



Cochrane

# Strategic Plan

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2022-2025





# Where we came from. And where we're going.

**Nestled in the foothills on the Bow, Cochrane's natural beauty and unique identity create a charming setting that continues to attract residents, visitors and entrepreneurs.**

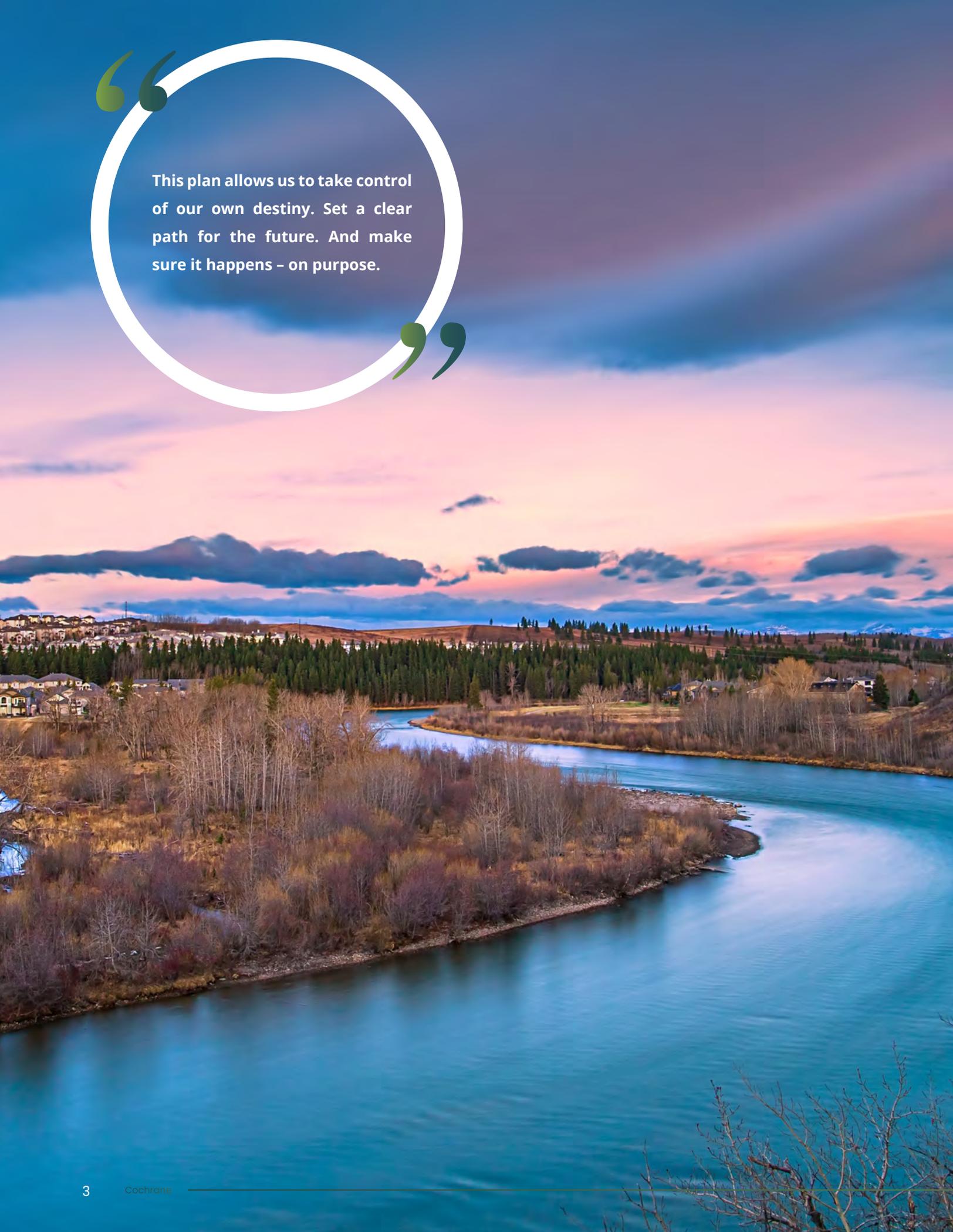
For generations, this land has been a crossroads for Indigenous peoples, who lived full, rich and imaginative lives on and near the lands upon which we are situated. With the arrival of the settlers, Cochrane evolved into a spirited pioneer, railroad and ranching community. Our roots are steeped in a legacy of those who came before us – risk takers, ground breakers and conscientious stewards of the land.

We have evolved and grown to a community where people deliberately choose to recreate, shop, live and work. We are a community where you want to belong. And we are at a crossroads.

We have a bold vision for Cochrane's future. A vibrant and innovative community that remains inherently unique and charming. Leveraging our desirability, we commit to setting a high bar for new neighbourhoods, intentionally attracting preferred business types, and building and maintaining relationships.

**This strategic plan is Council's commitment to setting a vision that will become a reality.**





This plan allows us to take control of our own destiny. Set a clear path for the future. And make sure it happens - on purpose.



# A message from Council

We are excited to present our 2022-2025 strategic plan. In recent years, we have heard the community's desire to set a vision for Cochrane. And through that, we have heard all of the things you love about Cochrane. And we recognize and appreciate your desire to ensure we maintain these elements as we continue to grow as a dynamic and thriving community.

**This strategic plan sets the course for how we deliver upon those needs and more.**

Building on our historic downtown, we are committed to maintaining our western heritage in our modern design approach, and honouring our unique and appealing identity.

But further than that, through clear guiding principles and shared values, this plan is a roadmap to the Cochrane of the future. A future complete with ample green spaces, innovative business sector, a variety of housing opportunities, abundant economic opportunities and a thriving quality of life.

This plan allows us to take control of our own destiny. Set a clear path for the future. And make sure it happens – on purpose. Blazing our own trail. Authoring and sharing the next chapter of Cochrane's story. We are thankful for the opportunity to truly shape Cochrane's future, and ensure it remains a community of choice for generations to come. A place where you know your neighbours, where you want to raise a family, where you truly experience the feeling of community.

Through the election, the community provided Council with an endorsement of the trust you place in us to deliver a vision for the Cochrane of the future, while ensuring good governance, quality service delivery and community support in the Cochrane of today. This plan puts us on the path to deliver on those commitments.

Thank you for your support,

# What is the future of Cochrane?



HOUSING VARIETY



CONNECTION



VIBRANT & DYNAMIC



DIVERSE & INCLUSIVE



COMPLETE COMMUNITY

ENVIRONMENT

ABUNDANT GREEN SPACE



SAFE



HOME



RELATIONSHIPS



ES  
IC



ENVIRONMENTAL STEWARDSHIP



RISK-TAKING



# Aspirations for our community

**This plan reflects Council's commitment to the five community aspirations identified in the Cochrane Community Vision (2019).**

These aspirations capture our collective priorities for sustaining, promoting and committing to the elements that endear us to Cochrane, now and into the future. And through them, we are developing a shared and compelling vision, which will in turn build community ownership, drive decision-making and direct investment. They are set upon a strong foundational base, supporting them to become a reality.

## Foundation

### **Organizational resiliency**

Cochrane is a stable and desirable organization that encourages and recognizes innovation, vested in culture that people want to be a part of. The organization is healthy, responsive, adaptive and progressive.

### **Financial & environmental stewardship**

Cochrane protects, prioritizes and invests in our community's natural amenities, while equally protecting, prioritizing and investing in our community's current and future service and infrastructure needs. Through prioritization, long-term planning and a strong financial policy framework, we balance saving for the future with paying for today – ensuring intergenerational equity.

### **Built environment**

Cochrane is planning for the future needs of our growing community today, ensuring that our built environment can facilitate this plan. A vibrant, bold and charming community requires recreation amenities, interconnected pathway systems, transportation networks, water and wastewater pipelines and treatment facilities, as well as new or expanded facilities – such as fire halls or operations facilities.

### **Intentional relationships**

Cochrane is committed to building and maintaining relationships with stakeholders, including our municipal neighbours, Indigenous peoples, Provincial and Federal representatives, and local community groups. And to a greater extent – residents, business owners, neighbours, volunteers and community drivers. These relationships require intentional connection and honest dialogue, through public engagement, community events, two-way communication and active community participation.





# Identity

## **We commit to preserving our unique identity.**

Through supporting and enhancing community events, promoting neighborhood connection, and planning for a sense of place.

Cochrane's unique and charming identity distinguishes our community in the region. It can be felt through our friendly neighbourhoods, a charming modern take on western heritage, and thriving local business community. And it can be experienced through the sense of arrival and wide-open spaces. Cochrane truly is 'how the west is now.'

As we welcome new neighbours and new neighbourhoods, preserving our identity is crucial to maintaining our desirability. New development must reinforce, sustain and improve upon our quality of life.

# Open spaces & natural areas

**We commit to protecting, nurturing and enjoying our natural landscape.**

This means preserving the beauty of Cochrane for generations to come, within our boundaries and beyond.

As we look west to the majestic Rocky Mountains, Cochrane's natural topography offers dramatic vistas with rolling hills and treed valleys. From the historic Cochrane Ranche to our protected waterways – the natural beauty of our community is cherished.

Protecting and preserving these spaces requires an active investment. And we have a responsibility to make this investment.

This will be supported through building and maintaining positive working relationships with the Provincial government, local Indigenous peoples and our rural neighbours, as we work to preserve and enhance these generational green spaces.



# Livability

**We commit to creating a vibrant and active community with connected neighbourhoods.**

Those who choose to make Cochrane home will be supported with a variety of housing options, abundant recreational pursuits and the amenities to support a strong, resilient and robust community.

Cochrane is a complete community, providing everything required for residents, visitors and businesses alike to live, work and thrive. Our active public spaces are the manifestation of community vibrancy. Open green spaces and recreational amenities provide natural collision points – building the true sense of community.

As we continue to raise the bar for development in Cochrane, we ensure there is a home for everyone.





# Vibrant economy

**We commit to creating an atmosphere where the modern economy can thrive.**

Supporting entrepreneurship and innovation that drives local employment opportunities – intentionally attracting a talented workforce to contribute to our community's energy and culture.

Cochrane is home to a flourishing business community, with a dynamic downtown core, and vibrant shops and restaurants. Revitalizing commercial and industrial spaces will create new opportunities and revitalize our core.

This is sustained and enhanced through focused business retention, red tape reduction measures and planned investment in our core.



# Connectivity

**We commit to bringing people together physically and socially.**

By connecting neighbourhoods, investing in roadway and pathway infrastructure, and providing multi-modal transportation options.

Our community connectivity is supported by the crossroads of two Provincial highways, a growing local road network, and a commitment to developing and maintaining a comprehensive pathway network. Walking, biking, scootering, transit – we support connection.

This connection is enhanced socially through natural collision points, including community events, playgrounds and plazas, and intentional placemaking.

Our history is steeped in connection. Our present is thriving social networks and community spirit, celebrating the essence of neighborhood. Our future is honouring this legacy.







# A message from Administration

It is with great humility and excitement that Administration acknowledges Council has set a high bar for the future of Cochrane. A bold vision for our community that we can all confidently unite behind, and that we as civil servants are committed to delivering upon.

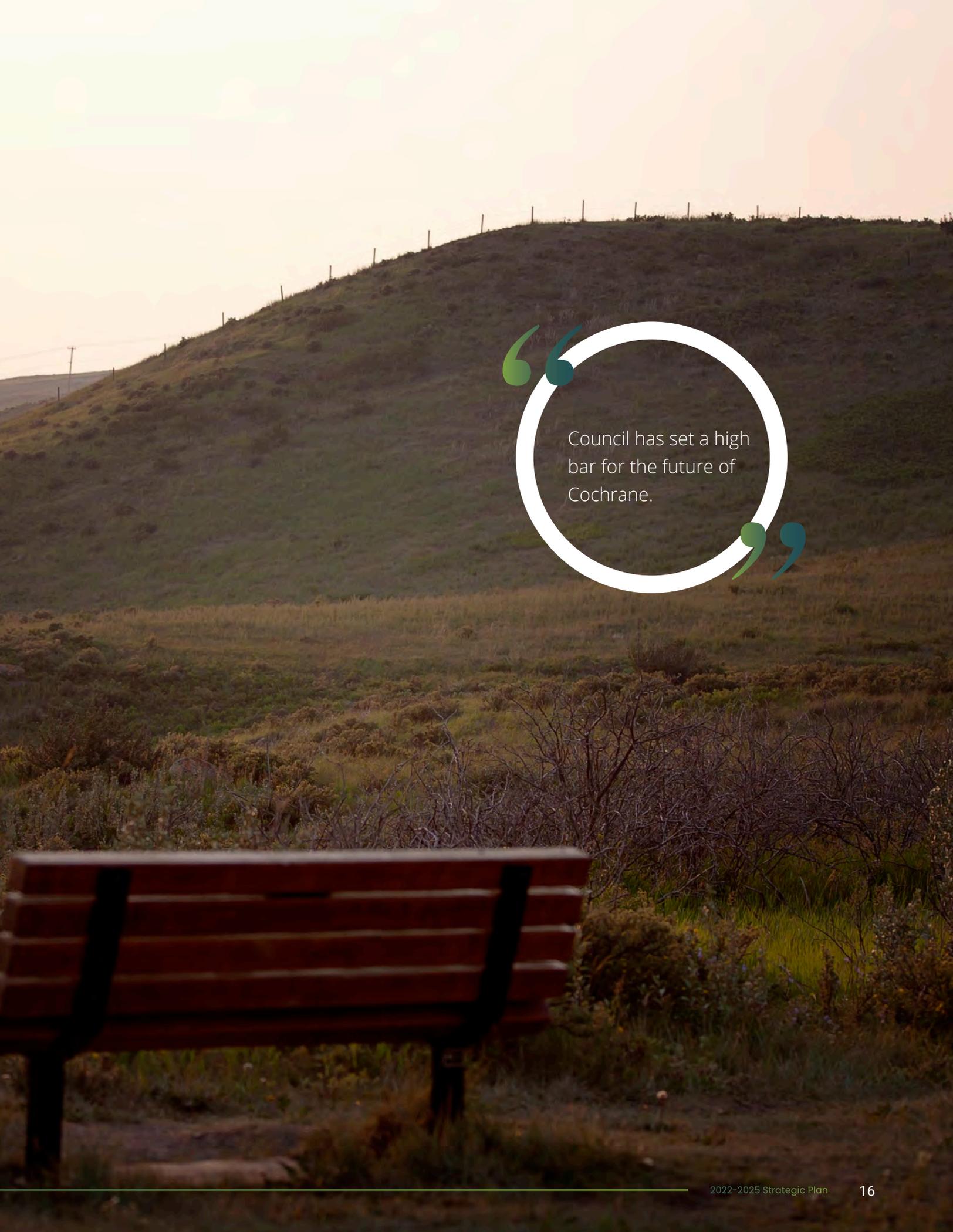
Talented and dedicated staff are working each day on your behalf, ensuring the level of service we provide is worthy of the exceptional Cochrane community we are honoured to support. A community that we care about. A community we are invested in. A community deserving of the very best municipal services, provided with consistency, reliability, and ever mindful of returning value to our taxpayers.

This strategic plan will guide our work, give clarity to our priorities, and inform each decision we make about investments in infrastructure and service delivery. In coming weeks and months you will feel, see and experience our community take shape in alignment with this plan. Along this journey, we will invite our residents, business community, Indigenous and municipal neighbours and other key stakeholders to learn about and participate in the grand undertaking of building the best possible version of Cochrane. Together we can accomplish something extraordinary.

Thank you for the trust you place in us as stewards of our community.

Mike Derricott, Chief Administrative Officer





“ Council has set a high bar for the future of Cochrane. ”

# What excites you about this plan?



**Leveraging our desirability to build a great community.**

*Mayor Genung*



**Talking about things as they really are.**

*CAO Derricott*



**A shared vision we can all get behind.**

*Councillor Fedeyko*



**Relationship building. Thinking big and bold. Taking Cochrane to the next level.**

*Councillor Flowers*



**Re-energizing to discuss  
the future of Cochrane.**  
*Councillor McFadden*



**Reinvigorated my excitement  
to be a Cochrane resident and  
a Councillor.**  
*Councillor Nagel*



**It's intergenerational - we  
are creating a legacy.**  
*Councillor Reed*



**Connecting our historical  
roots with Cochrane's  
tomorrow.** *Councillor Wilson*



## In Summary

Cochrane is at a crossroads. We are evolving as a vibrant and innovative community, while preserving our inherent charm. This requires intentional, bold commitments:

**Preserving our unique identity.**

**Protecting, nurturing and enjoying our natural landscape.**

**Creating a vibrant and active community with connected neighbourhoods.**

**Creating an atmosphere where the modern economy can thrive.**

**Bringing people together physically and socially.**

These commitments will be reflected as Council sets their priorities, deliberates upcoming budgets and engages with the community.

### **Reporting to the community**

The Strategic Plan is a living document. The community will be kept informed on the status of the work through the annual Report to the Community.





Cochrane 2022-2025

# Strategic Plan

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HOW THE WEST IS NOW