Provides a safe place for youth, with half the facility set up for gaming, table tennis and pool and the other half converted into an indoor skate ramp	Youth ages 12-19
Social Services	Downtown	Boys and Girls Club of Cochrane and Area	Boys and Girls Club of Cochrane and Area	Programs include Out of School Care, Day Camps, Youth Programs, Jumpstart, Community Outreach	Children from 0-17 years old
Social Services	Downtown	Cochrane Employment Services	Rocky View Employment Services	Provides job search services, labour market information, career and employment counselling, local area job posting services	Jobseekers and employers
Social Services	Downtown	Cochrane Home Treasures	Treasures for Your Home Society	Provides a place to access free or affordable household furnishings, to donate used items and volunteer opportunities	At risk groups and residents in crisis
Social Services	Downtown	Historic Downtown Cochrane Visitor Information Centre	Cochrane Tourism Association	Visitor information, tourism information, public washrooms	Community
Social Services	Downtown	The Clothesline	Cochrane Activettes	Used clothing store run through community volunteers	Families and households in need
Social Services	East End	Bill Hill Lodge	Rocky View Foundation	Independent living seniors facility	Seniors

Asset Type	Neighbourhood	Asset	Organization	Description	Target Market
Social Services	East End	Evergreen Manor	Evergreen Manor-Legion West Heritage Society	Subsidized seniors rental apartment	Seniors who are able to manage on their own
Social Services	Industrial	Cochrane Food Bank	Cochrane Activettes	Provides food hampers	Families and households accessing food hampers
Social Services	Industrial	Rocky View Regional Handi-Bus	Rocky View Regional Handi-Bus	Provides transportation for people requiring assistance on a shared-ride basis to medical appointments, schools, work in Calgary and surrounding communities	People requiring transportation assistance
Social Services	N/A	Helping Hands Society of Cochrane and Area	Helping Hands Society of Cochrane and Area	Services include Volunteer Driver Program, Summer Do Crew, Snow Helper Program, Newcomer Helper Program, Food Drive, respite, small handyman jobs, light housekeeping, moving assistance and visitation	People who help and people who need help
Social Services	N/A	Seniors for Kids Society	Seniors for Kids Society	Programs include One-to-One, Classroom Grandparent, Student Volunteer, Presenters, Resource Volunteer	Students and senior mentors
Social Services	West Valley	Bethany Cochrane and Quigley Manor	Bethany Care Society	Long-term care and supportive living seniors facility	Seniors