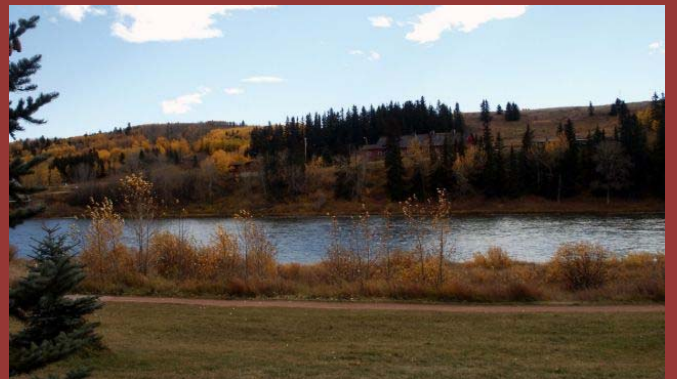




cochrane  
HOW THE WEST IS NOW

# 2014 QUARTERLY STRATEGIC PLAN UPDATE

April 14, 2014



## VISION

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

## MISSION

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

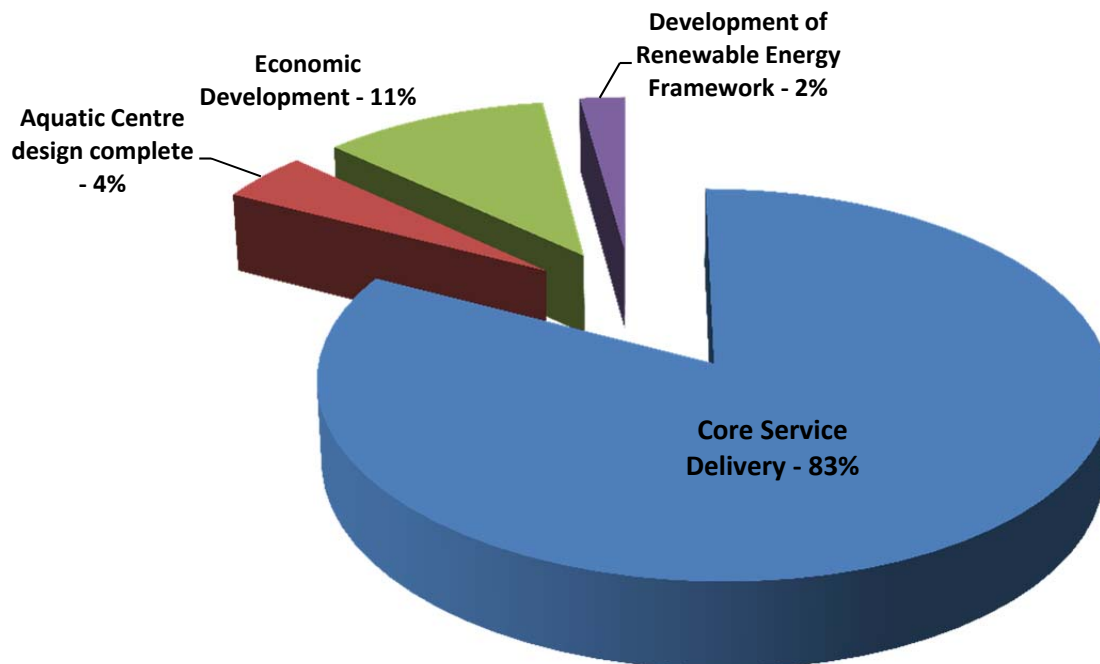
## Council Priorities

In addition to the Strategic Plan, Council approved three priorities for 2014.

1. Aquatic Centre design complete.
2. Foster Economic Development through implementation of actions identified in the Integrated Downtown Action Plan.
3. Development of Cochrane's Renewable Energy Framework.

## Business Goals

Town of Cochrane Administrative sections used the approved 2014 Strategic Plan and the 2014 Council Priorities to create their business goals to support current service levels and advance Council priorities.



## SUSTAINABLE COMMUNITY BUILDING

Together we create a complete community through a balance of environmental, economic, and social infrastructures.



### KEY RESULT AREAS

#### 1. Open Space Master Plan – Development and Construction of Riverfront Park

- Phase 1 construction to start May 1, 2014
- Phase 2 construction to begin July 1, 2014
- Estimated construction completion date Fall 2014

#### 2. Quarry Development - Centre Avenue Construction

- At-grade CP rail crossing now open. Summer 2014 sidewalks and landscaping at crossing connections will be completed.
- A number of development permits have been issued for new retail stores that will open in 2014.

#### 3. Community Revitalization Levy

- Approved and received Provincial Royal Assent in December 2012.
- Enhancement to Centre Ave, the first of the CRL projects will see sidewalk connections on Railway St be constructed in conjunction with completion of enhanced landscaping and street printing for Centre Ave extension

#### 4. Transportation Master Plan

- Scope of work is being redefined in consultation with internal staff & consultants.
- Initial planning commenced Q4 2013 with expected completion Q4, 2014.

#### 5. Implementation of the Town of Cochrane Zero Waste Framework

- Continuation of research and development of specific waste management strategies.
- Framework approved by Council Q4 2012;  
Results and additional public engagement being completed Q2 2014

#### 6. Integrated Downtown Action Plan

- Planning and coordination of public engagement was completed summer 2013.
- Planning completion of the four phases of the project include Understand, Strategize, Implement & Monitor.
- Council adopted the plan September 23, 2013 which set out 6 actions items as a next step
- Implementation next steps underway for land strategy objectives.

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

- Land acquisition strategy underway.
- Schematic design to be completed following determination of location.

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

- Aquatic Centre & Curling Club Design complete and adopted by Council March 24, 2014.
- Operating Pro-forma completed and reviewed by Council on March 24, 2014
- Fundraising committees are actively seeking large gifts for aquatic centre and curling club
- Community kickoff for fundraising April 14, 2014 for aquatic centre and curling club project.
- Potential Arts Centre sites are being analyzed

## **9. 2014 East End Streets Improvement Project:**

- 2014 East End Streets Improvement Project tender preparation complete with work to commence summer 2014.

## **10. East End Pathway**

- East end extension from Pedestrian Railway Crossing to SLS Recreation Centre construction estimated completion date July 15, 2014.

## **11. Flood 2013**

- Work continues to be done on repairing the damage from the flood
- A number of pathway repairs will be completed as part of the Riverfront Park development.
- The Town has received \$312,637.79 from Insurance to cover some of the pathway repairs. The pathway projects were identified with the Province and the remainder of the funding required will be applied for through the Provincial Disaster Recovery Program.
- The Town received \$5.045 million from the Provincial Flood Recovery and Erosion Control program to complete erosion control work on the Jumping Pound Creek and complete a study to determine if flood mitigation work needs to be completed on the Bow River

## **12. CookHouse**

- Transition plan for the Cochrane CookHouse to the community is in process
- Report on progress to be delivered to Council in June 2014.

## COMMUNICATIONS

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



### KEY RESULT AREAS:

#### 1. Social Media

- Social media platforms for Town of Cochrane (Facebook, Twitter, YouTube, Pinterest, etc.) continue to evolve as timely and effective communication tools

#### 2. Public Engagement

- Let's Talk Cochrane integrated with the new website launch with feedback and ideas being actively discussed.
- Revision of Community Consultation Policy underway.
- Council Highlights document developed to provide public summary of Council meetings
- Design of promotional materials for Aquatics and Curling fundraising campaign
- Mayor's newspaper column restructured with key projects and new coffee with Mayor and Council locations included
- Community Survey project initiated
- A variety of public engagement tools being utilized in current projects such as Renewable Energy Framework and Transportation Master Plan.
- Continued review and evolution of public engagement tools and options.

#### 3. Town Messaging Signs

- Project scope to identify steps required including approach for Sign Bylaw amendment.

#### 4. Internal communication

- HR and Communications continue to seek options for improved internal communications.
- Yammer pilot expanding to larger user group testing to aid internal information exchange.
- HR & Communications sponsoring review of internal intranet
- Employee feedback survey completed with plans to address priority items under review by management teams

#### 5. Crisis Communications

- Communication education continues to be rolled out and a communication plan is included in our Municipal Emergency Response Plan.

## ORGANIZATIONAL EXCELLENCE

Together we create and enhance an effective organization, encouraging continual improvement, innovation and accountability.

### KEY RESULT AREAS

#### 1. Economic Development Strategy

- Engagement with various stakeholder groups, including local businesses, is complete.
- Presented to Council and adopted March 2013.
- Working with local businesses and developers on strategies for attraction.

#### 2. Departmental process reviews

- Review and potential implementation of computerized building permits.
- Streamlining compliance certificate and development permit procedures.
- Assessment Services moving from contractor to inhouse in Fall 2014.
- TRIM project for paper reduction and sorting for records management completed

#### 3. Animal Services improvements

- Bylaw presented to Council February 2013.
- Animal licensing staggered renewal process began in 2014 as well as licensing of cats.

## PEOPLE AND POTENTIAL

Together we create an organization environment that supports diversity and enables employees to reach their potential and goals.

### KEY RESULT AREAS:

#### 1. Human Resources Program Development

- Ongoing support to labour/management program development
- Compensation Review strategy implemented.
- Workforce planning framework under development
- Onboarding process undergoing further improvements for Q2 implementation

#### 2. Staff Development

- Respectful Workplace training for Supervisors piloted in Q4 2013 with delivery to larger staff group in Q2 & Q4, 2014
- Developing leadership training program.