



**SOCIAL MASTER PLAN
TOWN OF COCHRANE**

June 2009

Prepared for

Town of Cochrane



Prepared by



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PREFACE

Established in Cochrane in 1998, Cochrane Family & Community Support Services (FCSS) is a division of the Town of Cochrane which works to enhance the quality of life for residents. The mandate of FCSS includes community participation, identification of needs and development of social programs to fill gaps in the community. Input for FCSS activities is provided by the Cochrane FCSS Advisory Board comprised of volunteers from the community.

In 2008, the FCSS Advisory Board and staff determined that looking forward ten years in a Social Master Plan would be beneficial to assist Cochrane in planning a community with a focus on social areas as well as economic and environmental issues. The intention is to use the information as a guide for internal planning as well as to share it



*Make new friends but keep the old,
One is silver and the other gold*
By Maida Bush
Capturing Cochrane Project 2008



Baby Faith, Past, Present, & Future
By Joy Florell
Capturing Cochrane Project 2008

with all external groups working on community projects. This work fits with the vision of the Cochrane Sustainability Plan completed earlier this year (2009).

We would like to thank Howard Research & Management Consulting Inc. and all those who participated in dialogue that brought this Social Master Plan to completion.

Cochrane Family & Community Support Services

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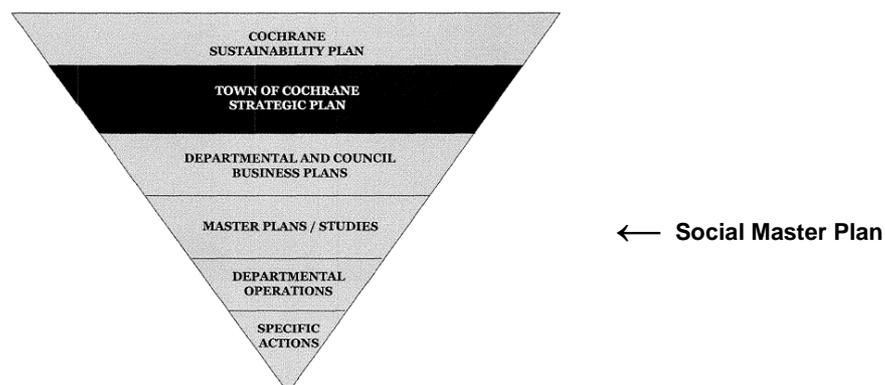
EXECUTIVE SUMMARY

The Town of Cochrane developed this Social Master Plan as a guiding document for the next ten years to address the social needs of Cochrane and area residents. Priorities are identified in the Master Plan to assist the community in planning and decision-making.

The Social Master Plan is based on input gathered from service providers and community stakeholders including seniors, youth, families, rural residents, business/industry representatives, persons with special needs, unemployed/working poor, commuters, and Aboriginal youth and adults. Meetings were held with these groups between September 2008 and February 2009. The Cochrane Family & Community Support Services (FCSS) Advisory Board acted as the steering committee for this project.

The Social Master Plan reflects the values and principles of the Cochrane Sustainability Plan (2009)¹, which “is a community plan to create shared action to build a common future” that serves as an overarching guide for integrated community planning in Cochrane. Social issues are interwoven in the Sustainability Plan’s six interconnected community systems or pillars (social, cultural, economic, the natural environment, the built environment, and governance systems), with the two plans linked most closely by the social pillar. The Social Master Plan relates to the Sustainability Plan’s 13 Pathways to the Future.

The following figure illustrates how the Sustainability Plan and Social Master Plan fit into the hierarchy of documents used by the Town of Cochrane in decision making:



¹ Cochrane Sustainability Plan (2009)
(http://cochrane.sustainability.ca/userfiles/file/CSP%20Report_May25_spreads_WEB.pdf).

KEY FINDINGS AND RECOMMENDATIONS

Five priority areas for the Social Master Plan were identified through the stakeholder consultation process (not in order of importance): 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, and 5) quality of life.

The community consultations revealed a number of themes across these priority areas, including the need for affordable housing, childcare, and public transportation; more facilities in the community (e.g., for youth and seniors); more educational opportunities for all stages of life; and improved communication about available opportunities.

Stakeholder input on the current state of each area, including gaps and what should be done to fill gaps, are covered below. The consultants' (Howard Research & Management Consulting Inc.'s) recommendations for the community (defined as the Town of Cochrane, service groups and organizations, businesses and residents) to undertake between 2009 and 2019 are also provided.

1. Access to quality child care services

Stakeholders felt that:

- Basic medical, dental and optometric services for children are currently available in Cochrane.
- There has been a recent increase in the number of child care options (registered day care, registered day homes, private day homes, pre-school programs, private play schools, before and after school care for kindergarten to grade 6, Parent Link Centre, a baby-sitting co-op).
- There may be limited public awareness of the various services and child care options available.
- There is continued demand for increased numbers of registered child care spaces and qualified child care workers. Rural residents' needs for child care add to this demand.
- There is a lack of safe transportation for children to and from care facilities.

Recommendations:

- Assess and monitor child care needs on an ongoing basis to ensure access to affordable high quality child care.
- Raise public awareness of the various child care options and supports existing in Cochrane.
- Collaborate with post-secondary institutions to ensure that training for qualified child care staff is brought to the community.

2. Youth² engagement

Stakeholders felt that:

- A variety of recreational and cultural opportunities exist for Cochrane youth, but that youth have limited awareness of them.
- Youth would like to have a facility dedicated to their use.
- Public transportation is limited within Cochrane and to locations outside Cochrane.
- Existing facilities are often fully booked, resulting in limited time available for non-structured activities.
- Youth would like to have increased job and volunteer opportunities in Cochrane.
- Youth would like to have a stronger voice at the municipal level.
- Aboriginal youth from Stoney Nakoda First Nations expressed a desire to become more involved in recreation, arts and cultural activities with youth in Cochrane.

Recommendations:

- Assess the feasibility of a facility dedicated to older youth which would involve youth in its organization and operation.
- Support the expansion of mentoring, employment and volunteer opportunities available to youth.
- Increase civic engagement opportunities for youth in Cochrane.
- Increase awareness among youth and adults of the social, recreational, cultural, volunteer and employment opportunities available for youth in Cochrane.
- Ensure that youth are not excluded from community activities due to cost barriers.
- Ensure that a transportation plan addresses the needs of youth.
- Identify opportunities to develop post-secondary education.
- Create affordable housing to make Cochrane an attractive location for youth to stay in or move to the community.

3. Seniors' (50 and over) programs, involvement and support

Stakeholders felt that:

- There is great diversity among seniors in Cochrane across the age span.
- Social and physical needs vary greatly between active seniors and those who require assistance in their daily living.
- The lack of adequate affordable transportation is a key concern to seniors.

² There is no standard definition of youth. For example, the Government of Canada defines youth as those between the ages of 15 and 30. The Government of Alberta's *Child, Youth and Family Enhancement Act* defines youth as children over the age of 16, although various Ministry initiatives define it differently (e.g., the Advancing Futures Bursary which classifies those between the ages of 13 and 22 as youth). For the purposes of developing the Social Master Plan, young people in junior and senior high school were consulted (typically between the ages of 13 and 18).

- There is expression of need for a multi-use, multi-generational facility in or near the downtown core.
- Cochrane has care facilities for seniors and a variety of activities and facilities that involve seniors, but wait lists exist for care facilities.
- There is a lack of respite for caregivers.
- There is a lack of affordable housing for seniors.
- More programs and support systems are required to maintain seniors living independently in their own homes.

Recommendations:

- Maintain a Seniors Task Force to help identify and address the needs of seniors.
- Establish an Activities Coordinator position to organize activities and events for seniors on an ongoing basis.
- Increase and maintain support systems to enable seniors living independently in their own homes to do so as long as possible.
- Establish a new inter-generational, multi-use senior's facility that is easily accessible to seniors.
- Support the expansion of affordable housing and care facility options for seniors.
- Ensure that a transportation plan addresses the needs of seniors (i.e., affordable, available public transportation).
- Increase respite options for seniors' caregivers.

4. Involvement of First Nations and other cultural groups

Stakeholders felt that:

- Cochrane is becoming an increasingly culturally diverse community due to its proximity to Stoney Nakoda First Nations reserve and the growing numbers of newcomers from other cultures.
- A limited number of individuals have established relationships with Aboriginal people living on the nearby Stoney Nakoda First Nations reserve.
- Cochrane youth and adults expressed a strong desire to learn more about Aboriginal culture and to build stronger links with First Nations people through art, music and other activities.
- Aboriginal youth expressed a desire to become more involved in recreation, arts and cultural activities with youth in Cochrane.
- Cochrane and area residents and people living on the reserve are concerned about the lack of safe transportation between Cochrane and Stoney Nakoda First Nations.
- There are limited programs available to support newcomers from other cultures.

Recommendations:

- Promote multiculturalism through awareness, appreciation, and opportunities for interaction and support.

- Investigate the feasibility of collaborating with Stoney First Nations to provide safe transportation between the nearby reserve and Cochrane.

5. Quality of life³

Stakeholders felt that:

- Cochrane is located in a beautiful setting with high quality recreational facilities, walking paths and trails.
- The town has recently experienced significant growth and as a result not all parts of the town are readily accessible to one another.
- Cochrane is perceived as a growing town that attracts professionals who like Cochrane's small town feel.
- The western heritage motif is unique and inviting to tourists.
- Concern exists about the environmental impact of growth and sprawl.
- While Cochrane is seen as an affluent and safe community, poverty and other social issues exist.
- There is a lack of affordable housing in Cochrane.
- The Cochrane Family and Community Support Services (FCSS) is recognized as providing a valuable service to individuals and families in Cochrane and area.
- The needs of persons with disabilities are not being adequately addressed.
- There are many stable businesses and thriving specialty stores within the town.
- Community and special events are valued.
- There is a strong but limited number of key volunteer organizations that perform civic services in Cochrane.
- Serious concerns exist about the lack of a reliable and efficient public transit service within Cochrane and from Cochrane to Calgary and other nearby centres (e.g., affordable shuttle bus service for residents with and without physical disabilities).
- There is a lack of opportunities across the age span for further education.

Recommendations:

- Continue to work with the Town of Cochrane and the Cochrane Society for Housing Options to explore affordable housing options.
- Support expansion of transportation options for Cochrane residents (i.e., commuter service to Calgary, regular shuttle bus service within Cochrane, subsidized transportation for low income residents, walking and cycling paths that connect all subdivisions within Cochrane).
- Establish a multi-cultural, multi-use, intergenerational facility for social purposes.
- Appoint a Task Force for Persons with Special Needs.
- Collaborate with schools, community organizations, and post-secondary institutions to facilitate training and education opportunities for Cochrane and area residents.

³ Quality of life typically includes three dimensions: well-being (physical, emotional, and material); personal growth and development; and, social interaction.

Summary

The extensive stakeholder consultation process undertaken to develop Cochrane's Social Master Plan has provided a wealth of valuable input on social assets and gaps in the community in the five priority areas of: access to quality child care services; youth engagement; seniors' programs, involvement and support; involvement of First Nations and other cultural groups; and general quality of life. Discussions revealed a number of themes across these priority areas, including the need for affordable housing, childcare, and public transportation; more facilities in the community (e.g., for youth and seniors); more educational opportunities for all stages of life; and improved communication about available opportunities.

It is important that community and local government decisions take into account and reflect a balance of these social considerations. This Social Master Plan provides a tool to guide decisions as Cochrane continues into the future as a healthy, thriving, growing community.

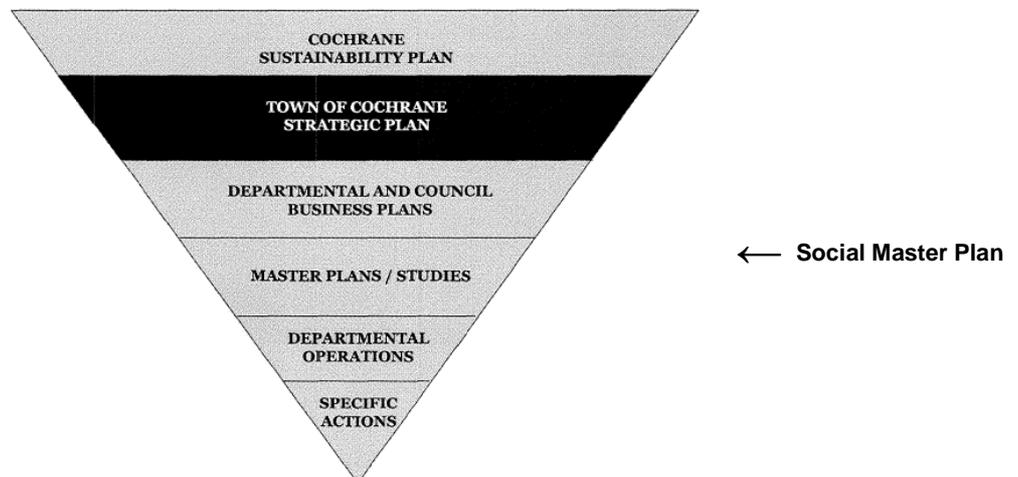
INTRODUCTION

In the spring of 2008, the Town of Cochrane contracted Howard Research & Management Consulting Inc. to develop a Social Master Plan. The Social Master Plan reflects the ongoing efforts to identify the social needs and ideal social well-being of Cochrane and area residents.

LINKS TO THE COCHRANE SUSTAINABILITY PLAN

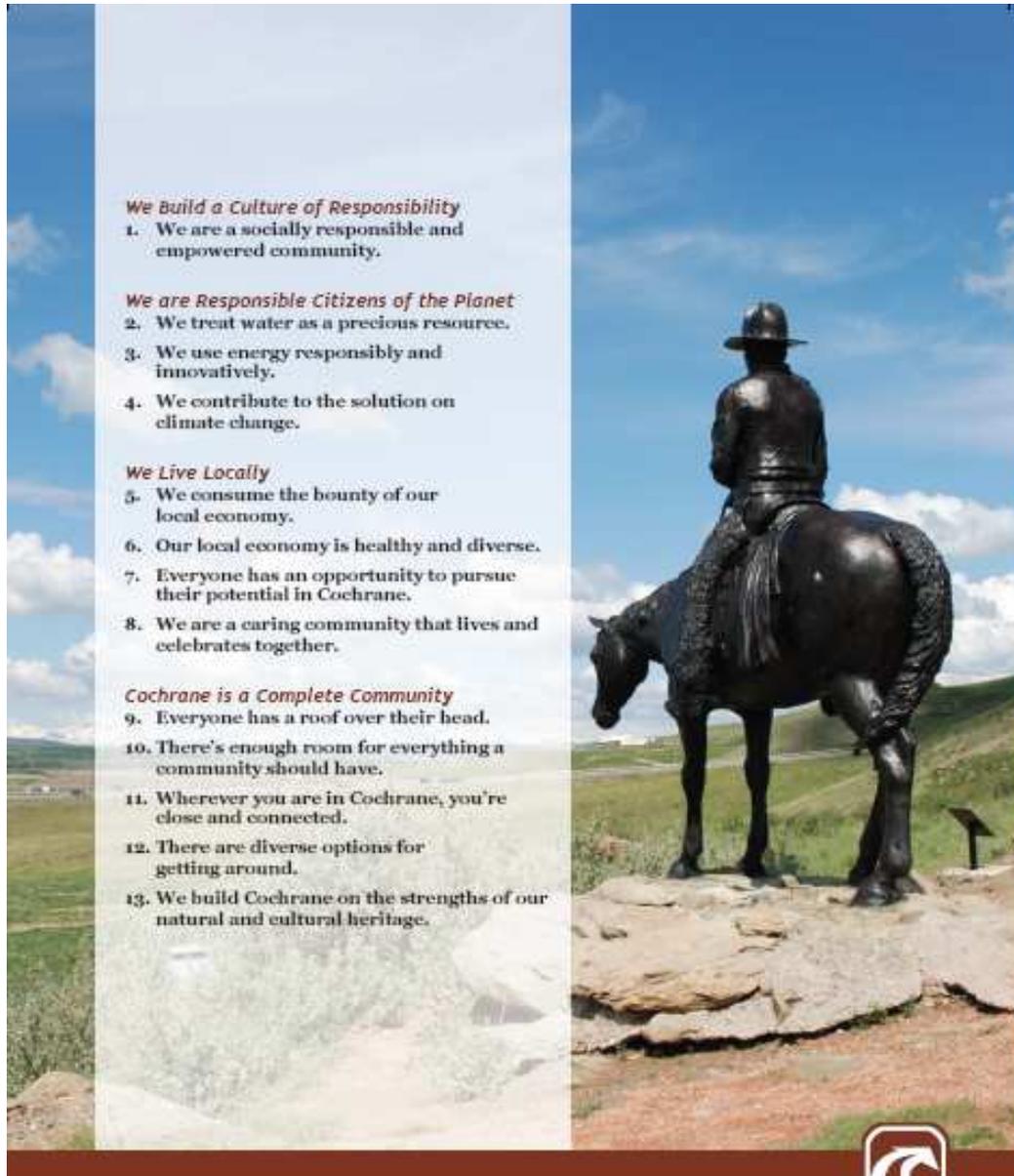
The Social Master Plan is directly linked to the Cochrane Sustainability Plan (2009),⁴ which “is a community plan to create shared action to build a common future.” The Sustainability Plan serves as an overarching guide for integrated community planning in Cochrane and focuses on six interconnected community systems or pillars: social, cultural, economic, natural environment, built environment, and governance systems.

The following figure illustrates how the Sustainability Plan and Social Master Plan fit into the hierarchy of documents used by the Town of Cochrane in decision making:



⁴ Cochrane Sustainability Plan (2009)
(http://cochrane.sustainability.ca/userfiles/file/CSP%20Report_May25_spreads_WEB.pdf).

Social issues are interwoven in all six pillars of the Sustainability Plan, and, as such the Social Master Plan reflects the values and principles of the Sustainability Plan and relates to its 13 Pathways to the Future, as outlined in the figure below.



Source: Cochrane Sustainability Plan (2009), p. 20.



This Social Master Plan also aligns with success as defined by the Social Action Group involved in the development of the Sustainability Plan:

We are the populations that make up the town of Cochrane: singles, families, youth, young adults, seniors, people with disabilities & special needs, minority groups and Aboriginals. We will be responsible as individuals, organizations and communities to continuously learn and align our actions to meet the challenges and opportunities we face. We will have our basic needs for food and shelter met as we live, work and play locally. We will commit to providing programs and services that support and nurture our emotional, spiritual, mental and physical health. We will make decisions based on a balance of economic, environmental and social justice. We will care, engage and interact with one another to support our common sense of community.

METHODOLOGY

A qualitative methodology⁵ was used for development of this Social Master Plan.

Data Collection and Analysis

Preliminary activity to develop the plan involved a literature review of the content and format of social plans developed by other towns and cities with similar demographics to Cochrane, both national and international. (The results of that review are contained under separate cover with the key points and bibliography included in Appendix A of this report.) The consultant also reviewed previous work conducted by the Town of Cochrane and the FCSS Advisory Board on the identification of social needs, which helped to identify topic areas for consultation (discussed further below).

The first phase of development of the plan involved consultations with various stakeholder groups within Cochrane and area. These consultations occurred between September 2008 and February 2009 and were facilitated by the consultant. A Discussion Guide (located in Appendix C of this report) was prepared by the consultants and was used to guide discussions which ranged from a full day session with service providers (approximately 30 participants), to smaller group meetings of approximately 2-3 hours each. Over 140 community members (selected using a snowball approach) voluntarily participated in these meetings. Participants represented the following stakeholder groups: seniors (2 groups), youth (4 groups), families (1 group), rural (1 group), business/industry (1 group), persons with special needs (1 group), unemployed/working poor (1 group), commuters (1 group), and Aboriginal youth and adults (2 groups). Sessions were digitally recorded with permission and, in addition, a consultant manually recorded participants' input.

⁵ In contrast to quantitative methodologies which focus on counting and measuring, qualitative techniques can be useful to provide a deeper understanding of and insight into particular issues through non-statistical methods such as interviews, focus groups, community consultations, document reviews, etc.

Eight topic areas were covered in the Discussion Guide. They were:

- Access to Quality Child Care and Services that Support Children
- Community Access to Services and Support Systems
- Support and Services for Families
- Youth Engagement and Support Services
- Seniors' Programs, Involvement and Support
- Involvement of First Nations and Culturally Diverse Groups
- New Business and Industry Development
- Growth and Urban Sprawl

Within each topic area participants were asked to identify the following:

- Actions for short-term (1-2 years), medium-term (5 years), and long-term (10 years);
- Assets and challenges related to the completion of those actions; and
- Where possible, indicators that would help monitor and assess progress towards meeting those actions/desired outcomes.

The key points of stakeholder input were content transcribed and subsequently grouped into themes within the chosen eight topic areas. A preliminary draft of the Social Master Plan was then prepared by the consultant. At this point, members of the Social and Environmental Sustainability Action Groups which were part of the Cochrane Sustainability Plan process, along with selected town staff and the Cochrane Family & Community Support Services Advisory Board, were asked to provide review comments on the preliminary draft.

The decision was made to leave the stakeholder input intact and to use it as an important base for the second phase of development of the Social Master Plan. (The results of stakeholder input are presented in Appendix B and provide useful information for subsequent more specific program planning purposes.)

Second phase work involved the analysis of stakeholder input and other relevant information (e.g., other plans developed by the Town or associations within the town) by the consultant in order to identify priority areas for the Social Master Plan and to locate gaps in existing programs, to make suggestions to fill the gaps, and to make recommendations for future planning. This analysis has resulted in the current Social Master Plan.

Limitations

During the preparation of this Social Master Plan, other Master Plans were either in place or under development within the Town of Cochrane⁶. This Social Master

⁶ Including the following: Cochrane Affordable Housing Needs Assessment 2009, Strategy & Long Range Community Housing Plan; Municipal Development Plan; Integrated Sustainability Plan; Social Master Plan; Parks, Recreation & Culture Master Plan; Branding Initiative; Police Master Plan, Asset Management; Tangible Capital Asset; Transportation Plan; and Strategic Planning.

Plan was not intended to duplicate the focus or topics covered in other Master Plans, specifically, housing, parks and recreation, and transportation. These areas of interest were raised during the stakeholder consultation phase as they have a direct impact on the social well-being of Cochrane and area residents.

Also, while over 140 community stakeholders were consulted during this process, participation was voluntary and purposive (i.e., participants were selected to represent particular groups of interest rather than randomly selected from the larger population). For example, local youth were targeted to provide the youth perspective while seniors were targeted to provide the seniors' perspective. Such methods help to ensure that the opinions of the target populations are gathered in a timely manner but do not guarantee results that are representative of the larger population.

ORGANIZATION OF THE SOCIAL MASTER PLAN

The Social Master Plan is presented in five major areas as follows (not in order of importance):

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. General quality of life

Each area also includes:

- Relevant contextual information (some identified community assets, gaps in social services, and challenges identified by stakeholders)
- Short- and long-term recommendations and performance measures for the community (defined as the Town of Cochrane, service groups and organizations, businesses and residents).

ACKNOWLEDGEMENTS

We would like to thank the Cochrane Family & Community Support Services (FCSS) Advisory Board for their guidance and support throughout the stakeholder consultation process, and for reviewing various draft documents. We would also like to thank the community members and social service providers who voluntarily participated in the consultation process. Without their collective input, the development of Cochrane's Social Master Plan would not have been possible.

STRATEGIC DIRECTION

ACCESS TO QUALITY CHILD CARE SERVICES

Context

Basic medical, dental and optometric services for children are available in Cochrane. In recent years there has also been an increase in the number of child care options. For example, a registered day care centre, a day home agency, registered day homes, private day homes, pre-school programs, private play schools, before and after school care for kindergarten to Grade 6 children, a Parent Link Centre, and a baby-sitting co-op have been opened. However, there is a perception of continued demand for registered child care spaces and qualified child care workers. Rural residents' needs for child care also add to this demand. Stakeholders expressed concern about the lack of safe transportation for children to and from care facilities.

Stakeholders are concerned that there may be limited public awareness of the various services and child care options that are currently available to Cochrane and area residents.

Stakeholders would like to see an expansion of the availability of child care options, such as child care for shift workers and more drop-in spaces. Stakeholders would like to see support for education and training⁷ opportunities through collaboration with post-secondary institutions in order to increase the number of locally available qualified child care workers. Other avenues that could be explored include support for youth to take babysitting courses, and collaboration with schools for the use of their facilities to provide before and after child care for school-aged children.

The Cochrane and Area Child Care and Early Learning Association (CACCELA) has developed a short-term strategic plan (February to July 2009) to "provide a child care model that addresses the needs of the community and seeks innovative solutions through education and awareness". This plan is relevant to this priority area and provides more specific action-orientated information for longer-term planning purposes.⁸

Existing Community Assets

Stakeholders consulted identified existing community assets that are relevant to this topic area, including but not limited to:

- A registered day care centre (Little Saints Day Care, a non-profit agency) which allows users to apply for subsidies, 20 registered day homes,

⁷ Alberta Children and Youth Services offers three levels of training ranging from Level 1 to Level 3 (see the Alberta Children and Youth Services website (<http://www.child.gov.ab.ca/home/747.cfm>) for more information on certification of child care staff).

⁸ Copies of the plan can be obtained by contacting CACCELA.

private day homes, pre-school programs, private play schools, and the Cochrane Baby-sitting Co-op

- A family day home non-profit agency (Play Days) with has 14 registered day homes through which users can access subsidies
- Spray Lake Sawmills Family Sports Centre, which provides a drop-in day care and a variety of programs for children
- Cochrane Youth Association, which provides before and after school care
- Spray Lake Christopher's Kids, which provides before and after school care for kindergarten to Grade 6 children who attend half day
- The Parent Link Centre, which offers programs for child support, including programs for fathers and toddlers, making connections, and provides resources, referrals and developmental screening for children (linked to a Preschool Intervention Program sponsored by Rocky View Schools through Mitford Middle School)
- The Town of Cochrane, which has several options for children's activities and programs

In addition, two portables from Calgary and Area Child and Family Services will be installed on a Rocky View Schools site in fall 2009 for before and after school care

Existing Challenges

Stakeholders identified some challenges that are relevant to child care, including:

- The high cost of child care, which can deter parents (especially mothers and part-time employees) from working outside the home (the fees of registered day homes are 10% above non-registered services)
- Difficulty recruiting qualified staff for registered day cares
- A lack of trained supervisors and monitored care at unregistered day homes
- A lack of public understanding of the various child care options that exist and of the difference between registered and unregistered day cares and day homes, and that subsidies are available for registered child care spaces
- Some parents' preference to use child care options in Calgary (e.g., for convenience because parent may work in Calgary)

Recommendations

Between 2009 and 2019, we recommend that the community:

- Assess and monitor child care needs on an ongoing basis to ensure access to affordable high quality child care.
- Raise public awareness of the various child care options and support systems existing in Cochrane.

- Collaborate with post-secondary institutions to ensure that training for qualified child care staff is brought to the community.

Performance Measures

To assess the extent to which recommendations are implemented, the following should be monitored and measured:

Measure	Timeline
Number of available spaces of each type of child care option available in Cochrane	Yearly

YOUTH ENGAGEMENT

Context

A variety of recreational and cultural opportunities exist for Cochrane youth⁹, but some youth have limited awareness of them. Facilities are often booked making limited time available for non-structured activities. Older youth would like a facility dedicated to their use, increased opportunities for artistic expression, and public transportation that links all parts of the town together as well as offering trips to Calgary. Youth would also like increased job and volunteer opportunities in Cochrane, and a stronger voice at the municipal level.

Existing Community Assets

Stakeholders consulted identified some community assets that are relevant to this topic area, including but not limited to:

Facilities

- Spray Lake Sawmills Family Sports Centre (e.g., figure skating, hockey, dance, basketball, indoor soccer, drop-in gymnastics). The facility is self-sustaining and could be used as a model for others (i.e., jointly funded by Town, Province, Rocky View County and private donors and is jointly owned by the Town and Rocky View County).
- Other recreational facilities include: bowling alley, outdoor skating rink, pool, curling rink, skateboarding park, parks, playgrounds, and path system
- Nan Boothby Memorial Library
- Movie theatre
- Cochrane Youth Association (formerly the Boys & Girls Club)

⁹ There is no standard definition of youth. For example, the Government of Canada defines youth as those between the ages of 15 and 30. The Government of Alberta's *Child, Youth and Family Enhancement Act* defines youth as children over the age of 16, although various Ministry initiatives define it differently (e.g., the Advancing Futures Bursary which classifies those between the ages of 13 and 22 as youth). For the purposes of developing the Social Master Plan, young people in junior and senior high school were consulted (typically between the ages of 13 and 18).

- The Garage (sponsored by Anglican Church) held 7-10 PM Friday evenings
- Frank Wills Memorial Hall

Clubs and Organizations

- Volleyball club
- Golf clubs
- Vision Theatre (mostly for adults)
- Paint Box theatre group
- Martial arts
- Cochrane Youth Association
- Youth Councils in schools (promote volunteerism)
- Multi-denominational youth groups and youth programs sponsored by churches
- Dance Debut for girls (aged 12 +)
- Boy Scouts / Girl Guides
- 4H Clubs
- Volunteer Cochrane (provided by Cochrane FCSS)

Other Assets

- Schools provide artistic, academic and recreational programs including tri-school activities for high school students
- Branches and Banks reforestation program (families help to reforest the river banks)
- Film festival
- Programs and special events (Cochrane Light Up, Canada Day activities)
- Outhouse racing, raft racing
- Small town feel of Cochrane (rustic charm)
- Attractive main street
- Family friendly community
- Safe community
- Reputation of good athletes in Cochrane
- Reputation of good theatre performances in Cochrane
- Youth support youth (e.g., high school students held a hockey tournament for deceased player)

Existing Challenges

Stakeholders also identified some challenges that are relevant to this topic area, including:

- Facilities / activities are often fully booked which limits access
- A lack of drop-in options and recreation leagues
- A general lack of ice time

- Cochrane Youth Association's maximization as a facility
- Some retailers continuing to sell tobacco to youth
- A lack of sufficient advertising for some events to raise broad public awareness
- Although youth opinion is requested and gathered, some youth feel they are not being listened to
- A lack of adequate funding and staffing to help organize volunteer activities for youth
- Difficulty engaging parents of youth at risk in programs
- Barriers experienced by low income families in involving their children in community activities (e.g., fees, cost of sports equipment)

Recommendations

Between 2009 and 2019, we recommend that the community:

- Assess the feasibility of a facility dedicated to older youth which would involve youth in its organization and operation.
- Support the expansion of mentoring, employment and volunteer opportunities available to youth.
- Increase civic engagement opportunities for youth in Cochrane.
- Increase awareness among youth and adults of the social, recreational, cultural, volunteer and employment opportunities available for youth in Cochrane.
- Ensure that youth are not excluded from community activities due to cost barriers.
- Ensure that a transportation plan addresses the needs of youth.
- Identify opportunities to develop post-secondary education.
- Create affordable housing to make Cochrane an attractive location for youth to stay in or to move to the community.

Performance Measures

To assess the extent to which recommendations are implemented, the following should be monitored and measured:

Measures	Timeline
Completion of a feasibility study of a youth facility	By 2012
Number of youth employed in Cochrane	Yearly
Number of youth participating in civic activities (e.g., representing youth perspectives to Town Council, engaged in volunteer activities)	Yearly
Level of youth awareness of activities available in Cochrane ¹⁰	Every other year

¹⁰ Conducted in collaboration with schools.

SENIORS' (50 AND OVER) PROGRAMS, INVOLVEMENT AND SUPPORT

Context

The diverse needs of seniors reflect a broad age span and level of independence. Cochrane has care facilities, but wait lists exist, and there is a general lack of transitional care facilities available. A variety of recreational and cultural activities are available, but the range of those activities need to be broadened. The level to which seniors are aware of available activities could also be expanded.

Seniors emphasize the need for a multi-use, multi-generational facility in or near the downtown core. There is also a general lack of respite for caregivers, and a shortage of adequate, affordable public transportation within Cochrane and to and from Calgary.

Existing Community Assets

Stakeholders consulted identified some community assets that are relevant to this topic area, including but not limited to:

Facilities

- Ample large parking spaces for individuals who have handicaps
- Good care facilities (e.g., Bethany Care Centre, Big Hill Lodge, Evergreen Manor, Mountain View Terrace (+55 option) provide good housing and care options for seniors)
- Seniors Centre
- Downtown is within walking distance for many seniors

Services/Activities

- Many activities have designated seniors' groups (e.g., curling, bowling, swimming, golfing, walking)
- Calgary Health Region has an active homecare option (with social workers) as well as emergency care (ambulance, fire)
- Seniors bus (HandiBus) regularly accesses the downtown core and makes trips to Calgary
- Active recreation coordinators at Bethany Care Centre and Big Hill Lodge
- Over 50 Walking Club and active seniors hiking group
- Active faith community
- Helping Hands program, which matches seniors with community members who can assist them (jointly offered by FCSS, the faith community and social services providers)
- Some volunteer activities have created a good social network for seniors (e.g., Grandparents Program, Victims Services), Seniors for Kids Society

sponsors the Grandparents Program in schools (funded by United Way, FCSS and others), Seniors Tea sponsored by FCSS

- Youth choirs perform at Bethany Care Centre

Existing Challenges

Senior stakeholders identified some challenges that are relevant to this topic area, including:

- Need for the Seniors Centre to be larger, more inviting, and more inclusive of all seniors and to offer a variety of programs
- A lack of adequate, affordable transportation (especially to Calgary), including lack of wheelchair accessibility in many taxis
- A lack of funding support to seniors facilities to enable them to hire more staff
- A lack of assisted facility spaces for seniors (e.g., Bethany is a charitable organization and requires funding support; there are no guarantees that wait lists will place seniors in Cochrane facilities and, as a result, at times seniors must move to facilities in other communities)
- A lack of respite for caregivers
- A lack of computer literacy among some seniors
- A lack of volunteers who work with seniors

Recommendations

Between 2009 and 2019, we recommend that the community:

- Maintain a Seniors Task Force to help identify and address the needs of seniors.
- Establish an Activities Coordinator position to organize activities and events for seniors on an ongoing basis.
- Increase and maintain support systems to keep seniors living independently in their own homes as long as possible.
- Establish a new inter-generational, multi-use senior's facility that is easily accessible to seniors.
- Support the expansion of affordable housing and care facility options for seniors.
- Ensure that a transportation plan addresses the needs of seniors (i.e., affordable, available public transportation).
- Increase respite options for seniors' caregivers.

Performance Measures

To assess the extent to which recommendations are implemented, the following should be monitored and measured:

Measures	Timeline
A Seniors Task Force is appointed and maintained to help identify and address the needs of seniors	2009
An Activities Coordinator position is established	By 2013
Completion of a feasibility study of an inter-generational, multi-use senior's facility	2010
Formally monitor needs of seniors	Every third year

INVOLVEMENT OF FIRST NATIONS AND OTHER CULTURAL GROUPS

Context

Cochrane is becoming an increasingly culturally diverse community with its proximity to Stoney First Nations reserve and the recent influx of newcomers residing in Cochrane as temporary foreign workers. A limited number of individuals have established relationships with Aboriginal people living on the reserve, but Cochrane youth and adults express a desire to learn more about Aboriginal culture. Stoney youth also express a desire to build stronger links with Cochrane youth through recreation, art, music and other activities. Stoney youth would like to see more job opportunities for them in Cochrane.

Cochrane and area residents and people living on the reserve are concerned about the lack of safe transportation between Cochrane and Stoney First Nations reserve.

Existing Community Assets

Stakeholders consulted identified some community assets that are relevant to this topic area, including but not limited to:

- Aboriginal art work displayed in local retail stores
- Aboriginal students attendance at Cochrane schools
- Cochrane's location close to Stoney First Nations reserve
- Coverage of Aboriginal activities/events in the Cochrane Eagle newspaper
- Increasing cultural diversity of the business owner
- Cochrane's welcoming of newcomers (e.g., businesses hiring temporary foreign workers)
- First Nations people's use of Cochrane for shopping
- Local individuals' creation of positive relationships with First Nations people (e.g., Picking Party, translation of Bible into Stoney language)

- Rocky View Schools' integration of Aboriginal content into the curriculum
- The Humane Society's animal care services for Morley residents
- Stoney residents' access to Cochrane Family and Community Support Services (FCSS)
- Your Cochrane Uncovered (a newcomer information event provided by Cochrane FCSS and community partners)

Existing Challenges

Stakeholders also identified some challenges that are relevant to this topic area, including:

- A limited Aboriginal presence in Cochrane
- Expression of difficulty knowing how to connect with Aboriginal neighbours
- Newcomers (including temporary foreign workers) lack of integration into the community (e.g., some cultural groups prefer to stay most closely linked to their own groups (e.g., Filipino, Aboriginal))
- Few services available for newcomers
- A lack of available translation services for newcomers
- Temporary foreign workers' lack of qualification for much of the government funding support
- Wage disparity between Canadian and foreign workers
- A lack of public awareness of available program support and mental health services

Recommendations

Between 2009 and 2019, we recommend that the community:

- Promote multiculturalism through awareness, appreciation, and opportunities for interaction and support.
- Investigate the feasibility of collaborating with Stoney First Nations to provide safe transportation between the reserve and Cochrane.

Performance Measures

To assess the extent to which recommendations are implemented, the following should be monitored and measured:

Measures	Timeline
Access census of multicultural diversity within Cochrane	Following release of federal census data
Inventory of activities aimed at engaging citizens from multiple cultures	Yearly
Participation rates of individuals from multiple cultures in community activities	Yearly

QUALITY OF LIFE

Extensive research into the “quality of life” includes three dimensions: well-being (physical, emotional, and material); personal growth and development; and social interaction.

Context

Cochrane is located in a beautiful setting with high quality recreational facilities, walking and cycling paths and trails. The western heritage motif is unique and inviting to visitors in this gateway to the Rocky Mountains.

Small and large businesses thrive, and a large number of professionals who value Cochrane’s small town feel have chosen to make Cochrane their home. Rapid expansion of subdivisions has meant that not all parts of the town are easily accessible to one another.

While Cochrane is typically seen as an affluent and safe community, poverty and other social issues do exist. Cochrane Family and Community Support Services (FCSS) is recognized as providing a valuable service to individuals and families within Cochrane and the surrounding area. There is an active but limited number of key volunteer organizations that provide support and services to community residents.

Opportunities for artistic and cultural expression exist across the age span in Cochrane. However, a cultural centre where multiple generations can interact is missing in the town.

There is strong support for eco-friendly businesses and residential development to minimize the environmental impact of continued growth and sprawl. Concern exists about the lack of affordable housing, as well as support for families in crisis.

Some stakeholders feel that the needs of persons with disabilities are not being adequately addressed.

Finally, concern exists across the age span about the lack of a reliable and efficient public transit service both within Cochrane and to and from Calgary.

Existing Community Assets

Stakeholders consulted identified a number of physical and human assets for Cochrane including but not limited to:

Physical Assets

- Cochrane’s location in a beautiful part of the world in close proximity to international and local airports
- Location of several stable businesses in Cochrane (e.g., Spray Lake Sawmills Ltd., All Span Building Systems Ltd., MacKay’s Cochrane Ice Cream Ltd.)

- A variety of recreation facilities (e.g., soccer fields, tennis courts, baseball diamonds, Cochrane Movie House). (Note: Spray Lake Sawmills Family Sports Centre offers Cochrane and area residents access to a variety of programs for all ages; a new pool is being considered.)
- The Parent Link Centre, which provides opportunities for parents to meet, socialize and interact with one another
- Small thriving specialty/unique stores on Cochrane's main street, which attract visitors to the downtown core
- Youth, senior and family friendly businesses
- New businesses' arrival in Cochrane
- A large available land area existing in the downtown core for future development
- A good library with several computers for public use
- Mitford Park, which is stocked with fish
- Availability of some affordable housing
- An urgent care Health Centre scheduled to open in 2010

Human Assets

- FCSS's provision of a variety of supports including a Resource Centre, Parent Link Centre, Volunteer Services and support for the development of affordable housing
- A variety of service and volunteer organizations supporting people in Cochrane and area (e.g., Cochrane Victim Services Society, Cochrane Mental Health and justice services, Cochrane Youth Association, MPOWER through local schools, Cochrane Pregnancy Care Centre, Cochrane Home Essential Society (Home Treasures), Cochrane Activettes (Clothesline, food hampers, etc.), service clubs (e.g., Rotary, Lions, Kinsmen), Seniors for Kids (Grandparents program operating in 8 schools)
- A high level of community spirit and enthusiasm
- A strong interconnected business community that is supported and promoted locally (e.g., Cochrane Business Chicks)
- The Cochrane Environmental Action Committee, which is a good resource (e.g., columns in the paper, started the Farmers' Market)
- Cochrane Employment Services, which supports job seekers and employers
- Local schools provision of support for children with special needs
- Valued community events (e.g., Children's Festival, Light Up, Canada Day)
- Strong faith communities (also provide outreach to First Nations)

Existing Challenges

Stakeholders also identified some challenges that are relevant to this topic area, including:

- Transportation (limited bus service within and to and from Cochrane which is an issue for low income residents, youth, seniors and tourism; no easily accessible LRT link to Calgary)
- Difficulty retaining small town feel in light of growth and expansion
- Prohibitive land costs deter big box stores from locating in Cochrane (e.g., Totem, Rona)
- Topographical limitations with much of Cochrane being located in a valley and many communities located on hills
- Cost of establishing a business in a green community may be a deterrent in the short term
- Limited infrastructure in the downtown core to support increased business traffic
- Limited public awareness of facilities, services, and activities available in Cochrane
- Perception that all families in Cochrane are well off financially
- Lack of affordable housing
- Some language barriers among English as a Second Language (ESL) families
- Perception of increasing vandalism
- Limited retail services available in Cochrane (e.g., electronics, shoes)
- Wage disparity between Calgary and Cochrane
- Migration of youth out of Cochrane
- Labour shortage especially for lower paying jobs
- Lack of existing green or density standards for developers

Recommendations

Between 2009 and 2019, we recommend that the community:

- Continue to work with the Town of Cochrane and the Cochrane Society for Housing Options to explore affordable housing options.
- Support expansion of transportation options for Cochrane residents (i.e., commuter service to Calgary, regular shuttle bus service within Cochrane, subsidized transportation for low income residents, walking and cycling paths that connect all subdivisions within Cochrane).
- Establish a multi-cultural, multi-use, intergenerational facility for social purposes.
- Appoint a Task Force for Persons with Special Needs.
- Collaborate with schools, community organizations, and post-secondary institutions to facilitate training and education opportunities for Cochrane and area residents.

Performance Measures

To assess the extent to which recommendations are implemented, the following should be monitored and measured:

Measures	Timeline
Appointment of a Task Force for Persons with Special Needs	2011
Completion of a feasibility study of an inter-generational, multi-use facility	By 2013
Satisfaction of seniors, families, youth with affordable, accessible public transportation within Cochrane and to and from Calgary	Biannually
Enrolment in post-secondary education/training offered within Cochrane and community	Yearly

SUMMARY

The extensive stakeholder consultation process undertaken to develop Cochrane's Social Master Plan has provided a wealth of valuable input on social assets and gaps in the community in the five priority areas of: access to quality child care services; youth engagement; seniors' programs, involvement and support; involvement of First Nations and other cultural groups; and general quality of life. Discussions revealed a number of themes across these priority areas, including the need for affordable housing, childcare, and public transportation; more facilities in the community (e.g., for youth and seniors); more educational opportunities for all stages of life; and improved communication about available opportunities.

It is important that community and local government decisions take into account and reflect a balance of these social considerations. This Social Master Plan provides a tool to guide decisions as Cochrane continues into the future as a healthy, thriving, growing community.

APPENDIX A:

SOCIAL PLANNING LITERATURE REVIEW (SUMMARY)

July 2008

Introduction

In 2008 the Town of Cochrane embarked on a Social Planning process as one component of a larger 50-year Sustainability Planning process for the Town and its surrounding communities. To better understand social planning processes in general, and how the outcomes of social planning processes might be instructive to the development of Cochrane's Social Plan, a brief review of the literature was conducted. Seven social plans were selected as most relevant to the Cochrane context (three Canadian, four international). Below is a summary of key features of the seven plans.¹¹

1. Prince George Social Plan, Directions for Today and Tomorrow (Prince George, British Columbia) (2002)

- Five year timeframe (2003-2007).
- "The Prince George Social Plan initiates the building blocks that will ultimately lead to the sustainable social infrastructure for the community. This social infrastructure ensures equal opportunity to improve the quality of life for all Prince George residents."
- Purpose: i) develop grassroots community participation, ii) identify social issues and concerns, iii) develop recommendations, and iv) develop sustainable social planning infrastructure.
- Issues/contents of the plan: i) housing, ii) health, welfare and education, iii) unemployment and poverty, iv) community safety, v) substance misuse, vi) downtown revitalization, and vii) recreation (describes objectives and suggested partners for each area).
- No measures identified.
- Plan development processes: i) collecting social services survey data and other research, ii) engaging in neighbourhood consultation including safety audits and neighbourhood meetings, iii) draft plan, iv) collecting stakeholder input on draft plan, and vi) creating social plan document.
- Lists a total of 21 suggested partners, including local, provincial and federal governments; housing coalition; industry; associations; health and education organizations; social services providers; Aboriginal organizations; various local stakeholder groups; seniors; and youth.

2. City of Langley Social Plan (Langley, British Columbia) (2007)

- Timeframes of one to three years and three years and beyond.
- Intended "to develop a specific set of actions related to the community's priority social issues."
- Purpose: "to provide guidance for the City on how to meaningfully and effectively engage with social issues in the community."
- Issues/contents of the plan: i) green spaces, ii) homelessness, iii) affordable housing, iv) second stage housing, v) detox and residential treatment, vi) community based health services, vii) connecting diverse communities, viii) community safety, ix) awareness of social issues, x)

¹¹ Full results of the literature review are presented in the *Town of Cochrane Social Planning Literature Review* (July 2008).

social agency capacity, and x) global recommendations (describes current capacity, municipal responsibility, and recommendations for the short- and long-term).

- No measures identified.
- Plan development processes: i) literature review and key informant interviews, ii) developing a work plan to create the social plan, iii) reviewing the work plan, iv) prioritization workshop (professional and social service agencies), v) presentation to city council, vi) inventory of existing social services, vii) creating social services matrices (outlining responsibilities of levels of government), viii) gap analysis, and ix) creating action plan.
- Suggested partners/stakeholders identified within each area – e.g., Salvation Army, food bank, other communities, health authorities, and provincial government departments.

3. Peterborough County and City Municipal Social Plan, Phase I (Peterborough, Ontario) (2002)

- Presents long-term vision (five to ten years) and short-term recommendations (one to two years).
- “We envision a safe, healthy and caring community. We value the strengths and abilities of all our residents, and believe that we all grow richer when every person is able to participate fully in our community. Acting together, we build on the strengths and resources of our people, organizations and governments, to create a community where all residents can meet their needs and enjoy a good quality of life.”
- Purpose: Re-thinking and re-shaping of the roles and responsibilities of government (e.g. funding cuts and downloading responsibilities), private sector, families and individuals has had profound impact on the ways in which government address social issues.
- Issues/contents of the plan: i) access to arts, culture, heritage and recreation, ii) access to health, iii) accessibility, iv) child care and child development, v) community involvement, vi) economic/income security, vii) environment, viii) food security, ix) housing, x) human rights, and xi) safe communities (provides an overview and describes current status, challenges, goals/objectives/actions, and potential partners for each area).
- No measures identified.
- Plan development processes: i) creating Social Planning Steering Committee (including County), ii) literature review of other communities, iii) creating and disseminating survey on social priorities, iv) hosting town hall meetings, v) developing background papers, vi) implementing round table discussions, and vii) developing a plan (including recommendations).
- Suggested partners//stakeholders identified with each area – e.g., Mental Health Association, health units, not-for-profit associations, school boards, college/university, government departments, economic development corporation, training councils/boards, local businesses, Aboriginal groups, housing groups/associations/corporations, YWCA, fire department, and policing associations.

4. Hervey Bay Social Plan (Hervey Bay, Queensland, Australia) (2003)

- Timeframes depend on the action (most are three years; some are up to ten years).
- Provides an extensive vision up to the year 2012, including relaxed lifestyle, environment, community activities, arts, cultural activities, partnerships with indigenous communities, accessible and variety of services, roads, housing, sports, and recreation.
- Purpose: provides a basis for future planning to protect the community lifestyle and build community well-being.
- Issues/contents of the plan: i) community participation, ii) sense of community, iii) cultural heritage and diversity, iv) arts and recreation, v) community health and safety, vi) housing, vii) community services and facilities, viii) groups with particular needs, ix) accessibility, x) community impact, xi) economic vitality and employment, xii) urban design/town centres, and xiii) natural environment (includes a description of key aspirations, key issues, examples of what the council is already doing, and objectives for each area).
- Measures indicated within each objective (may include a process or outcome measure).
- Plan development processes: i) identifying key underlying principles, ii) reviewing/assessing other national and state documents identifying trends and community issues, iii) draft document, iv) consulting each government department in council, v) community consultation through survey, focus groups and community forums, and vi) prioritizing issues and actions in final document.
- Partners/stakeholders not specifically identified, but preparation for the plan included community representatives, ethnic associations, advocacy groups, youth, seniors and representations from housing, health, government departments, college/university, and churches.

5. Building Our Community, The Canberra Social Plan (Australian Capital Territory (Canberra), New South Wales, Australia) (2004)

- Ten to fifteen year timeframe.
- Vision: To “become a place where all people reach their potential, make a contribution and share the benefits of our community.”
- Purpose: i) achieve vision, and ii) comply with New South Wales Local Government Regulation 1999.
- Issues/contents of the plan: i) economic opportunity, ii) human rights, iii) safe and strong community, iv) health and well being, v) education, training and lifelong learning, vi) housing, and vii) environment. (Includes goals (5-10 years), actions (less than 5 years), and links to other documents and departments for each issue; a separate section also identifies an implementation strategy.)
- Measurement/indicators provided – e.g., reduced levels of poverty, unemployment, income inequality, assaults and property crime, gap in life expectancy between Aboriginals and general population, proportion of low income persons experiencing housing stress, and number of homeless

people; increased literacy/numeracy, proportion of young people completing grade 12, and number of adults with post-school qualifications; maintenance of proportion of community attending and participating in sporting/cultural events; maintenance of air and water quality.

- Plan development process: i) draft plan building on existing evidence and policies, ii) public consultation, iii) research, iv) target group consultation, v) request for submissions from community organizations, vi) complete plan, and vii) continuous public forums and stakeholder consultation.
- Suggested partners/stakeholders include mandatory target groups (children, young people, women, older people, people with disabilities, Aboriginal people, and people from culturally/linguistically diverse backgrounds) and others (government agencies/departments, general public, and special interest/community groups).

6. Warringah Council Social Plan (Warringah Council, New South Wales, Australia) (2006)

- Three year timeframe (2006-2009).
- Vision/outcomes: i) establish community partnerships, ii) build an informed and empowered community, iii) draw on the diversity, skills and expertise of residents, iv) community spaces that reflect local identity, v) active community, vi) healthy community, and vii) vibrant and culturally rich community.
- Purpose: i) changing population demographics, and ii) to comply with New South Wales Local Government Regulation 1999.
- Issues/contents of the plan: i) children (0-11), ii) young people (12-24), iii) women, iv) older people, v) people with disabilities, vi) Aboriginal people, and vii) people from cultural and linguistically diverse backgrounds. Also: i) community development, ii) cultural development, iii) information management, iv) community safety, v) housing, vi) transportation, and vii) governance and business practices. (Each area includes key issues, priorities, and action with timetable, measures, and responsibility.)
- Measures are identified for each action; no outcomes measures are identified.
- Plan development processes: i) completing demographic profile of community, ii) engaging in a needs assessment, iii) collecting information about target groups, iv) assessing previous social /community plan, and v) recommending actions. (Note: Steps 2 and 3 were completed through participation of community members and target group consultation).
- Suggested partners/stakeholders include mandatory target groups (children, young people, women, older people, people with disabilities, Aboriginal people, and people from culturally/linguistically diverse backgrounds) and council departments (including asset management, business operations, community/cultural services, customer Services, corporate Services, children and youth services, environmental management, general manager, information and cultural services, marketing and communications, planning and assessment services, planning policy, project services, strategy and policy, safety and

community services, home and community care program forum, Peninsula Youth Services Inc., and the Shore Region of Councils).

7. Gundagai Shire Council Social Plan (Gundagai Shire Council, New South Wales, Australia) (2004)

- Five year timeframe (2004-2009).
- Vision/outcomes: "To work with and for the community to create the quality of life to meet current and future needs of residents and ratepayers of the Gundagai Shire."
- Purpose: i) examine the needs of the local community, ii) promote fairness in distribution of resources, iii) recognize and promote peoples rights, iv) improve accountability of decision makers, v) ensure access to economic resources and essential services to meet basic needs and improve quality of life, and vi) comply with New South Wales Local Government Regulation 1999.
- Issues/contents of the plan: i) children (0-11), ii) young people (12-24), iii) women, iv) older people, v) people with disabilities, vi) Aboriginal people, and vii) people from cultural and linguistically diverse backgrounds. Also: i) transport, ii) housing, iii) health, iv) employment, education and training, v) recreation, vi) crime and safety, vii) fundraising, and viii) men. (Each area includes identified issues, suggested response, and action plan.)
- No measures/indicators identified.
- Plan development processes: i) quantitative and qualitative data collection, ii) general public consultation, iii) specific target group consultation, iv) draft plan, v) circulating plan and gaining feedback, and vi) finalizing plan.
- Suggested partners/stakeholders include mandatory target groups (children, young people, women, older people, people with disabilities, Aboriginal people, and people from culturally/linguistically diverse backgrounds) and others identified through activities (health, community services, water and wastewater, manufacturing and construction, transportation and communication, economic affairs, housing and community amenities, public order and safety, and government administration/departments).

APPENDIX B:

RESULTS OF STAKEHOLDER CONSULTATION

April 2009

RESULTS OF STAKEHOLDER CONSULTATION

BACKGROUND

Preliminary activity for development of the Social Master Plan included a brief national and international review of social plans—both their content and formats. (The literature review is contained in the appendix of this report.) Primary activity involved preparation of a Discussion Guide which was used by the consultants to facilitate a number of community discussion groups ranging from a full day session with service providers (approximately 30 participants), to small group meetings of approximately 2-3 hours held with a total of approximately 140 community members representing the following stakeholder groups: seniors (2 groups), youth (4 groups), families (1 group), rural (1 group), business/industry (1 group), persons with special needs (1 group), unemployed/working poor (1 group), commuters (1 group plus 3 survey responses), Aboriginal (youth and adults). Meetings were recorded with permission, content transcribed, and thematized according to eight focus areas including:

- A. Access to Quality Child care and Services that Support Children
- B. Community Access to Services and Supports
- C. Support and Services for Families
- D. Youth Engagement
- E. Seniors' Programs, Involvement and Support
- F. Involvement of First Nations and Culturally Diverse Groups
- G. New Business and Industry Development
- H. Growth and Urban Sprawl

Participants at community meetings suggested various actions for short- (1-2 years), medium- (5 years), and long-terms (10 years). From this input, the consultants then identified desired outcomes and performance measures. To complete the consultation process, a final group of participants (those involved in the Built Environment Action Group of the Sustainability Plan process) provided their input on a draft Social Master Plan. That input has been incorporated into this final document.

In subsequent phases of work, progress will need to be monitored, including the extent to which outcomes are achieved, and their impact on the community.

Subsequent pages reflect specific details provided by stakeholders on each of the strategic action areas (A through H).

A. ACCESS TO QUALITY CHILD CARE AND SERVICES THAT SUPPORT CHILDREN

Desired Outcomes

Efforts focused on access to quality child care and services that support children should aim to achieve:

1. Improved quality of child care services
2. Increased range of affordable options for child care
3. Increased public awareness of child care options
4. Increased numbers of qualified child care workers
5. Current information on child care needs of Cochrane and area residents
6. Safe, reliable transportation options for transferring children

Suggested Actions: Short Term (2009 - 2010) (1-2 years)

1. Encourage and support the establishment of a range of child care options including:
 - i) Drop-in child care facilities or services (with no contract requirement to be signed by parents)
 - ii) Streamlined registration processes for licensed day cares and day homes
 - iii) Providing start-up grants to new child care facilities
 - iv) Ensuring child care spaces in the evenings and overnight for shift workers
 - v) Availability of child care facilities in each new subdivision
 - vi) Cooperation with Rocky View Schools to use school facilities to expand before and after school care for school-aged children
 - vii) Work with architects of new schools to ensure inclusion of dedicated child care facilities
2. Support young people to take babysitting courses (e.g., by providing subsidies, offering St. John's First Aid training)
3. Establish a list of qualified babysitters for parents to access (e.g., on Town website, at Cochrane Employment Services)
4. Support individuals to pursue Level 1 child care certification (e.g., subsidize enrolment fees)
5. Encourage seniors to provide child care services
6. Increase public awareness of child care opportunities (e.g., create a searchable section on the Town of Cochrane website – by age and need of child for whom care is sought, subdivision where child care is available; share information through Cochrane and Area Early Learning Association, Interagency, church groups such as Helping Hands, and others)
7. Provide safe, reliable transportation for children transferring child care facilities and/or to and from home (e.g., build on existing infrastructure of Southland Transportation)

8. Request funding support from the provincial government to allow the Parent Link Centre to expand programs and services to children and families
9. Gather current information from families about their child care needs (e.g., survey with utility bills)

Performance Indicators (Short Term)

1. Number and range of available child care spaces available in the Town of Cochrane
2. Proportion of children cared for in registered versus unregistered facilities
3. Number of qualified child care workers in Cochrane (minimal Level 1 training)
4. Number of qualified babysitters in the community
5. Wait lists at child care facilities in Cochrane
6. Number of families who report having available, affordable child care (including babysitters) in Cochrane
7. Number of employees who report lack of available, affordable child care
8. Resource directory of the range of available child care facilities and support
9. Level to which availability of child care information is disseminated to parents through local organizations and agencies
10. Number of parents who report that their children have affordable, safe, and reliable transportation
11. Town of Cochrane has current information on the child care needs of its residents

Suggested Actions: Medium Term (2011 – 2013) (3-5 years)

1. Continue to support and enhance the range of child care options started in 2009
2. Continue to support individuals to pursue Level 1 (and beyond) child care certification (e.g., subsidize enrolment fees)

Performance Indicators (Medium Term)

1. Number and range of available child care spaces in the Town of Cochrane
2. Number of qualified child care workers in Cochrane (Level 1 and higher certification)
3. Wait lists at child care facilities in Cochrane
4. Number of employees who report lack of available, affordable child care
5. Number of parents who report that their children have affordable, safe, and reliable transportation

Suggested Actions: Long Term (2014 – 2018) (6-10 years)

1. Continue to support and enhance the range of child care options started in 2009
2. Continue to support individuals to pursue child care certification (e.g., subsidize enrolment fees)

Performance Indicators (Long Term)

(See Indicators for Medium Term)

Consideration of Existing Community Assets to Implement Suggested Actions

1. Little Saints Day Care (offers 26 spots through non-profit at All Saints Anglican Church)
2. One registered day care in Cochrane, 20 registered day homes, several private day homes, several pre-school programs, several private play schools
3. Family day home non-profit agency (Play Days) has 14 registered day homes through which qualifying users can access subsidies
4. Drop-in day care at Spray Lake Sawmills Family Sports Centre
5. Cochrane Youth Association (provides before and after school care)
6. Before and after school care for kindergarten to grade 6 (Spray Lake Christopher's Kids for kindergarten children who attend half day; funding for additional portables has been received from Child and Family Services)
7. Parent Link Centre offers programs for child support including programs for fathers and toddlers, making connections, and provides resources, referrals and screening for children who are developmentally delayed (linked to Preschool Intervention Program sponsored by Rocky View Schools through Mitford Middle School)
8. Cochrane Baby-sitting Co-op
9. Volunteer babysitting services (often family members)
10. Volunteer church programs for children
11. Spray Lake Sawmills Family Sports Centre provides a variety of programs for children
12. Basic medical, dental and optometric care exists in Cochrane for children
13. Cochrane and Area Child Care & Early Learning Association promotes early childhood education

Consideration of Existing Challenges to Implementing Suggested Actions

1. High cost of child care deters parents (especially mothers and part-time employees) from working outside the home (fees of registered day homes are 10% above non-registered services)
2. Difficulty recruiting qualified staff for registered day cares
3. Lack of trained supervisors at unregistered day homes
4. Lack of monitored care at unregistered day homes
5. Lack of public understanding of the difference between registered and unregistered day cares and day homes
6. Lack of public understanding about the registration process for day homes
7. Lack of safe transportation for children to and from the day home (especially kindergarten children who attend half days and require child care for half days)
8. Lack of sufficient number of physicians who provide services to children (opening of new Health Centre in 2010 should help)

9. Increasing number of rural residents and their families accessing services in Cochrane
10. Preference to use child care options in Calgary (e.g., parent may work in Calgary)

B. COMMUNITY ACCESS TO SERVICES AND SUPPORTS

Desired Outcomes

Efforts focused on community access to services and supports should aim to achieve:

1. Improved transportation services
2. Improved connectivity among Cochrane sub-divisions
3. Increased public awareness of available services
4. Improved accommodation of persons with special needs
5. Improved accommodation of rural residents and tourists

Suggested Actions: Short-term (2009 – 2010) (1-3 years)

1. Improve transportation services in and to and from Cochrane by:
 - i) Exploring rail link options between Calgary and Cochrane (e.g., examine GO Transit system in Ontario, consider linkage through Glenbow Park with shuttle bus service to Cochrane core)
 - ii) Working with private sector to ensure reliable and efficient commuter bus service
 - iii) Ensuring that Cochrane residents have access to public transportation within reasonable distance from their homes (especially for individuals with special needs)
 - iv) Providing regularly scheduled shuttle bus service on fixed routes within Cochrane (e.g., linking high schools to downtown core)
 - v) Working with government and service clubs to supplement transportation fees for individuals who use the HandiBus to access medical services in Calgary
 - vi) Working with private providers (e.g., taxi services) to ensure wheelchair accessibility
 - vii) Working with Greyhound to reinstate passenger bus service in Cochrane
 - viii) Working with service clubs and private providers to ensure provision of adequate shuttle bus service for seniors to and from Calgary (i.e., appropriate schedules, appropriately sized vehicles to accommodate number of users) (e.g., for medical appointments, to attend cultural events)
 - ix) Constructing pedestrian bridge to link West Terrace and Bow Ridge communities in Cochrane
 - x) Expanding walking and bike path system to link all new subdivisions in Cochrane, all schools, and along Highway 22 (to link to Monterra)
 - xi) Creating a space on the Town of Cochrane website for residents to network regarding car-pooling opportunities

- xii) Working with the provincial government, municipal government, service clubs and private sector to construct bicycle paths along major roads leading to and from Cochrane
2. Establish and enforce standards for wheelchair accessibility in downtown core (professional and retail services)
3. Work with FCSS to identify all persons within the Town of Cochrane and area who have special needs, identify gaps in services for persons with special needs, and work with FCSS and Interagency to fill gaps
4. Work with providers, service groups, schools, and others to increase the range and accessibility of recreational and other opportunities for persons with special needs (e.g., non-competitive recreational opportunities, financial support to cover costs of renting sport facilities)
5. Work with the provincial government, Town of Cochrane and developers to build affordable housing units for persons with special needs
6. Develop strategies for increased involvement in the community of persons who have special needs (e.g., with teachers and students)
7. Identify and advertise services available to persons with special needs
8. Increase public awareness and understanding of the needs of persons with special needs
9. Create a committee or representative of persons with special needs to review all new proposals for development to ensure adherence to standards of accessibility by persons with special needs
10. Create a position for a seniors' advocate who represents seniors' needs to Town Council
11. Create a directory of available government services in Cochrane (federal, provincial, municipal) with times of operation
12. Promote 211 information line in Cochrane
13. Provide parking spaces for large vehicles (e.g., livestock trailers, motor homes)
14. Plan a cultural centre for use by all age groups

Performance Indicators (Short Term)

1. Identification of appropriate options for light rail transit connectivity between Cochrane and Calgary
2. Level of sustainability of commuter bus transportation, walking/bike paths
3. User satisfaction with commuter bus service(s)
4. User satisfaction with shuttle bus service (e.g., youth, seniors)
5. Availability of shuttle bus service for seniors
6. Bicycle paths are constructed along major roads leading to Cochrane
7. Public awareness of government services available in Cochrane
8. Hours of operation of Cochrane Employment Services
9. Availability of government services (e.g., Cochrane Employment Services)
10. Public satisfaction with access to government and other services
11. Satisfaction with access to services by persons with special needs
12. Satisfaction with access and use of car-pool network directory
13. Number of oversized parking stalls to accommodate rural and tourist vehicles

14. Linkage of new development sub-divisions to existing residential areas and downtown core within Cochrane (e.g., through pedestrian bridges, walking/bike paths)
15. Seniors advocate represents seniors' needs to Town Council
16. New developments are reviewed for adherence to standards to accommodate persons with special needs
17. Persons with special needs are identified
18. Range of services and supports available to persons with special needs
19. Satisfaction of persons with special needs with access to the range and quality of services and supports (e.g., recreational and other services, affordable housing)
20. Public awareness and understanding of the needs of persons with special needs
21. A cultural centre is planned

Suggested Actions: Medium-term (2011 – 2013) (3-5 years)

1. Develop plans to establish rail linkage between Calgary and Cochrane
2. Construct the cultural centre

Performance Indicators (Medium Term)

1. Planning completed for light rail transit connectivity between Cochrane and Calgary
2. A cultural centre exists in the Town of Cochrane

Suggested Actions: Long-term (2014 – 2018) (5-10 years)

1. Maintain light rail transit connection to Calgary
2. Maintain the cultural centre

Performance Indicators (Longer Term)

1. Availability of light rail transit connectivity between Cochrane and Calgary
2. A thriving cultural centre is maintained and supported

Consideration of Existing Community Assets to Implement Suggested Actions

1. Spray Lake Sawmills Family Sports Centre offers Cochrane and area residents access to a variety of programs for all ages
2. Town of Cochrane FCSS provides a variety of supports including Volunteer Services
3. Activettes offer a variety of services (e.g., Food Hamper Program, coupons provided for people who need assistance paying for groceries (at IGA))
4. Affordable housing support (FCSS often assists residents at risk of being evicted with referral and information support services)
5. Cochrane Society for Housing Options
6. Cochrane Employment Services

Consideration of Existing Challenges to Implementing Suggested Actions

1. Inefficient commuter bus service
2. Limited hours of operation (day time only) of Cochrane Employment Services
3. Limited public awareness of Cochrane Uncovered Event as appropriate for more people besides newcomers to Cochrane

C. SUPPORT FOR FAMILIES

Desired Outcomes

Efforts focused on should aim to achieve:

1. Increased public awareness of available services and supports
2. Increased options and activities for families
3. Increased capacity of non-profit support groups (e.g., Activettes)
4. Increased support to caregivers, families in crisis, and families with adults/children special needs
5. Increased support for English as a Second Language (ESL) families
6. Improved cultural competence among the public, Town Council and administration

Suggested Actions: Short-term (2009 - 2010) (1-3 years)

1. Maintain a directory of available services & supports & distribute widely through a range of venues to increase public awareness of the range of services available to families
2. Provide enhanced support to families in crisis:
 - i) emergency respite care for parents
 - ii) addictions treatment for youth
 - iii) care for children of families in family violence situations
 - iv) explore options for funding support through other organizations (e.g., United Way, Salvation Army)
3. Work with schools to promote education and awareness of family violence including disclosure and support groups for families in need
4. Enhance drug and alcohol abuse awareness:
 - i) Work with schools to provide or enhance youth-oriented drug and alcohol abuse program (e.g., DARE program to grades 5 and 6 in schools)
 - ii) Work with parents to educate them about the signs of drug abuse
5. Create increased supports for individuals who have addictions (e.g., substance abuse, overeating)
6. Work with CFSA (Calgary) to provide more outreach workers for families in need
7. Provide support to families to help them navigate the support systems available to them
8. Continue to work with service providers to pool resources to support families in need (e.g., Mental Health, Interagency)
9. Continue to provide funding support for Activettes (e.g., administrative and coordination staff) to increase their capacity
10. Create a network of support for caregivers, particularly seniors who provide care to other seniors
11. Provide services to newcomer families in their first languages

Performance Indicators (Short Term)

1. A range of activities are available for families to be involved in
2. Addictions support is available in Cochrane to youth and adults
3. Directory of current services and supports for families is widely distributed
4. Public awareness of available services and supports
5. Level to which Activettes receive funding support for administration/coordination of their activities
6. Number of family violence calls (to FCSS, Alberta Mental Health Services, Victims Services)
7. Number of families in crisis receiving support
8. Number of youth with addictions receiving support
9. Number of families who report that they are knowledgeable about the signs of drug and alcohol abuse
10. Number of families who have access to emergency support without removing children from the home
11. Number of families receiving support to navigate the system of services and supports available to them
12. Number of caregivers receiving support
13. Caregiver satisfaction with respite support
14. Number of English as a Second Language (ESL) families receiving support in their first languages
15. Satisfaction of families with services and support they receive (crisis support, coordination of services, respite support)
16. Level of cultural competence among Town of Cochrane Council and administrative staff and community (e.g., number of staff participating in diversity sensitivity training, level of staff confidence addressing the needs of families from different cultures)
17. Level to which Town of Cochrane demonstrates leadership in cultural competence and support for diversity
18. Level of public understanding and tolerance of diverse cultures

Suggested Actions: Medium-term (2011 – 2013) (3-5 years)

1. Continue to provide funding for service clubs (e.g., Activettes) to increase their capacity
2. Continue to provide support to families as required
3. Provide support to families to help them navigate the support systems available to them
4. Maintain an updated directory of services available through multiple media
5. Provide services to newcomer families in their first languages
6. Continue to build cultural competence among Town of Cochrane Council and administrative staff and community
7. Expand the range of activities that engage all ages of the family

Performance Indicators (Medium Term)

(See indicators for Short Term)

Suggested Actions: Long-term (2014 – 2018) (5-10 years)

(Continue actions identified for Medium Term)

Performance Indicators (Longer Term)

(See indicators for Short Term)

Consideration of Existing Community Assets to Implement Suggested Actions

Facilities

1. Parent Link Centre (provides opportunity for parents to meet and has good brochures and excellent staff)
2. Variety of recreation facilities (e.g., tennis courts, baseball diamonds, movie house)
3. New pool being considered
4. Good library which has several computers for public use
5. Pathways
6. Mitford Park stocked with fish
7. Availability of affordable housing
8. Frank Wills Memorial Hall
9. Cochrane Youth Association

Services/Organizations

10. FCSS, Town of Cochrane (provides good service and should be maintained; some overlap in social services is necessary and a good thing)
11. Walk-in clinic with urgent care centre coming soon
12. Cochrane Victim Services Society
13. Mental Health services
14. Justice services
15. Cochrane Youth Association
16. MPOWER through local schools
17. Cochrane Pregnancy Care Centre
18. Alberta Alcohol and Drug Abuse Commission (AADAC)
19. Cochrane Home Essentials Society (Home Treasures)
20. Cochrane Activettes (Food Bank, Clothesline, food hampers, etc.)
21. Strong active service clubs (e.g., Rotary, Lions, Kinsmen)
22. Seniors for Kids (Grandparents program) operates in about 8 schools
23. Support for children with special needs in schools

Other

24. Informal education and awareness of family violence in the schools (great activities during November which is Family Violence month)
25. Small community allows parents to know children's friends
26. Information on Alcoholics Anonymous

27. Community events (Children's Festival, Light Up, Canada Day)
28. Faith communities are strong in Cochrane (they have outreach to First Nations)
29. Cochrane's affluence makes it attractive
30. Cochrane is a safe community

Consideration of Existing Challenges to Implementing Suggested Actions

1. Incorrect assumption that all families in Cochrane are well off financially
2. Some language barriers among English as a Second Language (ESL) families
3. Perception by some of increasing vandalism

D. YOUTH ENGAGEMENT

Desired Outcomes

Efforts focused on should aim to achieve:

1. Dedicated facility for youth
2. Increased range of recreational and cultural activities for youth
3. Increased awareness of youth of available opportunities (recreation, culture, employment)
4. Increased involvement of youth in opportunities in Cochrane
5. Improved transportation for youth
6. Increased civic engagement of youth

Suggested Actions: Short-term (2009 - 2010) (1-3 years)

1. Create a safe "hang-out" for youth where youth are involved in the organization and operation of the facility
2. Expand the range of recreational and cultural opportunities in which youth can participate:
 - i) Create new recreation opportunities: splash park, squash and tennis courts, cross-country ski clubs, roller rink, rock climbing, dodge ball tournaments, drop-in activities (e.g., curling), 10-pin bowling, paint ball, laser tag, ping pong and new swimming pool at Spray Lake Sawmills Family Sports Centre, summer camps in Cochrane, all age dance club, expanded skate park, expanded hockey rinks and ice time, mini-golf, beach volleyball
 - ii) Enhance existing opportunities (e.g., add picnic tables to walking paths, build skate board shack administered by Cochrane Youth Association, allow youth to rent ice at reduced rates, create more ice time for pleasure skating for youth, air cadet program)
 - iii) Reinstate youth jam and street festival
 - iv) Create opportunities for affordable hobby classes (e.g., pottery)
 - v) Support artistic expression of youth (e.g., construct graffiti wall, hold open-microphone nights at Cochrane Youth Association, hold theatre schools for youth as teaching and performance opportunities, increase the number of music events and opportunities outside school, support transition of leadership of school-based musical productions, youth-dedicated events at the cultural centre)
 - vi) Encourage increased education on Aboriginal culture in schools and the community
3. Encourage youth to explore a range of job opportunities in Cochrane by expanding mentorship programs in Cochrane and demonstrating the worth and value of all opportunities including trades

4. Encourage increased mentorship opportunities of youth by seniors and other adults (e.g., Alberta Mentor Foundation for Youth)
5. Create an updated directory of youth-specific activities and opportunities
6. Advertise youth-friendly activities using multiple media (e.g., Town website, school newspapers, other newspapers/newsletters)
7. Provide affordable shuttle bus service from schools to downtown core, Spray Lake Sawmills Family Sports Centre, and to nearest Calgary LRT station
8. Increase civic engagement of youth in Cochrane:
 - i) Conduct youth survey to identify youth needs and interests
 - ii) Create a formal link with Town Council for youth to express their perspectives (e.g., through a strengthened Youth Council which communicates directly with Councilors and the mayor)
 - iii) Encourage youth to be engaged in community volunteering through FCSS
9. Match an increased number of youth to community volunteering activities focusing on those volunteer opportunities which students can use as credit for high school courses (e.g., Career and Life Management (CALM))
10. Create more opportunities for youth to volunteer in the community.

Performance Indicators (Short Term)

1. Youth facility exists in Cochrane
2. Number of youth participating in leadership and operation of the youth centre
3. Number of youth using the centre
4. Proportion of youth who are aware of the range of available recreation and cultural opportunities within Cochrane and area
5. Number of youth employed in Cochrane
6. Number of youth who pursue trades careers based on mentorship and work experience in Cochrane
7. Satisfaction of youth with job opportunities in Cochrane
8. Number of family-friendly community events in which youth participate
9. Level of understanding and tolerance of Aboriginal culture among youth
10. Proportion of ice time available for youth (unorganized)
11. Youth art is publicly displayed
12. Proportion of youth who use public transportation (i.e., shuttle bus service)
13. Proportion of youth who are satisfied with public transportation (e.g., shuttle bus service)
14. Youth perspectives are shared with Town Council and the mayor
15. Town Council liaise with youth to explain municipal government process and provide updates on current activities and issues
16. Number of youth engaged in municipal government activities
17. Number of youth engaged in volunteer activities

Suggested Actions: Medium Term (2011 – 2013) (3-5 years)

1. Provide financial and leadership support to maintain the youth facility

2. Maintain existing recreational facilities and continue to explore new opportunities for hobby and recreational activities for youth
3. Continue to encourage youth to engage in employment opportunities including trades
4. Continue to support education on Aboriginal and other cultures
5. Continue to support youth engagement in municipal government

Performance Indicators (Medium Term)

(See Indicators for Short Term¹²)

Consideration of Existing Community Assets to Implement Suggested Actions

Facilities

1. Spray Lake Sawmills Family Sports Centre (e.g., figure skating, hockey, dance, basketball, indoor soccer, drop-in gymnastics) (Note: Expansion planned for Centre (will add 2 hockey rinks and a climbing wall). The facility will be self-sustaining and could be used as a model for others (i.e., jointly funded by Town, province, Rocky View County, private donors, and will be jointly owned by Town and Rocky View County)
2. Bowling alley
3. Skating rink (outdoor)
4. Pool
5. Curling rink
6. Nan Boothby Memorial Library
7. Movie theatre
8. Parks, playgrounds, and path system
9. Skateboarding park
10. Cochrane Youth Association
11. The Garage (sponsored by Anglican Church) held 7-10 PM Friday evenings

Clubs and Organizations

1. Volleyball club
2. Golf clubs
3. Vision Theatre (mostly for adults)
4. Paint Box theatre group
5. Martial arts
6. Cochrane Youth Association
7. Youth Councils in schools (promote volunteerism)
8. Multi-denominational youth groups and youth programs sponsored by churches (Alliance, United, Catholic)
9. Dance Debut for girls (aged 12 +)
10. Boy Scouts / Girl Guides
11. 4H Clubs
12. Volunteer Cochrane provided by Cochrane FCSS

¹² Note: Longer term suggested actions and performance indicators are also included under Short Term items.

Other

1. Schools provide artistic, academic and recreational programs including tri-school activities for high school students
2. Branches and Banks reforestation program (families help to reforest the river banks)
3. Film festival
4. Programs and special events (Cochrane Light Up, Canada Day Parade)
5. Outhouse racing, raft racing
6. Small town feel of Cochrane (rustic charm)
7. Attractive main street
8. Family friendly community
9. Safe community
10. Reputation of good athletes in Cochrane
11. Reputation of good theatre performances in Cochrane
12. Youth support youth (e.g., high school students held hockey tournament for deceased player)

Consideration of Existing Challenges to Implementing Suggested Actions

1. Facilities / activities are often fully booked which limits access
2. Lack of drop-in options and recreation leagues
3. Lack of ice time in general
4. Cochrane Youth Association is maxed out as a facility
5. Some retailers continue to sell tobacco to youth
6. Cost of sports equipment deters participation by some families
7. Some events such lack sufficient advertising to raise broad public awareness
8. Although youth opinion is requested and gathered, some youth feel they are not being listened to
9. Lack of adequate funding and staffing to help organize volunteer activities for youth
10. Challenge of engaging parents of youth at risk in programs
11. Low income families may experience cost barriers involving their children in community activities (e.g., fees, cost of sports equipment)

E. SENIORS PROGRAMS, INVOLVEMENT AND SUPPORT

Desired Outcomes

Efforts focused on should aim to achieve:

1. Affordable, appropriate housing options for seniors
2. Support to maintain seniors in their homes
3. Increased range of activities to engage seniors
4. Increased awareness of opportunities to be involved in the community
5. Affordable, appropriate public transportation for seniors
6. Enhanced services for seniors

Suggested Actions: Short-term (2009 - 2010) (1-3 years)

1. Work with government and private developers to provide affordable, appropriate housing options for seniors:
 - i) Transitional care facilities within existing facilities or new facilities
 - ii) Increased number of assisted living facilities
2. Actively recruit additional appropriately trained and qualified staff for seniors facilities
3. Improve the quality of care in existing facilities
4. Enhance support to seniors to maintain them in their homes for a longer time (e.g., expansion of Meals on Wheels program)
5. Establish a Seniors Help Line staffed by seniors
6. Support the creation of a network of personal support for rural residents
7. Plan for a new Seniors Centre
8. Support and encourage a range of educational, cultural and other recreational options and events in Cochrane for seniors (e.g., opportunities to judge 4H competitions)
9. Encourage and support the provision of an expanded range of services provided to seniors (e.g., free financial advice, medical specialists, grief counseling)
10. Work with agencies and other groups (e.g., Parkinson's Society of Southern Alberta) to provide increased recreational opportunities for seniors with special needs (e.g., physical or mental disabilities) thereby also enhancing respite for families
11. Work with the GOA to change legislation on supplemental income ceilings for seniors
12. Create and maintain a directory of employment and volunteer opportunities for seniors (full-time and part-time positions)
13. Enhance and support transportation services for seniors:
 - i) wheelchair accessible shuttle bus service within Cochrane and to and from Calgary (e.g., for shopping, medical appointments or cultural events)
 - ii) wheelchair accessible taxi service

- iii) commuter buses that run at times convenient and appropriate for seniors' use
- 14. Build awareness among seniors of the range of activities and opportunities (including volunteer opportunities) available to them using a variety of media (e.g., TV channel that advertises classes, events and other opportunities; Cochrane Uncovered event; seniors-friendly business directory; seniors space on Town of Cochrane's website)
- 15. Support and encourage increased intergenerational activity for seniors (e.g., designate a space within the library where seniors can work with youth—for example, to share and record personal histories; establish community gardens, community kitchens)
- 16. Collect current information on the needs of all demographic sub-groups of seniors and develop a plan to address those needs
- 17. Create a seniors representative or advocate within Town Council and hold an annual seniors forum
- 18. Provide support to complete the Cochrane Historical and Archival Society's history book
- 19. Work with the Town to identify additional tax breaks for seniors (e.g., constant level municipal taxes after age 65)
- 20. Increase public and Town of Cochrane staff awareness of the needs of seniors

Characteristics and Requirements of a New Seniors Centre

- a) Large enough to accommodate several seniors at the same time
- b) Meets standards for wheelchair accessibility
- c) Multiple restrooms for both males and females
- d) Computers with internet access
- e) Lecture/educational room (e.g., to accommodate guest lecturers from University of Calgary)
- f) Includes: woodworking shop, plants that seniors can care for, space for playing cards, arts and crafts room, cooking area, shuffleboard, pool tables, dance area (line dancing, waltzing, jazz), TV area, carpet bowling area, exercise area, horseshoe pit, space for bingo, Wii game, plants/garden
- g) Could also offer: pub night, cooking classes offered to youth and others in the community
- h) Possibly offers lunches or dinners that seniors can purchase
- i) Has an Activities Coordinator to organize activities and events on an ongoing basis
- j) Coordination centre for various activities (e.g., tours of museums, dances without the restriction of partners)

Performance Indicators (Short Term)

- 1. Capacity by type of facility
- 2. Wait lists for seniors housing by type of facility (assisted living, transitional, etc.)
- 3. Satisfaction of seniors with housing
- 4. Satisfaction of seniors with quality of care provided in facilities
- 5. Ratio of staff to seniors in facilities

6. Proportion of seniors who are maintained in their homes in Cochrane and rural area
7. Number of Meals on Wheels provided to seniors
8. Number of calls for respite assistance
9. Number of elder abuse cases reported
10. Satisfaction of seniors with available services and activities including employment opportunities
11. Number of transportation service options available to seniors
12. Satisfaction of seniors with transportation service
13. Number of seniors actively involved with youth
14. Town Council plans reflect input of seniors
15. Level of public awareness of the needs of seniors
16. Level of sensitivity among Town of Cochrane employees about the needs of seniors including elder abuse
17. Level of volunteer burnout reported by seniors

Suggested Actions: Medium-term (2011 – 2013) (3-5 years)

1. Work with government and private developers to provide affordable, appropriate housing options for seniors:
 - i) Transitional facilities within existing facilities or new facilities
 - ii) Increased number of assisted living facilities
2. Enhance support to seniors to maintain them in their homes for a longer period of time (e.g., expansion of Meals on Wheels program)
3. Expand respite care for caregivers of seniors (e.g., expand Day Support Program at Bethany which provides support 2-3 days per week)
4. Continue to support the creation of a network of personal support for town and rural residents
5. Construct a new Seniors Centre
6. Support and encourage the creation of employment opportunities for seniors (e.g., provide computer literacy training for seniors to enable them to become more employable)
7. Support and encourage a range of educational, cultural and other recreational options and events in Cochrane for seniors (e.g., opportunities to judge 4H competitions)
8. Continue to support provision of shuttle bus service for seniors
9. Support and encourage increased intergenerational activity for seniors (e.g., designate a space within the library where seniors can work with youth—for example, to share and record personal histories; establish community gardens, community kitchens)
10. Increase public and Town of Cochrane staff awareness of the needs of seniors

Performance Indicators (Medium Term)

(see Short Term indicators)

Suggested Actions: Long-term (2014 – 2018) (5-10 years)

1. Support and encourage a range of educational, cultural and other recreational options and events in Cochrane for seniors (e.g., opportunities to judge 4H competitions)
2. Support and encourage increased intergenerational activity for seniors (e.g., designate a space within the library where seniors can work with youth—for example, to share and record personal histories; establish community gardens, community kitchens)
3. Increase Town of Cochrane staff and community awareness of the needs of seniors

Performance Indicators (Longer Term)

(see Short Term indicators)

Consideration of Existing Community Assets to Implement Suggested Actions

Facilities

1. Ample large parking spaces for individuals with disabilities
2. Good care facilities (e.g., Bethany, Big Hill Lodge, Evergreen Manor, Mountain View Terrace (+55 option) provide good housing and care options for seniors)
3. Seniors Centre
4. Downtown is within walking distance for many seniors

Services/Activities

5. Many available activities have designated seniors' groups (e.g., curling, bowling, swimming, golf, walking)
6. Seniors bus (HandiBus) regularly accesses the downtown and makes trips to Calgary
7. Seniors for Kids Society sponsors the Grandparents Program in schools (funded by United Way, FCSS and others)
8. Active recreation coordinators at Bethany and Big Hill Lodge
9. Calgary Health Region has an active homecare option (with social workers) in Cochrane and area
10. Over 50 Walking Club
11. Active Seniors Hiking group
12. Local ambulance service
13. New fire truck
14. Active faith community
15. Seniors Tea sponsored by FCSS and community groups
16. Helping Hands (faith community matches senior with community member who can assist them)
17. Some volunteer activities have created a good social network for some seniors (e.g., Grandparents Program, Victims Services)
18. Youth choirs perform at Bethany

Consideration of Existing Challenges to Implementing Suggested Actions

1. Need for the Seniors Centre to be larger, more inviting, and more inclusive of all seniors and to offer a variety of programs
2. Lack of adequate, affordable transportation (especially to Calgary), including lack of wheelchair accessibility in many taxis
3. Lack of funding support to seniors facilities to enable them to hire more staff
4. Lack of assisted facility spaces for seniors (e.g., Bethany is a charitable organization and requires funding support; there are no guarantees that wait lists will place seniors in Cochrane facilities and, as a result, at times seniors must move to facilities in other communities)
5. Lack of respite for caregivers
6. Lack of computer literacy among some seniors
7. Lack of volunteers who work with seniors

F. NEW BUSINESS AND INDUSTRY DEVELOPMENT

Desired Outcomes

Efforts focused on new business and industry development should aim to achieve:

1. Continued support to maintain small specialty retail businesses in Cochrane
2. Support and incentives for a diverse range of new business development in Cochrane
3. Green infrastructure support for residents and new business development in Cochrane
4. Expanded range of employment opportunities in Cochrane including youth and professionals
5. Affordable housing options in Cochrane for employees
6. Reduced chemical hazard in the Cochrane downtown core

Suggested Actions: Short-term (2009 - 2010) (1-3 years)

1. Provide incentives and support to maintain small specialty stores
2. Encourage and support new business development in Cochrane:
 - i) Encourage a diverse range of restaurants to establish in Cochrane
 - ii) Develop long-term sustainable infrastructure plan to attract light industry (i.e., high tech, environmentally low impact industries) (e.g., work with developers to construct affordable housing units for newcomers such as temporary foreign workers)
 - iii) Encourage a diverse range of businesses to locate in Cochrane to fill some existing gaps (e.g., shoe store, affordable ladies clothing store, CD store)
 - iv) Encourage expanded range of non-profit businesses (e.g., like Home Treasures to address needs of low income people)
 - v) Encourage expansion of government offices/services in Cochrane
3. Collaborate with universities and colleges (e.g., Bow Valley College) to bring post-secondary education and training opportunities to Cochrane (e.g., Early Childhood Certificate)
4. Collaborate with Rocky View Schools to establish a store front school in Cochrane
5. Collaborate with local communities to use community halls for learning sites
6. Town collaborates with business/industry to create a proactive strategy for new business development (i.e., supportive attitude)
7. Provide leadership for Cochrane to be a green community:
 - i) Provide incentives for citizens to improve energy efficiency in their homes (e.g., retrofit existing homes with energy efficient windows & doors, encourage use of energy efficient appliances,

- reduce per capita use of water through education, promote composting and safe garbage disposal)
 - ii) Expand recycling facilities including hours of operation; explore recycling pick-up & composting
 - iii) Encourage residents and businesses to increase their recycling efforts
 - iv) Enforce green bylaws (e.g., maximum 5 minute vehicle idling)
 - v) Encourage and advertise other green initiatives (e.g., bicycling instead of driving)
8. Create more job opportunities in Cochrane:
 - i) For youth age 14 to 16
 - ii) Mid- to high-level professional jobs which have career paths in Cochrane
 9. Work with private sector to clean up contaminated area in downtown core
 10. Support increased networking among businesses for increased sharing of green initiatives and develop synergies to reduce waste

Performance Indicators (Short Term)

1. Number of small businesses that continue to thrive in Cochrane
2. Number of new businesses that establish in Cochrane
3. Number of government services/businesses established in Cochrane
4. Range of new businesses that establish in Cochrane
5. Number of new employment opportunities
6. Range of incentives provided to citizens to improve energy efficiency of their homes and businesses
7. Number of recycling facilities in Cochrane
8. Number of new green initiatives
9. Plans developed to clean up contaminated area in core
10. Number of post-secondary education and training opportunities in Cochrane and area

Suggested Actions: Medium-term (2011 – 2013) (3-5 years)

1. Provide incentives and support to maintain small specialty stores
2. Town collaborates with business/industry to create a proactive strategy and supportive policy environment for new business development that reflects consideration of environmental, economic and social impacts
3. Provide incentives for big box stores to locate in Cochrane (e.g., Wal-Mart, Future Shop, Chapters, London Drugs)
4. Encourage a diverse range of restaurants to establish in Cochrane
5. Encourage a diverse range of businesses to locate in Cochrane to fill some existing gaps (e.g., shoe store, affordable ladies clothing store, CD store)
6. Continue to encourage and support establishment of mid- to high-level professional jobs in Cochrane
7. Provide leadership for Cochrane to be a green community
8. Continue to collaborate with universities and colleges to expand education and training opportunities in Cochrane

Performance Indicators (Medium Term)

1. Number of small businesses that continue to thrive in Cochrane
2. Number of new businesses that establish in Cochrane
3. Number of government services/businesses established in Cochrane
4. Range of new businesses that establish in Cochrane
5. Number of new employment opportunities
6. Number of new green initiatives
7. Plans implemented to clean up contaminated area in core
8. Number of post-secondary education and training opportunities in Cochrane and area

Suggested Actions: Long-term (2014 – 2018) (5-10 years)

1. Provide incentives and support to maintain small specialty stores
2. Town collaborates with business/industry to create a proactive strategy and supportive policy environment for new business development that reflects consideration of environmental, economic and social impacts
3. Provide leadership for Cochrane to be a green community

Performance Indicators (Longer Term)

1. Number of small businesses that continue to thrive in Cochrane
2. Number of new businesses that establish in Cochrane
3. Range of new businesses that establish in Cochrane
4. Number of new employment opportunities
5. Number of new green initiatives
6. Contaminated area in core is cleaned and developed

Consideration of Existing Community Assets to Implement Suggested Actions

Physical Assets

1. Several stable businesses are located in Cochrane (e.g., Spray Lake Sawmills Ltd., All Span Building Systems Ltd., MacKay's Cochrane Ice Cream Ltd.)
2. Small thriving specialty/unique stores in downtown create good incentives to attract visitors
3. Western heritage motif is interesting and welcoming with an inviting street main street with gathering places
4. Can find most things you need in Cochrane (e.g., car repair, printing shops)
5. Businesses are teen, senior and family friendly
6. New businesses are coming to Cochrane
7. Proximity to international and local airports
8. Location of community in beautiful part of world
9. Advantage of being in Alberta
10. Advantage of being close to Calgary which is a huge market in itself
11. Large available land area in downtown core (i.e., existing contaminated land that can accommodate a big box store)

12. Spray Lake Sawmills employs many people and supports many community activities
13. Tourism Association
14. Cochrane Environmental Action Committee is a good resource (e.g., columns in the paper, started the Farmers' Market)

Human Assets

15. High level of intelligence in the Town
16. Growing population base
17. Local businesses provide good community support
18. High level of community spirit and enthusiasm
19. Feeling of community belonging
20. Cochrane Business Chicks is an exciting and interesting group that promotes local business
21. Familiarity among business owners

Other

22. Nice sound of train going through community

Consideration of Existing Challenges to Implementing Suggested Actions

1. Some key products not available in Cochrane (e.g., electronics)
2. Difficulty retaining small town feel in light of imminent growth and expansion
3. Prohibitive land costs deter big box stores from locating in Cochrane (e.g., Totem, Rona)
4. Topographical limitations with much of Cochrane being located in a valley and many communities located on hills
5. Cost of establishing a business in a green community may be a deterrent in the short term
6. Limited infrastructure in downtown core to support increased business traffic
7. Limited bus service within and to and from Cochrane (issue for low income, youth, seniors and tourism)
8. No easily accessible LRT link to Calgary
9. The Town needs to demonstrate an improved supportive policy environment for business development
10. Tug of war between growing Cochrane and wanting it to stay small
11. Difficulty matching wages employees can get in the oil and gas industry
12. Youth continue to migrate out of Cochrane
13. Labour shortage especially for lower paying jobs
14. Higher salaries for some jobs deter people from working in Cochrane (they tend to work in Calgary)

G. INVOLVEMENT OF FIRST NATIONS AND OTHER CULTURAL GROUPS

Desired Outcomes

Efforts focused on involvement of First Nations and other culturally diverse groups should aim to achieve:

1. Promotion of multiculturalism in Cochrane
2. Social programs support for settlement and integration of immigrants
3. Support for safe transportation to Morley Reserve
4. Job opportunities in Cochrane for Morley youth
5. Increased numbers of Aboriginal children attending Cochrane schools

Suggested Actions: Short-term (2009 - 2010) (1-3 years)

1. Promote multiculturalism in Cochrane through various events (e.g., Aboriginal Days in Mitford Park with teepee and bannock making)
2. Collaborate with Morley Reserve to provide shuttle bus service to and from Cochrane
3. Work with Morley Reserve and Rocky View Schools to explore attendance of First Nations students at Cochrane schools
4. With business owners, explore the needs of temporary foreign workers
5. Work with business owners to provide opportunities for socialization of workers from different cultures
6. Work with schools and business/industry to create skills training and work experiences in Cochrane for Aboriginal high school students (e.g., Cochrane Employment Centre)

Performance Indicators (Short Term)

1. Level of public support for multiculturalism in Cochrane
2. Types of settlement and integration supports available to immigrants
3. Satisfaction of immigrants with settlement and integration support
4. Support for settlement and integration of immigrants
5. Safe transportation to Morley Reserve
6. Comfort level of First Nations people in Cochrane
7. Number of job opportunities in Cochrane for Morley youth
8. Numbers of Aboriginal students attending Cochrane schools

Suggested Actions: Medium-term (2011 – 2013) (3-5 years)

1. Continue to support settlement and integration of newcomers of all cultures (e.g., through creating support programs)
2. Continue collaboration with Morley Reserve to provide shuttle bus service to and from Cochrane

3. Continue to encourage integration of First Nations students in Cochrane schools
4. Continue to identify needs of First Nations people living in Cochrane

Performance Indicators (Medium Term)

1. Level of public support for multiculturalism in Cochrane
2. Types of settlement and integration supports available to immigrants
3. Satisfaction of immigrants with settlement and integration support
4. Comfort level of First Nations people in Cochrane
5. Safe transportation to Morley Reserve
6. Number of Aboriginal students attending Cochrane schools

Suggested Actions: Long-term (2014 – 2018) (5-10 years)

1. Continue to support settlement and integration of newcomers of all cultures
2. Continue collaboration with Morley Reserve to provide shuttle bus service to and from Cochrane
3. Continue to encourage integration of First Nations students in Cochrane schools
4. Continue to identify needs of First Nations people living in Cochrane

Performance Indicators (Longer Term)

1. Level of public support for multiculturalism in Cochrane
2. Types of settlement and integration supports available to immigrants
3. Comfort level of First Nations people in Cochrane
4. Satisfaction of immigrants with settlement and integration support
5. Safe transportation to Morley Reserve
6. Number of Aboriginal students attending Cochrane schools

Consideration of Existing Community Assets to Implement Suggested Actions

1. Aboriginal art work is displayed in local retail stores
2. Aboriginal students in Cochrane schools
3. Proximity of Cochrane to reserve
4. Support for Aboriginal activities/events in the Cochrane Eagle newspaper
5. Business owner base is becoming increasingly culturally diverse
6. Cochrane welcomes newcomers (e.g., businesses hire temporary foreign workers)
7. First Nations people shop in Cochrane
8. Local individuals have created positive relationships with First Nations people (e.g., Picking Party, translation of Bible into Stoney language)
9. Rocky View Schools integrate Aboriginal content into curriculum
10. Humane Society offers animal care services to Morley residents
11. Morley residents sometimes access FCSS services

Consideration of Existing Challenges to Implementing Suggested Actions

1. Limited Aboriginal presence in Cochrane
2. Difficulty knowing how to connect with Aboriginal neighbours
3. Temporary foreign workers may not intend to become integrated into the community as their stays in Cochrane are time limited
4. Temporary foreign workers may be unfamiliar with Alberta labour laws
5. Temporary foreign workers do not qualify for much of the government funding support
6. Some cultural groups prefer to stay most closely linked to their own groups (e.g., Filipino, Aboriginal)
7. Wage disparity exists between Canadian and foreign workers
8. Some cultural groups living in Cochrane may feel isolated
9. Lack of available translation services for newcomers
10. Lack of public awareness of available mental health services

H. GROWTH AND SPRAWL

Desired Outcomes

Efforts focused on growth and sprawl should aim to achieve:

1. Eco-friendly, controlled growth of Cochrane
2. Stewardship of water supply by area landowners
3. Infrastructure to support rural residents

Suggested Actions: Short-term (2009 - 2010) (1-3 years)

1. Involve landowners whose holdings control the watershed for Cochrane in discussions to ensure stewardship of water resources (e.g., residents in the areas of Horse Hill, Jumping Pound, Big Hill Creek)
2. Develop eco-friendly controlled growth in Cochrane to afford a high quality of life for Cochrane residents (e.g., high density areas in Cochrane with, for example, community gardens to control outward expansion)
3. Develop green standards for future residential development in Cochrane (e.g., add walking paths to all new developments)
4. Promote and support eco-friendly actions by residents (planting species that attract pest controlling wildlife, planting bird friendly gardens, promote healthy riparian areas through education about wildlife in the area)
5. Halt the sale of Town of Cochrane land in the core to private developers
6. Endorse organic farming
7. Dedicate parking spaces for rural vehicles (e.g., larger spaces for stock trailers)

Performance Indicators (Short Term)

1. Level of safe water supply into the future
2. Level of eco-friendly development in Cochrane
3. Level of adherence to green standards by residents and businesses
4. Consideration of options of sale of contaminated land in core
5. Satisfaction of rural residents with parking and other services

Suggested Actions: Medium-term (2011 – 2013) (3-5 years)

1. Continue eco-friendly development in Cochrane
2. Ensure enforcement of green standards
3. Continue to support rural residents' infrastructure needs

Performance Indicators (Medium Term)

1. Level of safe water supply into the future
2. Level of eco-friendly development in Cochrane

3. Level of adherence to green standards by residents and businesses
4. Satisfaction of rural residents with parking and other services

Suggested Actions: Long-term (2014 – 2018) (5-10 years)

1. Continue eco-friendly development in Cochrane
2. Ensure enforcement of green standards
3. Continue to support rural residents' infrastructure needs

Performance Indicators (Longer Term)

1. Level of safe water supply into the future
2. Level of eco-friendly development in Cochrane
3. Level of adherence to green standards by residents and businesses
4. Satisfaction of rural residents with parking and other services

Consideration of Existing Community Assets to Implement Suggested Actions

1. Draw on the Sustainability Plan to guide decision-making regarding new development in the town of Cochrane
2. Town has a 50 year growth strategy entitled "The Town of Cochrane Growth Management Strategy"

Consideration of Existing Challenges to Implementing Suggested Actions

1. No existing green or density standards for developers
2. Lack of good transportation routes to accommodate future growth in Cochran
3. Western heritage theme may no longer be appropriate for Cochrane

APPENDIX C:

COMMUNITY WORKSHOP DISCUSSION GUIDE



COCHRANE SOCIAL PLAN

COMMUNITY WORKSHOP DISCUSSION GUIDE

Fall 2008

Prepared & facilitated by



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INTRODUCTION

To build a comprehensive Social Plan for Cochrane, a series of community workshops are planned with youth, families, seniors, newcomers, service providers, business and industry representatives, persons with special needs, Aboriginal people, unemployed/under-unemployed, and some rural residents.

The purpose of the meetings is to have Cochrane residents outline actions to address social issues over the next 10 years. Several social issues have already been identified through other processes and they include:

1. Access to quality child care and child support services
2. Youth engagement
3. Seniors' programs, involvement and support
4. New business/industry development (growth and sprawl and impact on budgets, resources and the community)
5. Community access to services/supports
6. Involvement of First Nations and culturally diverse groups
7. Support for families (e.g., services, decreased family violence)
8. Other
9. Other
10. Other

LINKS TO COCHRANE'S SUSTAINABILITY PLAN

The results of these community meetings will contribute to the broader Sustainability Plan—a separate process which is also underway.

ABOUT THE COMMUNITY WORKSHOPS

To prepare for the meeting, please:

1. Review the Discussion Guide before the meeting.
2. Be prepared to speak to the issues and questions in this Guide at the workshop.

The information you share is critical to understanding what key things need to be done, what community assets already exist to support the actions, and what gaps need to be filled.

3. At the meeting/workshop, be ready to discuss:

- a. what needs to be achieved (the objective)
- b. how and when the work should be done (the actions)
- c. who should do the work (roles/responsibilities)
- d. what success will look like (the indicators and performance measures)

If you can, record your preliminary thinking about a) to d) above, on the tables provided in this Guide and bring it with you to the meeting. Your preparation will help move discussion forward at the meeting.

Please bring this Guide with you to the meeting.

Community workshops will be scheduled for each group of participants between September and December 2008. Participants will be contacted in advance of the meeting date and provided with a Discussion Guide either by email, or from Family and Community Services located at 209 2nd Ave West, Cochrane.

Consultants from Howard Research & Management Consulting Inc. will facilitate discussion at the meetings. They will synthesize information from all community meetings and prepare the finalized Social Plan for the Town of Cochrane.

FOCUS AREA 1. ACCESS TO QUALITY CHILD CARE AND CHILD SUPPORT SERVICES

Objective	Action	1-2 Years	5 Years	10 Years	Primary Responsibility	Performance Indicator

Key assets supporting this direction (data, partners/allies, existing opportunities that could be capitalized on, available resources):

Key challenges, barriers, concerns, issues to consider:

FOCUS AREA 2. YOUTH ENGAGEMENT

Objective	Action	1-2 Years	5 Years	10 Years	Primary Responsibility	Performance Indicator

Key assets supporting this direction (data, partners/allies, existing opportunities that could be capitalized on, available resources):

Key challenges, barriers, concerns, issues to consider:

FOCUS AREA 3. SENIORS' PROGRAMS, INVOLVEMENT AND SUPPORT

Objective	Action	1-2 Years	5 Years	10 Years	Primary Responsibility	Performance Indicator

Key assets supporting this direction (data, partners/allies, existing opportunities that could be capitalized on, available resources):

Key challenges, barriers, concerns, issues to consider:

FOCUS AREA 4. NEW BUSINESS/INDUSTRY DEVELOPMENT

Objective	Action	1-2 Years	5 Years	10 Years	Primary Responsibility	Performance Indicator

Key assets supporting this direction (data, partners/allies, existing opportunities that could be capitalized on, available resources):

Key challenges, barriers, concerns, issues to consider:

FOCUS AREA 5. COMMUNITY ACCESS TO SERVICES/SUPPORTS

Objective	Action	1-2 Years	5 Years	10 Years	Primary Responsibility	Performance Indicator

Key assets supporting this direction (data, partners/allies, existing opportunities that could be capitalized on, available resources):

Key challenges, barriers, concerns, issues to consider:

FOCUS AREA 6. INVOLVEMENT OF FIRST NATIONS AND CULTURALLY DIVERSE GROUPS

Objective	Action	1-2 Years	5 Years	10 Years	Primary Responsibility	Performance Indicator

Key assets supporting this direction (data, partners/allies, existing opportunities that could be capitalized on, available resources):

Key challenges, barriers, concerns, issues to consider:

FOCUS AREA 7. SUPPORT FOR FAMILIES (E.G., SERVICES, DECREASED FAMILY VIOLENCE)

Objective	Action	1-2 Years	5 Years	10 Years	Primary Responsibility	Performance Indicator

Key assets supporting this direction (data, partners/allies, existing opportunities that could be capitalized on, available resources):

Key challenges, barriers, concerns, issues to consider:

FOCUS AREA 8. OTHER

Objective	Action	1-2 Years	5 Years	10 Years	Primary Responsibility	Performance Indicator

Key assets supporting this direction (data, partners/allies, existing opportunities that could be capitalized on, available resources):

Key challenges, barriers, concerns, issues to consider:

FOCUS AREA 9. OTHER

Objective	Action	1-2 Years	5 Years	10 Years	Primary Responsibility	Performance Indicator

Key assets supporting this direction (data, partners/allies, existing opportunities that could be capitalized on, available resources):

Key challenges, barriers, concerns, issues to consider:

FOCUS AREA 10. OTHER

Objective	Action	1-2 Years	5 Years	10 Years	Primary Responsibility	Performance Indicator

Key assets supporting this direction (data, partners/allies, existing opportunities that could be capitalized on, available resources):

Key challenges, barriers, concerns, issues to consider:

SETTING PRIORITIES

List the priorities for both community and the Town of Cochrane.

Priority Actions	
For Community Members	For Town of Cochrane
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.