



## INTEGRATED DOWNTOWN ACTION PLAN

September 2013





# WHY IS DOWNTOWN IMPORTANT ?



# WHY NOW ?



Downtown Cochrane is the commercial, institutional and recreational hub for both the Town and the broader region. Downtown has experienced significant redevelopment over the past decade. This momentum and pressure is expected to increase with the development of numerous public and privately owned lands within downtown.

The Integrated Downtown Action Plan (IDAP) is an action-orientated plan that provides a framework to ensure redevelopment takes place in a coordinated fashion enabling downtown to continue its transformation into a sustainable, diverse and vibrant place for both residents and visitors.





### Residential Growth

The Town of Cochrane continues to be one of the fastest growing municipalities in Canada. The Town's population is anticipated to double over the next 25 years creating a need for more housing in Cochrane and downtown



### Employment Growth

Downtown is Cochrane's employment hub. Continued population growth along with ongoing economic development initiatives is anticipated to support employment growth within downtown.



### Demographic Shifts

Shifting demographic patterns will present Downtown Cochrane with some opportunities and challenges in the coming years with the older population growing faster than the younger population. Redevelopment of downtown can support this demographic transition and continue to make downtown a vibrant and liveable area.



### Support from Other Plans

What residents' value in their downtown has been expressed in numerous Town planning documents, including the Cochrane Sustainability Plan, Municipal Development Plan, and the Downtown Area Redevelopment Plan. The IDAP is intended to move this vision forward into actionable initiatives to support a sustainable, diverse and vibrant downtown.



### Town's Commitment to Improvements

Plans are underway for many exciting initiatives that will see improved connections and improved community assets in downtown (e.g., aquatic centre and curling rink). Implementation of these initiatives should be viewed in an integrated fashion to ensure opportunities for a more sustainable and vibrant downtown is not overlooked.



### Town Lands Suitable for Redevelopment

The Town owns key sites within downtown that are suitable for redevelopment. Some of these sites are vacant while others will soon offer redevelopment opportunities as current uses relocate.



### Open space and Trail Enhancements

The inclusion of open space in downtown enhances the quality of life of residents and visitors. Development of Riverfront Park and TransCanada Trail are a couple of initiatives that must be considered holistically with the redevelopment of downtown to ensure these open space amenities are well connected and accessible.



### Redevelopment Underway

The Town has been successful in encouraging (re)development within downtown. Current commercial and residential development provides an opportunity to ensure development happens in a coordinated fashion and meets the Town's long-term vision

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We would like to thank those who contributed their passion, ideas and insight during the Downtown Integrated Action Plan process including:

The residents and business owners of Cochrane

Cochrane Town Council  
Town of Cochrane Staff

We look forward to your continued and active participation in implementing the actions outlined in this plan.

Consulting Team

Urban Systems Ltd.  
MVH Urban Planning & Design Inc.  
Coriolis Consulting Corp.  
Archineers Ltd.

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Integrated Downtown  
Action Plan.



**FCM**

FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DES  
MUNICIPALITÉS

GREEN MUNICIPAL FUND  
FONDS MUNICIPAL VERT



Calgary Regional  
Partnership



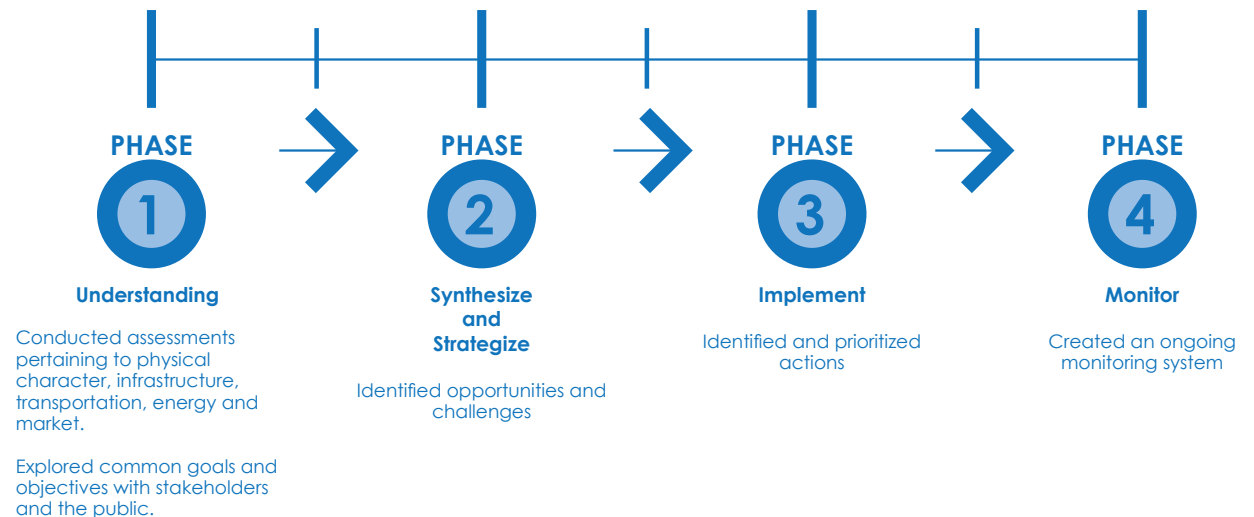
# 1

## Process

### 1.1 Process

The Integrated Downtown Action Plan (IDAP), consisted of a four-phased process with the intent of identifying implementable actions that capitalize on existing opportunities and overcome challenges. Along the way, a significant amount of information was shared from a variety of perspectives, offering valuable input into the Plan. Although the Plan is 'complete', it should not be considered a 'finalized'

document. Downtown will continue to evolve and new initiatives and priorities will arise and require attention and review. The IDAP is a living document that requires continual refinement to ensure the Town's priorities remain aligned with Cochrane's vision for downtown. As Cochrane grows so will the IDAP.



# 1.2 Engagement

## This is your downtown!

A comprehensive public engagement strategy to solicit feedback and ideas from area stakeholders and the public, including residents, businesses, non-profits, and business associations was implemented throughout the IDAP process. Various approaches were utilized to ensure the aspirations and concerns of all stakeholders were consistently understood and considered. The operation of a storefront location in the heart of downtown, walking tours, and a physical presence at community events (i.e. Farmers Market, Cochrane Rodeo, Craft Fair, etc.) 'took the Plan to the people' to maximize participation and build on the excitement of downtown.

An active Facebook site provided a social media forum for discussion around key themes that emerged, while print and social media provided regular updates to the public at large.

Targeted workshops and ongoing dialogue with key stakeholders supplemented the engagement process to encourage partnerships and application of the Plan.

## What We Heard

Several common themes and priorities for enhancing downtown were identified through the feedback:

- preserve and promote Cochrane's unique Western Heritage
- establish greater connections throughout and to the downtown
- improve signage for easy navigation
- improve access for all modes of transportation
- improve pedestrian and cyclist infrastructure, such as public washrooms and sidewalks

- increase residential, commercial and institutional development
- enhance downtown's role as a cultural and recreational hub

## Draft Plan

During finalization of the Draft Plan three open houses were held at a storefront location in the heart of downtown to gain feedback from the public. Over 70 residents and business owners attended the open houses providing valuable input that helped shape the final draft of the Plan.





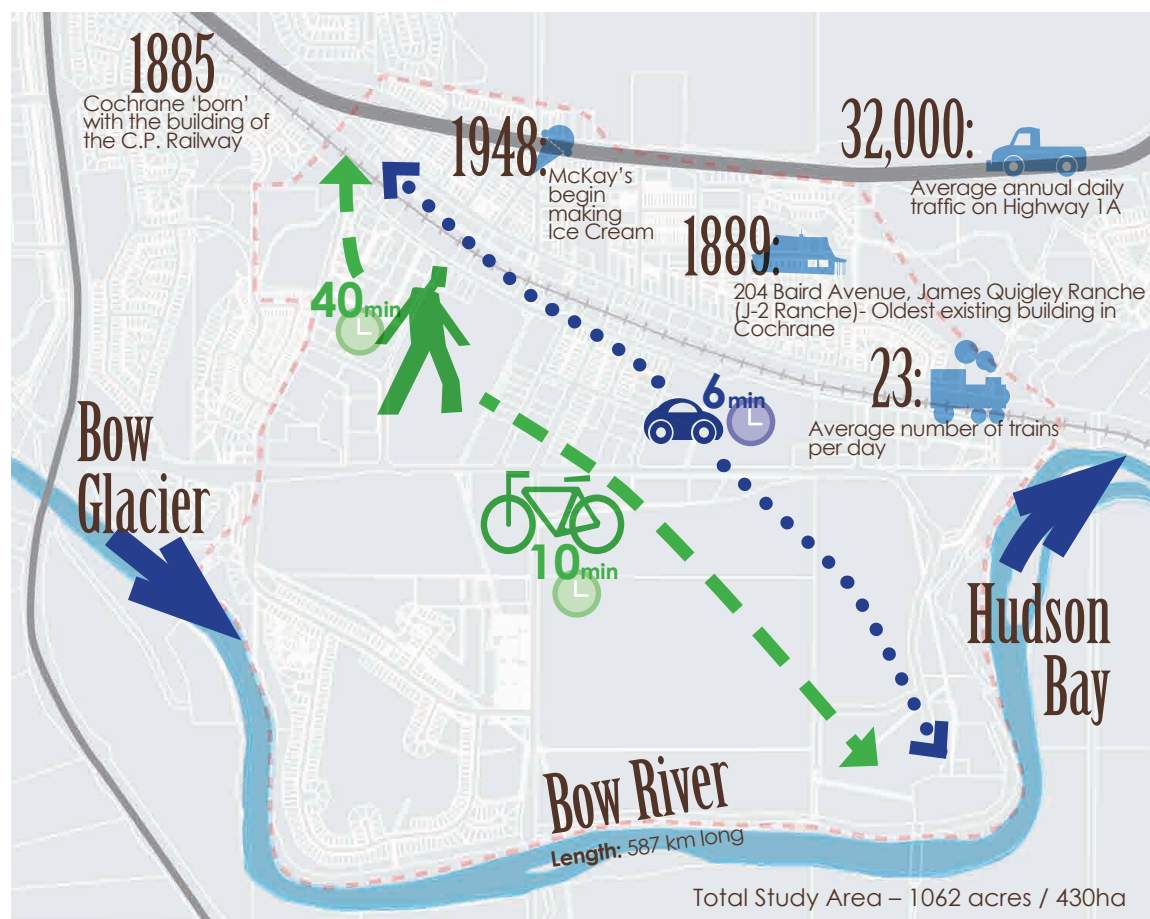
DOWNTOWN  
TODAY

## 2.1 Study Area





Downtowns can be defined many different ways. Generally, Downtown Cochrane is defined as the area between Highway 1A to the north and Griffin Road West to the south and 5th Avenue to the west and Centre Avenue to the east. However, necessary residential, employment and recreational assets that continue to contribute to the vibrancy of the downtown are being added in areas beyond this boundary. Incubator industries are growing to the east providing valuable employment, residential development to the east and west is bringing more people to downtown and recreational amenities continue to expand to the southeast. As such, this Plan defines and explores downtown in a broader context to ensure redevelopment is integrated and contributes to downtown in a comprehensive fashion. As illustrated in the study area map, this Plan defines downtown as the area between Highway 1A to the north and the Bow River to the south and east and primarily 5th Avenue to the west.



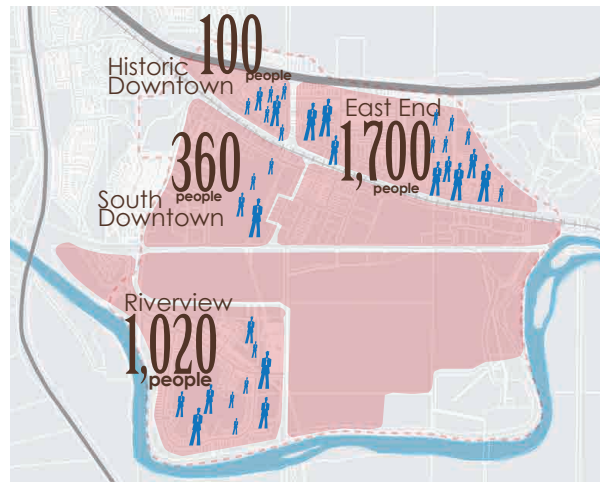
## 2.2 Demographics

### Past Growth



Over the past 40 years the Town of Cochrane has experienced significant growth, evolving from a relatively small rural service centre to a dynamic and diverse Town. From 2006 to 2011, Cochrane grew at an average rate of 5 percent annually. Currently, just over 19,000 people live in Cochrane, approximately 3,200 or 1 in 5 of those residents call downtown home.

Over the next decade, Cochrane's population is anticipated to grow at 3 to 4 percent annually. Based on current projections, the majority of this growth is anticipated to occur in new communities outside of downtown. All new residential units in downtown have been multifamily. Downtown Cochrane is expected to achieve a growing share of multifamily development in the community. Downtown currently captures 15 percent of all new multifamily development in Cochrane. Based on current trends downtown is anticipated to grow at 25 to 45 units (65 to 115 residents) annually. Market demand for services, employment and retail opportunities in downtown will increase as growth occurs.



### Population Distribution

The residential population is concentrated in three areas of downtown. The majority of residents live north of the tracks in the Historic Downtown and the East End Neighbourhood. The balance of residential development is found immediately south of the tracks and within the Riverview Neighbourhood.

### Population Intensity



The population intensity in downtown is relatively low at 7.44 people/ hectare. This is mainly the result of large tracts of industrial and commercial development south of the railway tracks. Population intensity within the East End (22.6 people/hectare) and the Historic Downtown (19.25 people/hectare) is substantially higher.

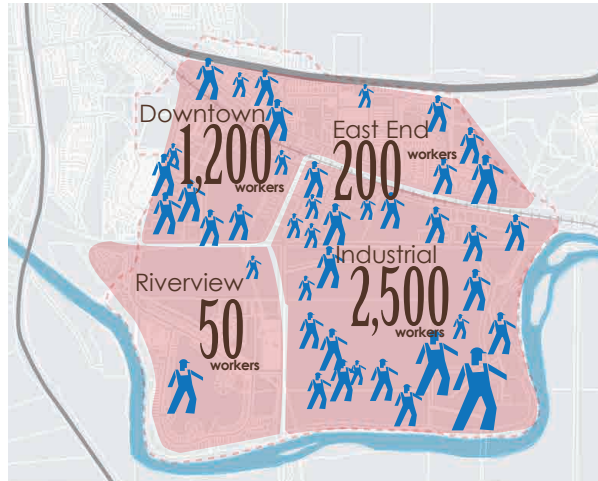
## 2.3 Employment

### Employment



Downtown is Cochrane's commercial and industrial hub accommodating a variety of jobs, from service based to heavy industrial. There are approximately 4,800 jobs in Cochrane with 4,000 (83 percent) of those located within downtown. Although downtown has been successful in retaining its status as the employment centre of Cochrane, only 34.4 percent of Cochrane's labour force works within Cochrane.

It is anticipated that expanding commercial uses south of the railway will account for a larger proportion of the jobs within downtown as the Quarry lands continue to development.



### Distribution of Employment

The majority of jobs in downtown are concentrated within the light and heavy industrial areas south of the railway tracks, while the remaining jobs can be found in the Historic Downtown and new commercial development on the south side of the railway tracks. Employment intensity (9.30 jobs per hectare) is also quite low due to the significant amount of low intensity industrial uses found within downtown.



## 2.4 Market

### Commercial



Downtown Cochrane is the primary retail and service area of the Town. Downtown is home to both locally-serving and specialized retail and services. Retail and service space in the Historic Downtown takes the form of one and two storey buildings with street-level retail, while retail pads and strip shopping centres are found in the area south of the railway. The downtown accounts for approximately 60 percent of the Town's total commercial floor space inventory (475,000 sq. ft.).

Development of the Quarry commercial project reinforces Downtown's role as the primary retail centre. Once the Quarry project is complete it is anticipated that downtown will accommodate for more than 70 percent of the Town's total commercial floor space (775,000 sq. ft.). Most future commercial growth is anticipated to be in the form of neighbourhood convenience retail in the neighbourhoods outside downtown.



## Residential



Downtown is attractive for multifamily residential development, but the market is relatively small. Over the past several years, approximately 15 percent of all multifamily units built in Cochrane have been built in downtown. Relatively high land values currently make new residential development financially viable on sites that are vacant and not approved for commercial development. Mixed use development (residential above retail) can be financially challenging because of low demand and low rents for small retail units. Ground floor retail should only be required where continuous retail frontage is a high priority planning objective and where demand is strong

If downtown continues to capture between 15 to 20 percent of new multi-family development, the pace of construction would average between 25-45 units or approximately one four-storey building per year.

## Office



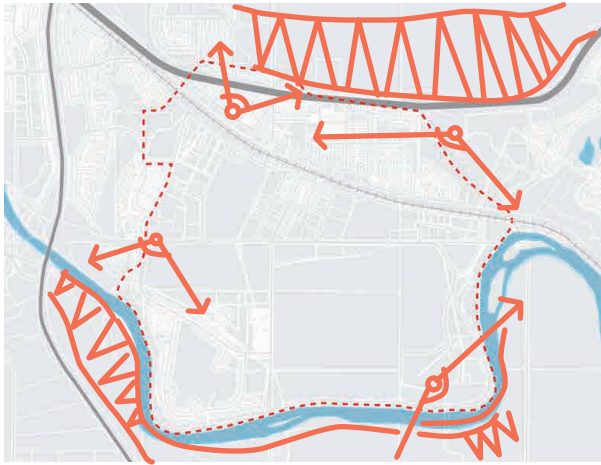
Office uses in Cochrane primarily serve the local area. There are currently few rental office buildings in Cochrane. It is anticipated that office development will largely grow in proportion to population growth in the future.

## Tourism



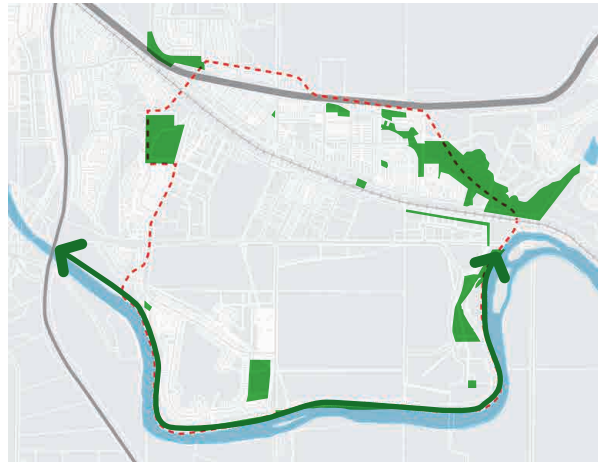
Cochrane's proximity to both the City of Calgary and the Rocky Mountains make it a convenient and affordable stop-over location for tourists and visitors. The community's rich western heritage character provides a unique strength to attract tourists and visitors to the downtown. Cochrane is also viewed as a major outdoor activity and camping destination in the Calgary region. The recent opening of the Glenbow Ranch Provincial Park provides an excellent opportunity to expand hiking, cycling and equestrian tourism in the region by creating a continuous trail from Calgary to the Rockies.

## 2.5 Structure



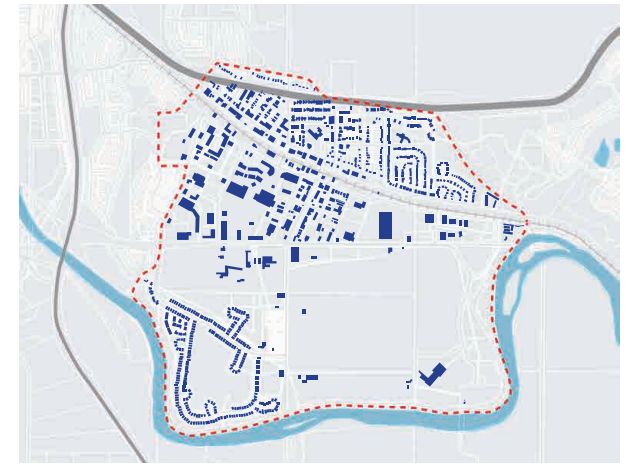
### Natural Character

Located within the Bow River Valley the Town of Cochrane is surrounded by natural beauty and is within close proximity to significant natural open space areas, including Big Springs Creek and Glenbow Ranch Provincial Park. The Bow River provides a spectacular visual, physical and environmental amenity that shapes the southern and eastern edge of downtown. Escarpments to the north and south form a dramatic backdrop that frame downtown, while glimpses of the mighty Rocky Mountains can be seen from downtown's western edge.



### Open Space

Despite the abundance of natural character within and around Cochrane, much of downtown is visually and physically disconnected from these natural amenities. Passive and active outdoor recreation and community gathering opportunities, such as urban squares and sports fields, are limited in downtown. The majority of open space in the downtown is found on the periphery and can be difficult to access from some locations.



### Pattern of Development

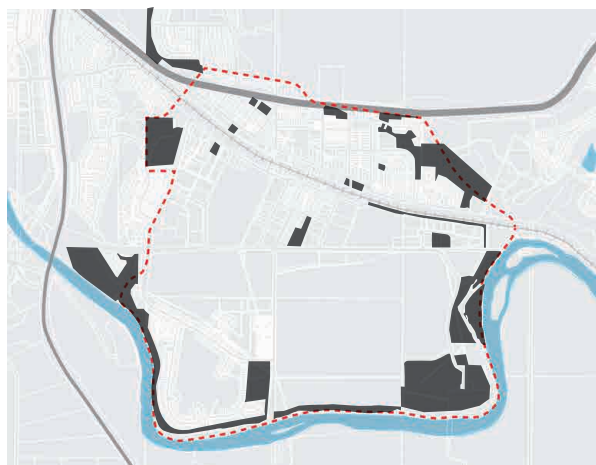
The pattern of development varies throughout downtown. North of the railway buildings are relatively small and within close proximity to one another, creating well defined and continuous building frontage. Conversely, buildings south of the railway tracks have significantly larger footprints and surface parking areas, creating disconnected building forms and uninviting spaces. Buildings only cover approximately 8 percent of the lands within downtown reflecting the relative underutilization of downtown lands and its significant redevelopment potential.





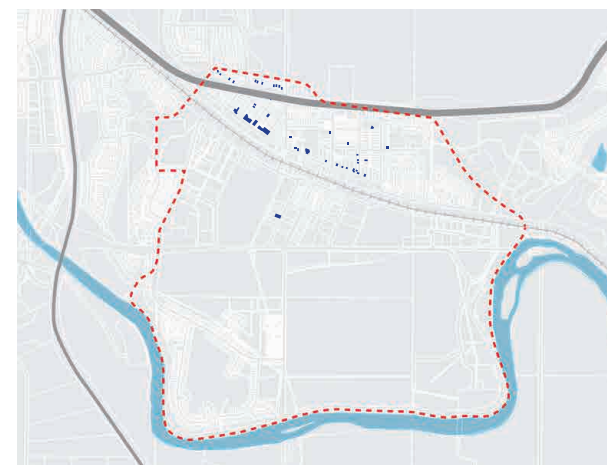
## Land Uses

Downtown accommodates a variety of land uses ranging from residential, commercial, and industrial to institutional and recreational uses. Residential uses are located in the north, west and central areas of downtown. Retail commercial uses were primarily located within the Historic Downtown prior to the expansion of larger format retail south of the railway tracks. Industrial and institutional uses can be found primarily south of the railway tracks.



## Municipally Owned Lands

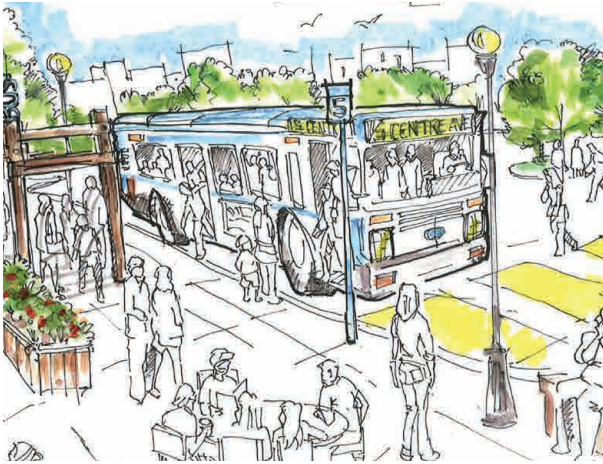
The Town of Cochrane owns a number of sites within downtown. Some of these sites are suitable for redevelopment, while others support necessary community services including the Spray Lakes Sawmill Family Sports Centre and Riverfront Park.



## Heritage Resources

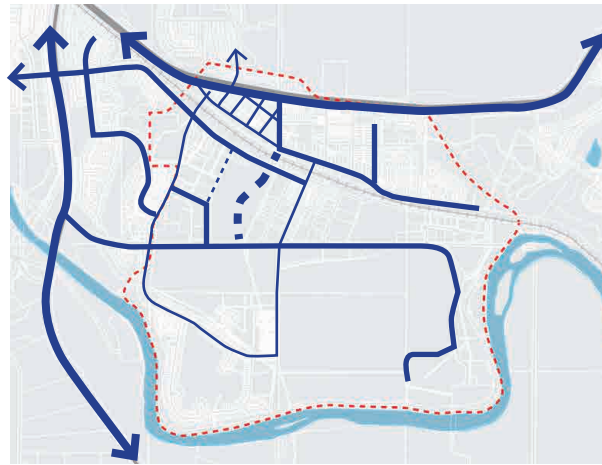
Retention of historical resources (buildings, landscapes and structures) connects people to Cochrane's past and establishes places that residents and visitors can identify with. The Town has completed a Heritage Management Plan and has established a Heritage Register, which identifies historical resources that are most important to the community. Most of the historical resources identified within downtown are buildings along First Street West and contribute to the Cochrane's unique western character.

## 2.5 Structure



### Transit

Cochrane does not currently provide a transit service, however the Town has recently taken steps towards implementing a small-scale transit delivery system. This model is relatively low cost, while establishing a framework for incremental transit expansion as the Town grows. A private operator currently provides limited peak-direction commuter service between Cochrane and Calgary on weekdays



### Road Network

The road network structure varies throughout downtown. In the Historic Downtown north of the railway, the grid street pattern and small block sizes makes access and circulation convenient and intuitive. With limited crossings and undeveloped areas south of the railway tracks, the network structure generally consists of larger blocks making mobility more challenging for some modes of transportation.



### Active Transportation Network

Pedestrian facilities are generally concentrated in the Historic Downtown. For example, First Street West and a number of side streets provide wide sidewalks complemented by accessible, road crossings. Outside of this area, sidewalks are narrower and in some cases incomplete making mobility more challenging for pedestrians.

No provisions have currently been made for dedicated on-street or off-street bike facilities within the Downtown. The Centre Avenue extension through the Quarry site offers Downtown's first on-street bike lanes once completed. Some multi-use trails are provided on the periphery of downtown along the river and through the Glenbow Neighbourhood.



### Utility Services

Future development within downtown is dependent on water, sanitary and stormwater service capacity. Certain areas will require capacity upgrades to support development. Although current limitations exist, development within downtown should be encouraged as it capitalizes on infrastructure investments already made by the Town. Any upgrades should consider innovative approaches such as low impact development strategies to improve system performance.



### Energy

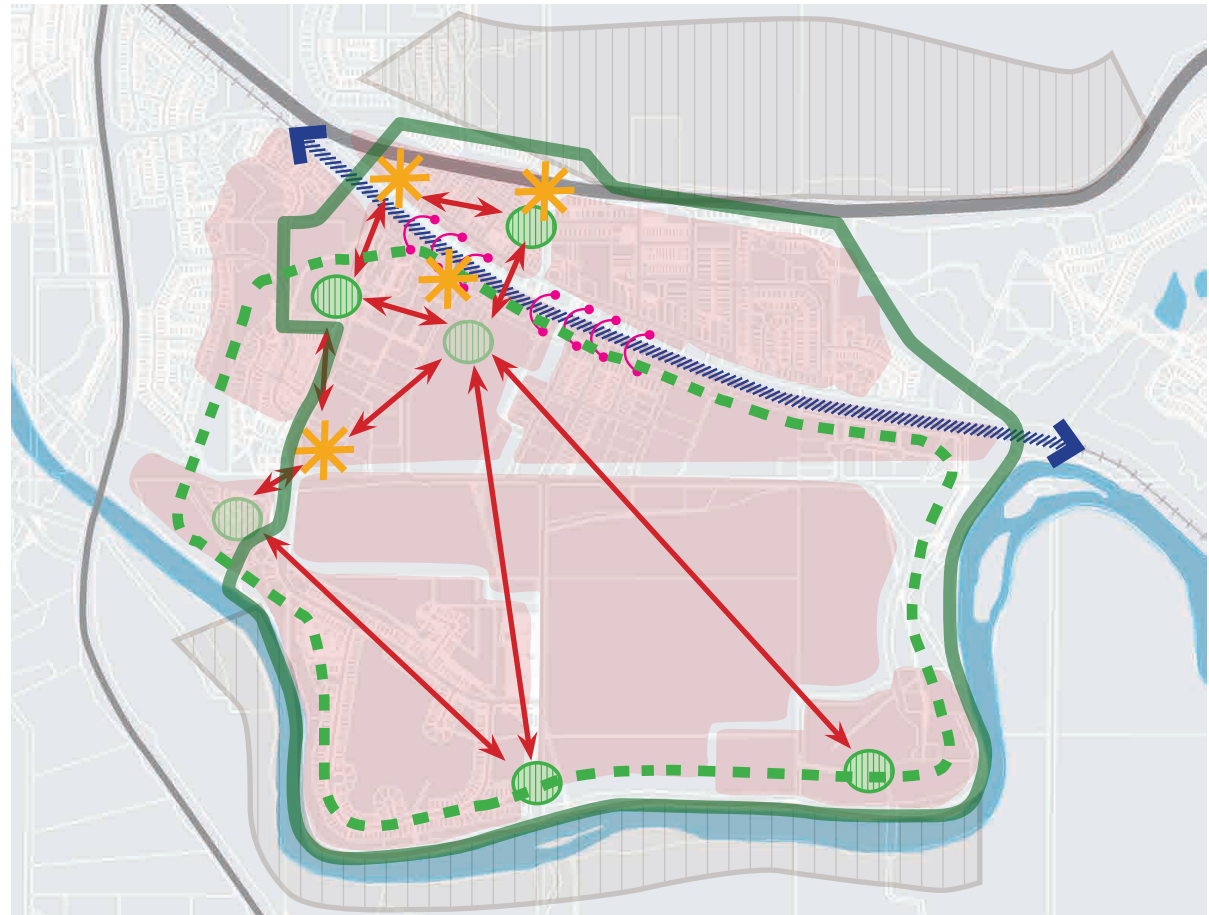
The Town of Cochrane does not currently have a strategic energy plan to provide a roadmap for achieving community energy goals. The Green Building Strategy and the Zero Waste Framework strategy are two recent initiatives that encourage more efficient waste and building energy systems within the entire Town. As development continues within downtown, opportunities for energy efficiencies, from facility design to community energy alternatives (e.g. district energy), should be explored to facilitate the transition to more renewable forms of energy.



# 3

DOWNTOWN  
TOMORROW

## 3.1 Key Opportunities



### Significant Underutilized Land Base

Downtown consists of a significant land base that currently contains heavy industrial uses. Future redevelopment of these lands could bring more people and jobs to downtown



### Corridor for Future Transit

The railway is strongly tied to Cochrane's past and represents a significant opportunity to contribute to Cochrane's future. The existing railway corridor could be the backbone of a long term transit network through the region and facilitate a transit gateway for residents and visitors to Downtown Cochrane.

### Downtown Districts

Downtown Cochrane consists of a number of 'districts'. Each district has a distinct character and quality that contributes to the diversity and vitality of Downtown Cochrane.

### Well Defined Boundary

Downtown has well defined limits, including the Bow River and Highway 1A that help identify and establish distinct areas and walkable neighbourhoods.



### Significant Natural Amenities

The Bow River, Big Springs Creek and Glenbow Ranch Provincial Park are stunning visual and physical amenities within close proximity to downtown. Visually and physically connecting the downtown to these world class natural amenities is a significant opportunity.

### Increased Permeability



Hard boundaries, such as Highway 1A, 5th Avenue West and the railway tracks surround and cut through downtown. As redevelopment occurs opportunities to 'stitch' the north and south sides of downtown together and connect to surrounding neighbourhoods should be pursued to ensure all modes of transportation can access all of the amenities within the community.

### Connected Open Space



Open spaces can take on many different forms and sizes and provide a variety of benefits to residents and visitors. Revitalization of downtown offers the opportunity to create a variety of open spaces with improved linkages to surrounding natural amenities. Such improvements contribute to the liveability of downtown and encourage visitors and residents to spend more time in the downtown supporting local shops and events.

### Build on Downtown's Success

Cochrane has been successful in attracting new commercial and residential uses to the downtown. The unique shops, quaint character and authentic architecture found in the Historic Downtown attract visitors and residents alike to downtown. Such success should be recognized and built upon to reinforce, enliven and strengthen Downtown Cochrane.



### Create Gateways

Through the design of a building, site or landscape, gateways welcome residents and visitors to a special place and assist in the navigation of that place. Downtown includes many key entrances into the community that could be transformed into iconic gateways that strengthen Cochrane's identity and help residents and visitors travel to and throughout downtown.



### Improve Circulation

The Historic Downtown provides a road network that is simple to navigate for all modes of transportation. As redevelopment occurs opportunities to increase connections and access should be identified and implemented to ensure it is easy for all modes of transportation to get around downtown

## 3.2 Vision for Downtown

An extensive amount of work has been directed towards understanding what residents' value about Downtown Cochrane and how they would like to see it evolve over time. These values are articulated in the Cochrane Sustainability Plan (CSP), Municipal Development Plan (MDP) and the Downtown Area Redevelopment Plan (DTARP) and were affirmed throughout the Integrated Downtown Action Plan (IDAP) process. The intent of the IDAP is not to recreate the vision for the Downtown; instead, the IDAP provides action-oriented steps towards the realization of this vision.

Sustainability is a common thread discussed through the CSP, MDP, and DTARP. Sustainability is about meeting our needs today, but in a way that does not limit the opportunity for future generations to meet their own needs. A sustainable downtown cannot be achieved through a single action or viewed through an individual lens. It is an approach that must be applied to every action from a variety of perspectives, including environmental, social and economic. All actions encouraged and taken by the Town should contribute towards creating a more sustainable downtown by ensuring downtown is a place...







# 4

## DOWNTOWN WIDE ACTIONS

### 4.0 Downtown Wide Actions



The Integrated Downtown Action Plan (IDAP) is a plan of ACTION. The Plan summarizes the actions required to implement the policy direction outlined in numerous Town documents, including the Cochrane Sustainability Plan, the Municipal Development Plan, and the Downtown Area Redevelopment Plan. The actions required to achieve positive change on the ground have been grouped into two general categories: Downtown Wide Actions and Actions by District.

Downtown Wide Actions do not apply to a specific location or area within the downtown but rather

require application on a downtown wide scale. These actions provide the context necessary to successfully implement District specific actions in Downtown Cochrane. Without the implementation of actions at a downtown wide scope many of the District level actions would remain isolated and synergies across the downtown would be lost. As such, all of the Downtown Wide Actions should be viewed as priorities. These actions are outlined in greater detail below.



## Build the Foundation for Transit Integrated Development

### What is Transit Integrated Development?

Transit Integrated Development (TID) is essentially a walkable activity centre established around, within, above, or below a transit node that includes higher density housing, a mix of retail, employment, commercial and civic development that is readily accessible by all modes of transportation.

### What are the benefits of TID to Cochrane?

The Town of Cochrane, in close collaboration with the Calgary Regional Partnership (CRP), has been working to evaluate the viability of providing transit service to the community and the region. This collaboration has led to further exploration of a small-scale transit system as a first step to implementing transit service in Cochrane. The Town and CRP are continuing to explore the long-term

potential of providing regional rail service between Cochrane and Calgary. Dialogue has taken place to ensure land use decisions made today are supportive of future rail service in Cochrane. Effort is required to ensure development is taking place in Downtown Cochrane in a type, form and intensity that is complementary and supportive of future public transit.

There are a number of benefits to Transit Integrated Development in Cochrane including:

- Part of a balanced approach to accommodate growth
- Facilitates compact, sustainable urban form
- Increase the viability of public transport investment
- Strengthens local economic development
- Facilitates greater housing choices

- Supports sustainable infrastructure
- Increased mobility choices
- Enhanced pedestrian environment
- Increased health benefits
- Increased public safety

### Principles for Success

The successful integration of land use and transit requires deliberate action and the application of a number of key principles including:

- Support medium and high residential density in Downtown Cochrane with the highest densities integrated with the transit station.
- Provide a mix of land uses with active first floor uses (i.e. seating, window displays, retail space, etc.) to animate the street and engage pedestrians
- Develop a walkable, pedestrian-oriented

## 4.0 Downtown Wide Actions

environment with small blocks, interconnected multi-modal streets and inviting streetscape (i.e. street trees, wide sidewalks, seating, etc.)

- Create an active, obvious and enticing centre that can be defined as a people place with higher density and intensity of development
- Implement innovative parking strategies that include reduced standards for off-street parking, district wide parking requirements (rather than building by building) and on-street parking
- Requires leadership to adjust policies and regulations, build partnerships with developers and to direct the resources required to realize opportunities.

**Action:** Review Downtown Area Redevelopment Plan (DTARP) and Municipal Development Plan (MDP) and the Land Use Bylaw.

**Intent:** To ensure plan policies and regulation support transit integrated development and specifically residential intensification on lands within close proximity to the transit hub. Identify any obstacles and initiate required policy or land use bylaw regulation changes to ensure the long term redevelopment of Downtown Cochrane supports future transit operations.



## Support Business Expansion and Economic Diversity

With its concentration of highly educated knowledge-based workers, trades skills and well established manufacturing firms, Cochrane is well positioned to attract highly valued knowledge workers and research facilities. The opportunity exists to work with area businesses and educational institutions to attract new business and research that builds on the innovation, creativity and entrepreneurial spirit found in Cochrane.

Cochrane's dramatic natural setting and proximity to the Glenbow Ranch Provincial Park and the Rocky Mountains also presents the unique opportunity to promote EcoTourism and health and wellness business activities in and around Downtown Cochrane.

**Action:** Evaluate existing telecommunications infrastructure capacity.

**Intent:** Work with internet providers and developers to ensure the infrastructure is in place to attract technology firms considering relocating to Cochrane.

**Action:** Build the capacity of local business.

**Intent:** Collaborate with downtown merchants, Chamber of Commerce, Cochrane Tourism and others to identify and achieve common goals.

**Action:** Collaborate with EcoTourism operators.

**Intent:** Explore how Downtown Cochrane could function as a staging area for various outdoor activities including river kayaking, rafting, cycling, etc.

**Action:** Evaluate event programming.

**Intent:** Work with the business community to understand the impact of festivals and events on the success of local business.



## Intensify Residential

Downtown Cochrane is attractive for residential intensification, however the current market is relatively small. Investments in the public realm, including parks, open space and a public plaza can be catalysts to support and encourage additional multiple family residential redevelopment in downtown. The implementation of a modest public transit system will also support residential intensification in downtown. It is important that residential infill and intensification respects and contributes to the form, character and scale of the existing neighbourhood.

**Action:** Develop residential infill design guidelines.

**Intent:** To provide design direction to Town staff, Council and the development community to ensure residential infill development contributes to the character and quality of established neighbourhoods in downtown.



## 4.0 Downtown Wide Actions



### Support a Multi-Modal Transportation Network

A multi-modal approach to transportation planning considers and balances the needs of all modes of transportation. Currently, the transportation network in Downtown Cochrane primarily accommodates vehicular modes of transportation. Many streets within downtown have limited pedestrian infrastructure, such as sidewalks and crosswalks, while Centre Avenue includes downtown's first bike lane. Movement towards a sustainable and diverse downtown requires transportation options that connect residents and visitors to a variety of land uses. As redevelopment occurs within downtown and improvements to the existing network are required, the Town has the opportunity to implement a more accessible transportation network for all modes of transportation.

**Action:** Develop a multi-modal transportation master plan.

**Intent:** To understand the current transportation network, including opportunities and constraints and provide direction to Town staff, Council and the community on how to implement a transportation network that considers all modes of transportation.



### Invest in the Public Realm

The public realm is defined as any publicly owned street, pathway, park, or open space. The quality, safety and accessibility of the public realm directly influences how people use, enjoy and interpret the space. The Town of Cochrane has historically made significant investments in the public realm in Downtown Cochrane including the streetscape on First Street West, Centennial Plaza, and the riverfront pathway system. Ongoing investments will be required to maintain and enhance the streets and pathways in Downtown Cochrane. The Cochrane Open Space Master Plan emphasizes the importance of creating an urban square or plaza, providing additional open space in downtown and providing another reason for people to visit or spend time in Downtown Cochrane. In a commercial setting, an urban plaza not only provides a pleasant amenity, it also functions as a

“

A well-designed and maintained public realm attracts shoppers and reinforces the quality of its goods and services.”

Robert J Gibbs, Principles of Urban Retail Planning and Development

gathering place, making it easier for users to extend their visit and potentially spend money in the local shops.

Investments in the public realm will serve to enhance the quality of life of current downtown residents, increase market demand for downtown multiple family residential development and attract tourists to enjoy a broader range of Downtown Cochrane's amenities.

**Action:** Develop a network of Landscaped Streets.

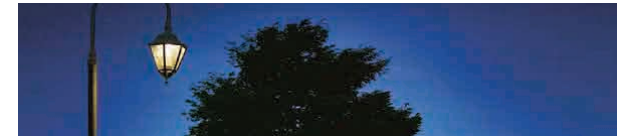
**Intent:** To connect key service and amenity areas in downtown with pedestrian- and cyclist-friendly streets.

**Action:** Design and construct a downtown plaza

**Intent:** To provide a flexible and programmable outdoor space for informal gathering and formal events.

**Action:** Develop a central park

**Intent:** To provide open space in the downtown for residents and visitors to enjoy.



## Develop an Energy Strategy

A high level energy assessment was undertaken through the IDAP process. The assessment considered various approaches to improve energy efficiency as well as new methods to generate energy in Downtown Cochrane including:

### District Energy

In order to be viable, District Energy systems require a certain density of buildings that can draw adequate energy to return an operating profit to match the investment taken out in the generation and distribution systems. Downtown Cochrane does not currently have the density or demand profile required to support a District Energy System. This potential may change as Downtown Cochrane continues to grow and intensify.

## 4.0 Downtown Wide Actions

### Renewable Energy

There is potential for renewable energy systems to be installed as development takes place within downtown. Some municipalities require new developments to generate a proportion of their annual energy consumption (typically 5-20 percent) on their site through renewable methods. This approach directs developers towards energy efficient design. It also raises awareness about renewable energy in the community through increased visibility and education.

### Sewage System Upgrades

The existing community wide sewage lift station and force main will be at capacity when the Town grows beyond a population of 30,000. There are plans for a new pipe to run parallel with the existing service from Cochrane to the waste-water treatment plant in Calgary. There are opportunities to recover heat from this system and direct it to

the Spray Lakes Sawmill Family Sports Centre while qualifying for carbon credits under the Climate Change and Emissions Management Fund of Alberta.

These approaches could be used as the basis for the development of a Community Energy Strategy to guide more sustainable investments in energy in Cochrane.

**Action:** Confirm district energy potential.

**Intent:** Determine the density and mix of development required to ensure the viability of District Energy in Downtown Cochrane.

**Action:** Identify pilot projects where renewable energy systems can be provided.

**Intent:** Work with local developers to identify high profile sites within downtown where renewable energy systems could be piloted.

**Action:** Undertake Energy Recovery Feasibility Study.

**Intent:** Assess the potential to recover energy from the sewage system in Cochrane.



## Enhance Waste Management Practices

The Town of Cochrane provides weekly automated waste and recycling collection services. The amount of waste disposed by Cochrane residents (138 kg/capita) is significantly less than the Alberta average (289 kg/capita) largely due to the Town's waste limit, curbside recycling program and convenient Cochrane Eco Centre programs. Building on this success the Town of Cochrane has adopted a Zero Waste Framework that sets clear direction for reducing waste to the highest degree possible and encouraging a shift towards elimination of waste in all design and planning decisions. The Framework outlines how the Town can achieve Zero Waste by minimizing the amount of waste that goes to the landfill through waste reduction, reuse, recycling, redesign, composting and other actions.

The Town is working closely with the multiple family residential, industrial, commercial and institutional sectors to explore approaches to reduce and recycle waste. To this end the Town has established an overall target of 80 percent diversion by 2020. Although this target is ambitious, it is achievable with continuing commitment from all residents of Cochrane.

“Cochrane's recycling and composting activities in 2011 resulted in a net greenhouse gas savings equivalent of the emissions from 767 passenger vehicles for one year.”

Zero Waste Framework – Towards Zero Waste,  
2012.

**Action:** Engage with the business community in downtown.

**Intent:** Continue to work with the business community to determine the types of services that make the most sense and are financially viable.

**Action:** Establish pilot programs.

**Intent:** Continue to test various approaches to reduce and recycle waste in Downtown Cochrane (i.e. solar compactors).

**Action:** Plan for a Second Eco Centre.

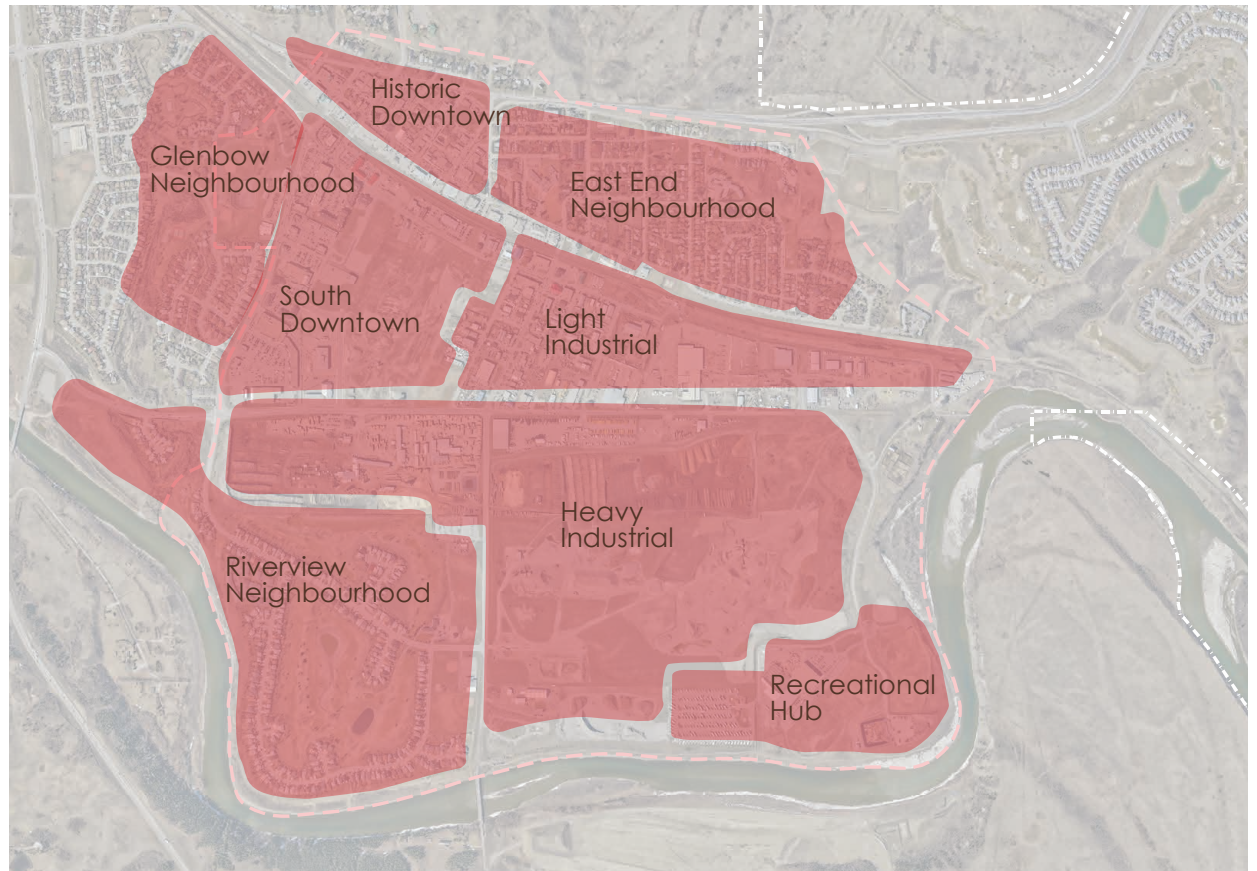
**Intent:** Proactively plan for a second Eco Centre to serve Cochrane's growing population.



# 5

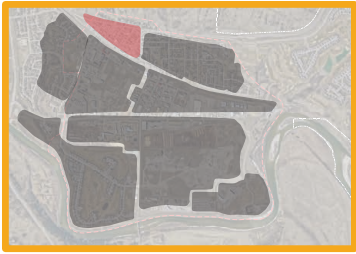
## THE DISTRICTS

### 5.0 Districts

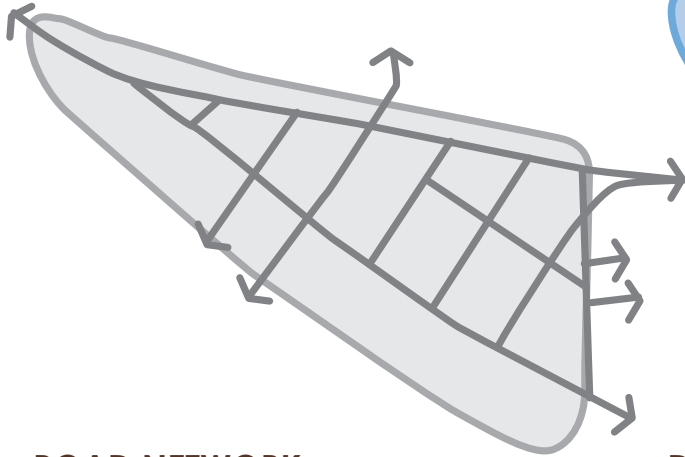


Downtown Cochrane consists of distinct areas or 'district'. Each district has many unique qualities that influence its development pattern, road network and land use makeup. These unique characteristics make it important to explore these districts individually to understand how they function and what opportunities exist. Equally important to recognizing the uniqueness of each district is understanding how the districts integrate to help shape the existing and future structure of Downtown Cochrane.



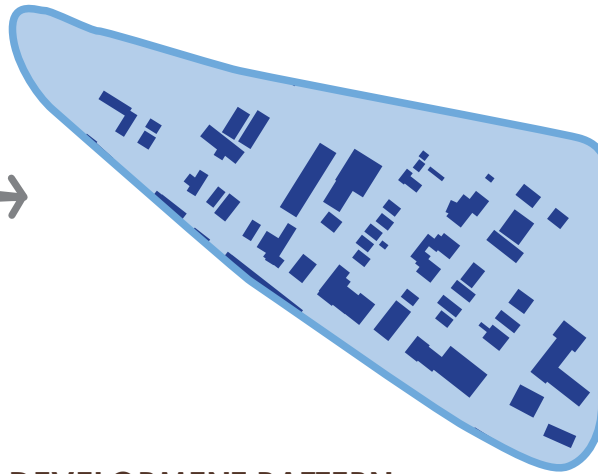


## 5.1 Historic Downtown



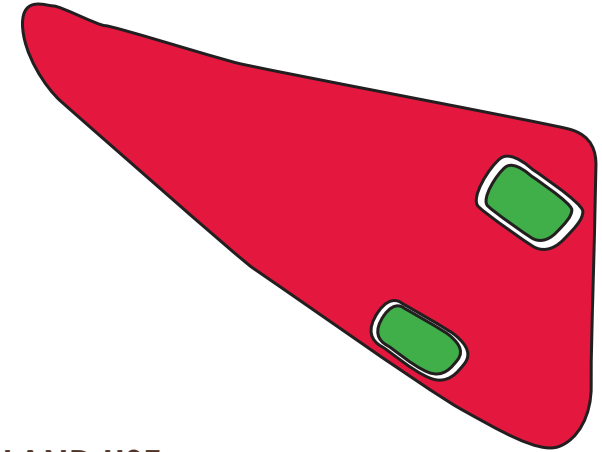
### ROAD NETWORK

Historic Downtown is composed of a fine-grained network of streets arranged in a grid pattern creating small and highly connected pattern of blocks. Major transportation corridors, such as Highway 1A, Centre Ave and 5th Avenue surround the Historic Downtown District. These major corridors provide critical access to Downtown and offer a first impression to residents and visitors.



### DEVELOPMENT PATTERN

For the most part Historic Downtown consists of buildings with small footprints within close proximity to each other. Connection between buildings creates well-defined streets, while the grid pattern road network creates strong linear views of First Street West.



### LAND USE

Retail commercial uses are predominately found within Historic Downtown. Retail commercial uses found along First Street West and some adjacent streets reinforce the quaint, small town western character that resonates with residents of and visitors to Cochrane. Centennial Plaza provides the only formal open space within the Historic Downtown District.



## OPPORTUNITIES

## ACTIONS



### Selective Infill

#### Redevelop of Old Town Hall Site

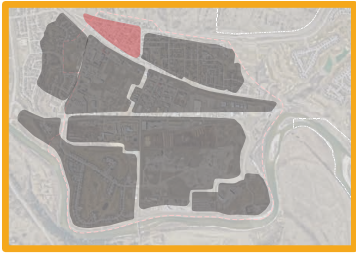
Old Town Hall site is situated at a prominent location along Highway 1A and 1st Avenue West. In 2008, all structures on the site were removed and the site graded for redevelopment. The site presents a significant opportunity for the Town to redevelop a large site in the downtown and create a gateway into the community. Future development on the site should focus on bringing more people and jobs to the downtown to support local business and provide areas to work, socialize and live that are within close proximity to services and amenities. At the same time, any development should make an appropriate and sensitive transition to the adjoining neighbourhood.

### Building on Existing Success

#### Public Realm Improvements

First Street West is the retail 'main street' of the community. The quaint atmosphere presented through the western heritage architecture and public realm improvements (i.e. wide sidewalks, street trees, lamps and furniture), make First Street West an enjoyable place for residents and visitors to walk and shop. Streetscape improvements should be expanded to create a well-connected, walkable pedestrian-friendly environment that supports the unique retail shopping experience found in Historic Downtown. Investments should be made in open space, public washrooms and supporting facilities to attract more people to Downtown Cochrane. In addition, signage and parking should be clearly orchestrated to ensure easy and safe access to businesses in downtown.





## 5.1 Historic Downtown

### OPPORTUNITIES

### ACTIONS

#### Build on existing success

##### Support Business Association

Downtown Cochrane is fortunate to have many locally owned and operated businesses with deep roots in the community. The success of these businesses contributes to the success of downtown. A strong and thriving business association helps to create a forum for businesses to interact, network, develop strategies, organize special events and promote the unique qualities of Downtown Cochrane. An organized and well-connected business association provides a strong, collective voice to communicate further actions to ensure downtown remains a good place to do business.

#### Selective Infill

##### Explore 4th Ave Road Closure Opportunities

To accommodate the extension of Centre Avenue south to Griffin Road a new railway crossing is to be constructed in late 2013. As a result, the 4th Avenue crossing will be closed, making a portion of the right-of-way between the railway tracks and Railway Street available for redevelopment. Work with adjacent land owners to determine how best to redevelop the right-of-way for maximum benefit to the property owners and the entire downtown.



### Create Key Gateways to the Downtown Enhance

#### 1A Corridor and Gateways

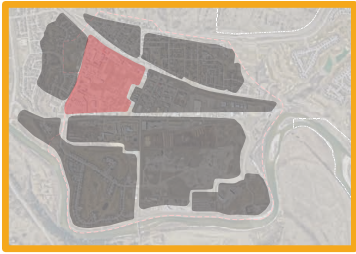
Highway 1A provides the primary access to Cochrane and downtown. Currently, Highway 1A on the north side of Historic Downtown is fragmented and does little to welcome residents and visitors to downtown. Navigation from the Highway to downtown is not well-defined and creates confusion among visitors and residents. Future development along Highway 1A should define the corridor in a consistent fashion with strategically positioned built-form, landscaping and signage to mark the entrances to Downtown Cochrane.

### Improve Connectivity Across the Railway

#### Initiate North-South Pedestrian Connection

Cochrane has a strong history tied to the expansion of the railway. Today the railway provides a necessary service but also creates a significant physical barrier between north and south downtown for all modes of transportation. There are currently three railway crossings in downtown located at 5th Avenue, 4th Avenue and River Avenue. With a new crossing at Centre Avenue and the resulting closure of the crossing at 4th Avenue, traversing the tracks will continue to be a challenge for pedestrians and cyclists. A sustainable downtown is well connected and

accessible, offering residents and visitors the opportunity to walk and cycle to amenities and services at all times. Construction of a pedestrian railway crossing between 5th Avenue and Centre Avenue would increase the permeability of the railway tracks and promote a more sustainable and walkable downtown.

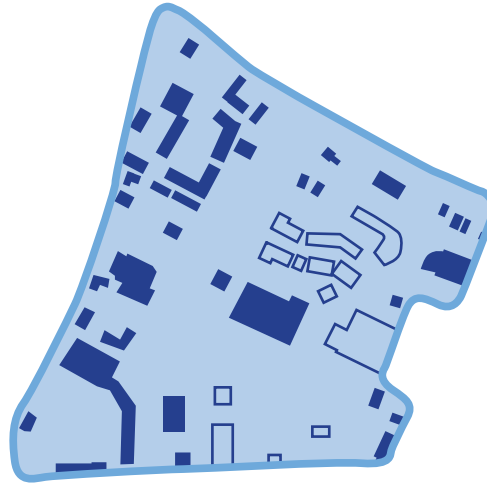


## 5.2 South Downtown



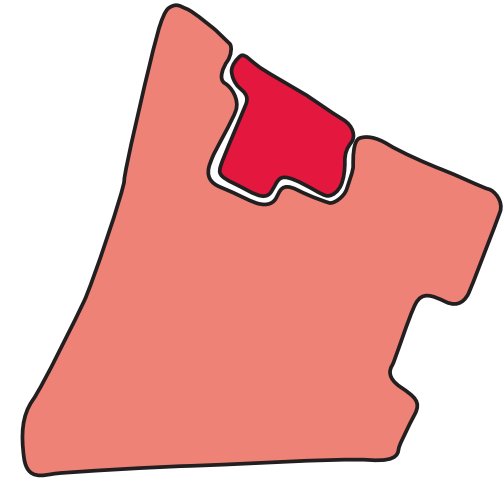
### ROAD NETWORK

South Downtown is primarily accessible from Griffin Road West, 5th Avenue, and Railway Street West. Although readily accessible by a number of corridors, South Downtown is difficult to navigate due to its disjointed local street system. The construction of Centre Avenue will improve connectivity by adding a new multi-purpose road connection to the South Downtown that is able to accommodate pedestrians, cyclists and vehicles.



### DEVELOPMENT PATTERN

South Downtown generally consists of sporadic large format retail commercial separated by extensive surface parking areas. Connecting streets and driveways are somewhat disjointed and are often difficult to navigate. South Downtown is currently undergoing significant redevelopment.



### LAND USE

South Downtown primarily accommodates retail commercial with some complimentary office, institutional and residential uses. The majority of commercial uses are accessible from 5th Avenue while the institutional and residential land uses tend to be grouped adjacent to Railway Street West and Grande Avenue. South Downtown does not currently include any outdoor open space.



## OPPORTUNITIES

## ACTIONS

### Create Streets for all Modes of Transportation

#### Construct Grande Avenue

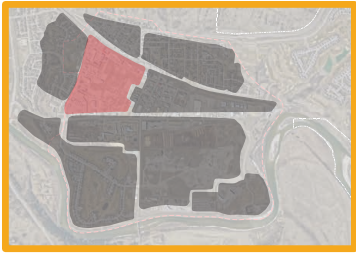
Grande Avenue, once completed, will provide an important north-south connection between Griffin Road West and Railway Street. With expansion on the Quarry site and potential development on the west edge of Grande Avenue, it is important that the corridor's purpose and character are defined in advance of development. Grande Avenue will accommodate multi-modes of transportation but will be designed to prioritize the pedestrian. The corridor will include a pedestrian promenade with wide sidewalks, street trees, active at-grade commercial land uses and parking at the rear of the buildings. The street will be designed to accommodate various outdoor festivals and events and will include both public and private outdoor spaces.

### Support the long term development of transit

#### Establish a Transit Hub

The Town of Cochrane is committed to the long-term implementation of a transit system in Cochrane. To this end, the Town has been working closely with the Calgary Regional Partnership to explore long-term regional transit solutions including a rail connection between Calgary, Cochrane, Canmore and Banff. In order to preserve the potential to accommodate rail, and to guide appropriate land use decision making to support transit, both the Town and CRP recognize the importance of identifying and securing a Transit Hub in Downtown Cochrane. The Transit Hub will be centrally located, highly visible and accessible to all modes of transportation, pedestrian-oriented and supported by a mix of higher density residential and retail/office commercial uses.





## 5.2 South Downtown

### OPPORTUNITIES

### ACTIONS

#### Invest in arts and culture

##### Create a Cultural Hub

Cochrane has a thriving arts and cultural community. Arts and culture contribute to the Town's livability through job creation, stimulation of commerce and various social benefits. The Town of Cochrane is committed to building a Community Arts and Cultural Center. A successful arts and cultural facility needs to be well connected and accessible. Proximity to other civic and cultural amenities and complementary businesses will contribute to the cross pollination of innovative ideas and a hub of activities and interaction.

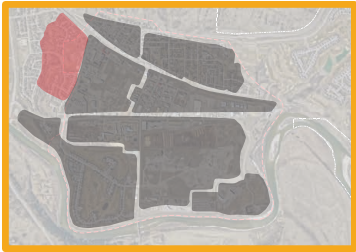
#### Guide current redevelopment

##### Establish Corridor Guidelines for Railway Street West

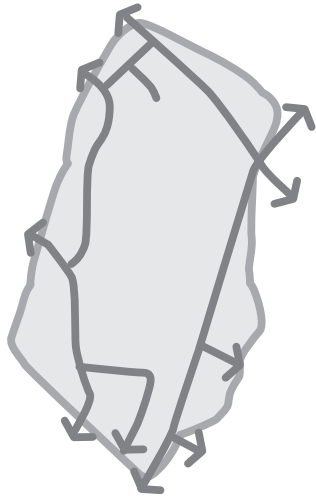
Downtown south of the railway is experiencing significant redevelopment. Railway Street West along with Griffin Road represents the primary east-west connection south of the railway tracks. Land uses along this corridor are mainly auto-oriented. The closure of the 4th Avenue crossing, continued redevelopment of the adjacent Quarry Site and improved connectivity between north and south downtown are anticipated to encourage redevelopment of this critical corridor. Guidelines are required to provide direction to achieve appropriate development along Railway Street West Corridor that complements Grande Avenue improvements and serves to stitch north and south downtown together.





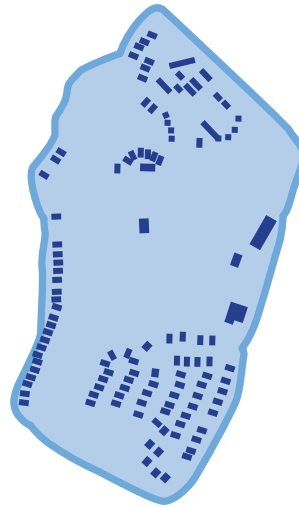


## 5.3 Glenbow Neighbourhood



### ROAD NETWORK

Fifth Avenue is the primary road corridor that provides direct access to the Glenbow neighbourhood and Downtown Cochrane. This corridor largely accommodates vehicular traffic but does little to encourage pedestrian and cycling activity between Glenbow and the downtown.



### PATTERN OF DEVELOPMENT

Glenbow is a well-integrated neighbourhood that accommodates a variety of residential and recreational land uses centred on a significant open space system. Development is organized and relatively intuitive to navigate.



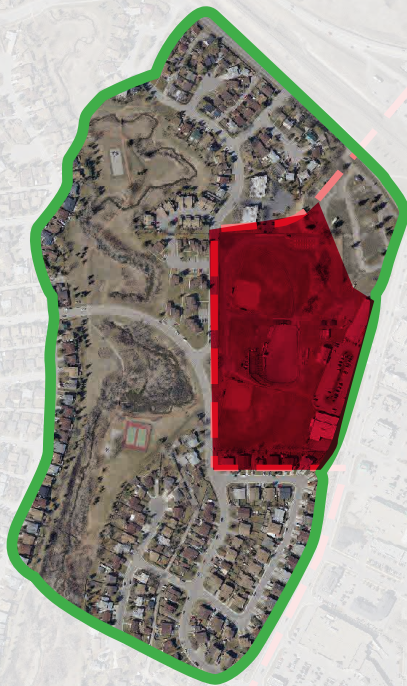
### LAND USES

The Glenbow Neighbourhood consists of single detached, semi-detached, townhome and apartment forms of multiple family residential. The neighbourhood accommodates a significant natural open space system including trails connecting to the future Riverfront Park. The Glenbow Neighbourhood also includes significant recreational amenities such as tennis courts, ball diamonds, rodeo grounds, swimming pool and curling rink.



## OPPORTUNITIES

## ACTIONS



### Intensify underutilized lands

#### Revitalize Town Lands

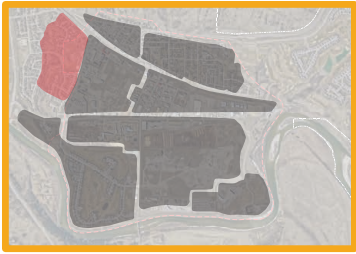
The Town owns the lands west of 5th Avenue that currently accommodate the Boys and Girls Club, Big Hill Leisure Pool, Cochrane Curling Club, two baseball diamonds, informal park space and the Lions Club Rodeo Grounds. The Town has committed to constructing a aquatic centre and curling rink at Spray Lakes Family Recreation Center in 2015. The relocation of these facilities will create a unique redevelopment opportunity to improve the character and pedestrian environment along 5th Avenue, increase the residential population immediately adjacent to downtown services and amenities, and create a central park with dramatic mountain views for all residents and visitors to enjoy. Revitalization will also improve the site's historic significance, improve pedestrian safety and respect the existing built-form and character of the Glenbow neighbourhood.

### Improve pedestrian and cyclist connections to

#### Improve connections to downtown

Downtown is currently connected to the Glenbow neighbourhood through a series of informal pathways. Dramatic views out over the neighbourhood and distant mountains are available from the upper bench of the Town Lands adjacent to the pool and curling rink. A formal pathway could be constructed across the grounds to provide a more accessible, safe, defined and visible connection between downtown, the Glenbow neighbourhood and the Big Springs Creek trail system ultimately connecting to the Town's new Riverfront Park.





## 5.3 Glenbow Neighbourhood

### OPPORTUNITIES

### ACTIONS

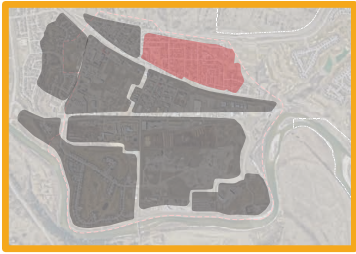
**Improve interface between Glenbow and the downtown**

**Improve interface along 5th Avenue**

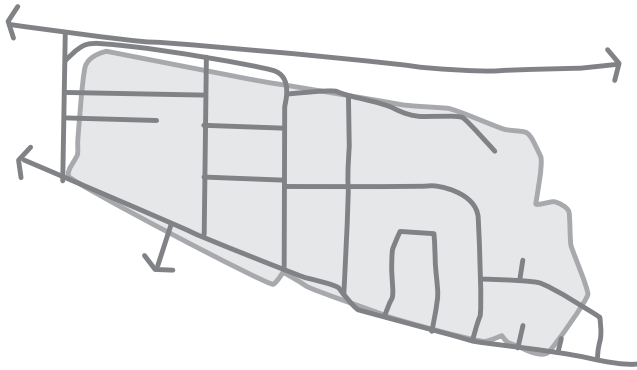
Fifth Avenue currently functions as a primary collector connecting Highway 1A to Griffin Road West. The corridor is auto-oriented and unfriendly to both pedestrians and cyclists. Fifth Avenue will be enhanced to safely accommodate increased pedestrian and cycling activity on a new multi-purpose pathway. Additional pedestrian crossings that are aligned with the larger pedestrian network will be provided to improve accessibility and convenience. Redevelopment taking place along the corridor will move closer, and will be oriented to, the street creating a more inviting and interesting pedestrian environment.







## 5.4 East End Neighbourhood



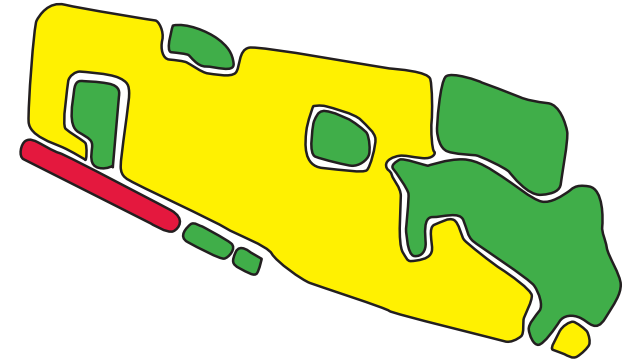
### ROAD NETWORK

The East End Neighbourhood includes a modified-grid street pattern that connects to Centre Avenue and 1st Street East.



### DEVELOPMENT PATTERN

The west edge of the neighbourhood tends to accommodate a greater mix of residential building forms resulting in a somewhat eclectic mix of uses surrounding the Catholic School. The east side of the neighbourhood includes more traditional single detached forms of residential development.



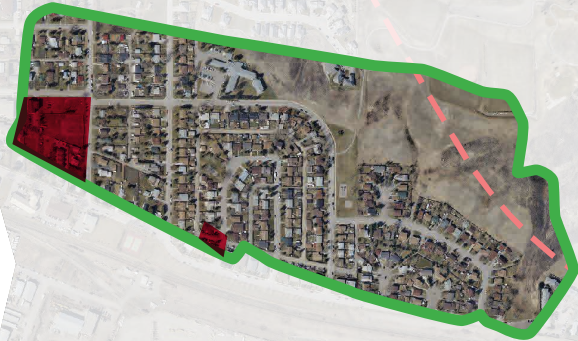
### LAND USE

The East End Neighbourhood accommodates a wide range of single family, townhome and apartment forms of residential development as well as limited commercial and institutional uses. The neighbourhood includes both passive and active forms of recreation.



## OPPORTUNITIES

## ACTIONS



### Sensitive Residential Intensification

#### Develop Infill Design Guidelines

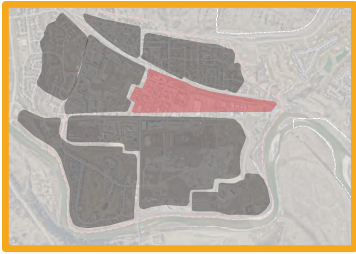
The East End is an established neighbourhood with a variety of residential types, ranging from single-family detached to mid-rise multi-family. With its close proximity to services, amenities, schools, and recreation opportunities the East End is a desirable location to live. Infill development is currently taking place in response to these attributes. Residential intensification guidelines are required to ensure the form, character and intensity of long-term development is compatible and sensitive to existing development.

### Explore the Redevelopment Potential of Large Sites

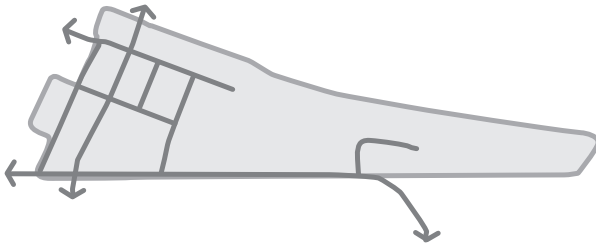
#### Identify lands that have significant redevelopment potential.

Explore reuse and redevelopment options that contribute to the diversity, character and quality of the existing neighbourhood. Work with major landowners in the East End (i.e. RCMP, Catholic School Board) to understand their short- and long-term objectives. Seek to explore common goals and collaborate closely with East End residents to ensure future redevelopment meets the needs and fits the character and quality of the existing neighbourhood.



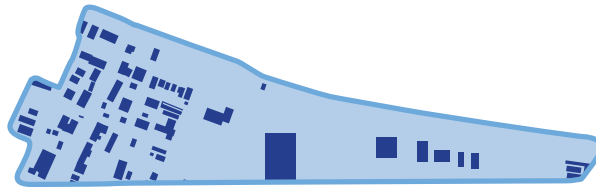


## 5.5 Light Industrial



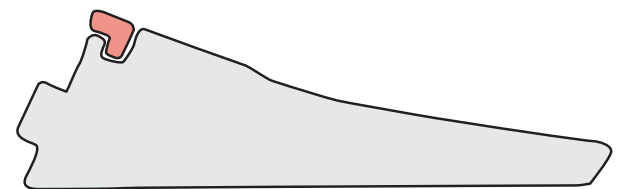
### ROAD NETWORK

The Light Industrial District is characterised by a grid street pattern which provides relatively efficient access and circulation within the neighbourhood. River Avenue currently provides the District's only railway crossing. Griffin Road will be widened to four lanes and will connect to the new bridge crossing the Bow River.



### DEVELOPMENT PATTERN

The Light Industrial District includes a variety of building forms ranging from small to large footprint buildings often requiring significant outdoor storage areas. The west side of the District accommodates predominantly smaller scale uses with larger more land consumptive uses located on the east side of the District.



### LAND USE

The Light Industrial District accommodates a variety of service commercial and light industrial uses of varying sizes and intensities. This District is an important employment generator and provider in the Town of Cochrane.

## OPPORTUNITIES

## ACTIONS



### Improve amenities for employees

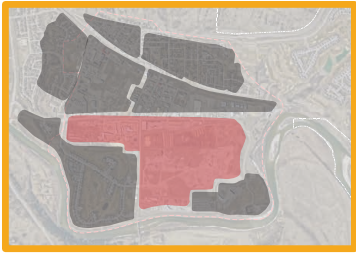
#### Develop multi-purpose trail adjacent to railway

The existing Light Industrial District functions as a primary employment area only. Opportunities exist to support business, encourage investment and enhance the health and wellness of the labour force by providing convenient opportunities to access Cochrane's dramatic natural setting. Collaborate with CP Rail to consider the development of a multi-purpose trail on the south side of the railway that would connect to the riverfront trail system in support of active modes of transportation, increased connectivity and improved health and wellness within the community.

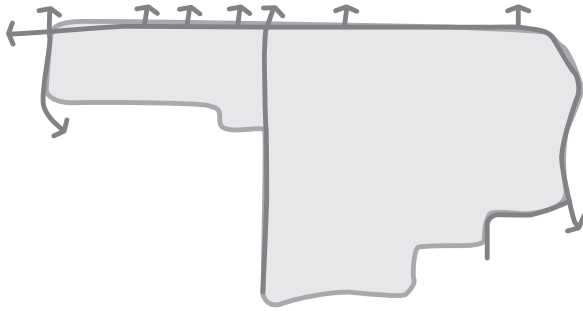
### Increase land utilization

#### Encourage redevelopment and intensification

The Light Industrial District accommodates a wide variety of commercial and light industrial land uses, many of which require significant outdoor storage space. The opportunity exists to improve the efficiency of the land to provide additional employment opportunities for the local labour force and enhance tax revenue to the Town. Work with business owners to understand any obstacles and to explore opportunities to redevelop existing vacant or underutilized sites and enhance land efficiency in underutilized areas.

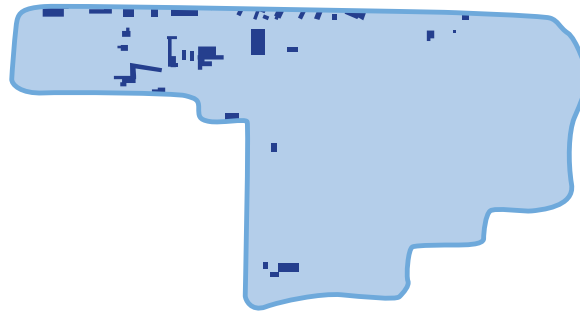


## 5.6 Heavy Industrial



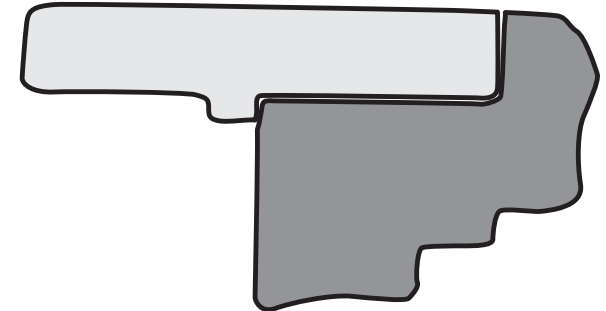
### ROAD NETWORK

Griffin Road West provides direct access to the Heavy Industrial District. River Avenue runs north-south dividing the District in two. Both Griffin Road West and River Avenue currently cater to vehicle traffic and offer minimal facilities for pedestrians and cyclists.



### DEVELOPMENT PATTERN

The Heavy Industrial lands are primarily undeveloped and are utilized for material storage and resource extraction.



### LAND USE

The Heavy Industrial area consists of two large land intensive industrial uses which provide significant employment opportunities for Cochrane residents.



## OPPORTUNITIES

## ACTIONS

### Support existing industrial operations

#### Connect with industrial users

The heavy industrial users south of Griffin Road have been important contributors to Cochrane's growth, development and success as a community for many years. These industrial operations are expected to continue operating into the foreseeable future. These lands offer tremendous long-term redevelopment potential given the proximity to downtown and the Bow River and the size of the parcels in question. The Town will continue to support and collaborate with the industrial users to pursue common objectives.

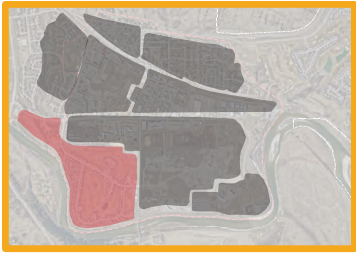


### Emphasize importance of Bow River

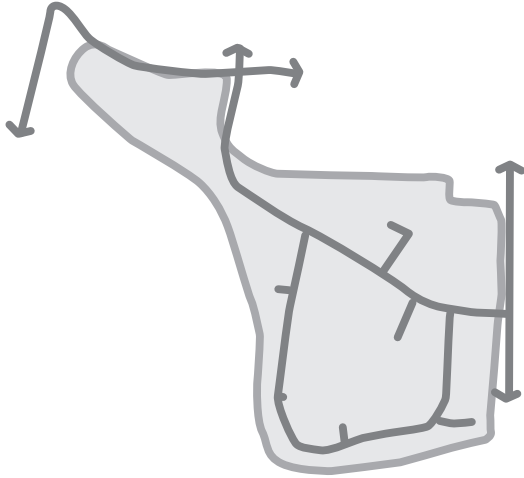
#### Connect the Bow River to downtown

The Bow River represents a significant natural amenity to the residents of and visitors to Cochrane. However, the majority of downtown is separated visually and physically from the River, partly due to the large tracts of employment generating industrial land. The opportunity exists to partner with adjacent industrial users to explore the potential of enhancing River Avenue to improve the visual and physical connection to the Bow River. Enhancements could include an off-street multi-purpose pathway to accommodate cyclists and pedestrians accessing the riverfront.



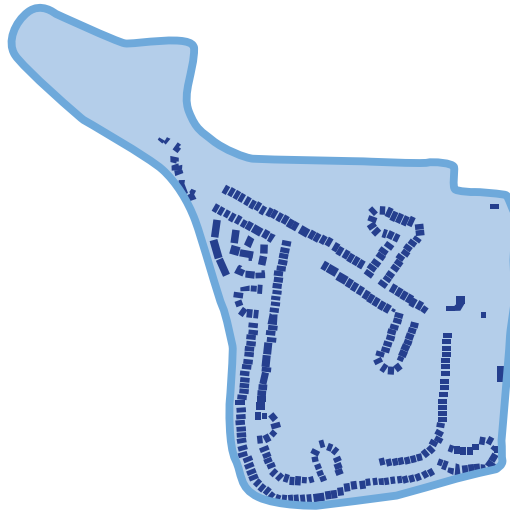


## 5.7 Riverview Neighbourhood



### ROAD NETWORK

The Riverview Neighbourhood consists of a curvilinear road network that provides access to Downtown Cochrane.



### DEVELOPMENT PATTERN

Development within the Riverview Neighbourhood occurs in a variety of different forms and is clustered around the Cochrane Golf Club.



### LAND USE

The Riverview Neighbourhood consists primarily of residential land uses including single detached, townhome and apartment forms. The river trail and linear park system run adjacent to the residential uses offering convenient access to tremendous local amenities.

## OPPORTUNITIES

## ACTIONS

### Enhance connectivity to downtown core

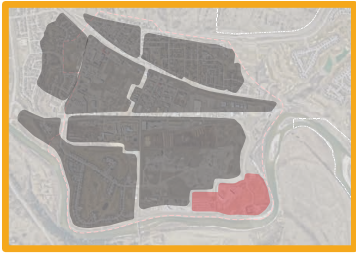
#### Improve Connections

The Riverview Neighbourhood is a quaint golf course neighbourhood located adjacent to the Bow River. Opportunities exist to improve the pathway connections on both sides of the neighbourhood improving linkages to the downtown. Enhanced pathways to the new Riverfront Park and along River Avenue would allow residents and visitors alike to enjoy Cochrane's dramatic natural environment.

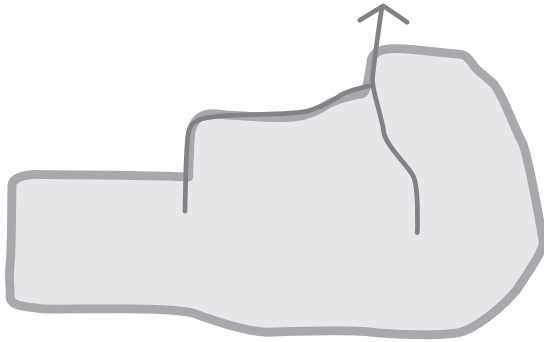
### Capitalize on the proximity to the Bow River

#### Develop Riverfront Park

The design and development of Riverfront Park is currently underway. This new park will provide another compelling reason for residents and visitors to be active in Cochrane. Riverfront Park will include new pathways, enhanced off leash area, and multi-use green space including fire pits, picnic tables and play area.

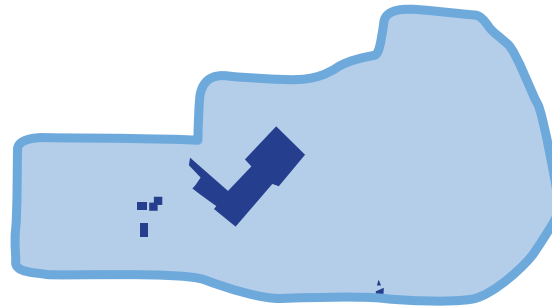


## 5.8 Recreational Hub



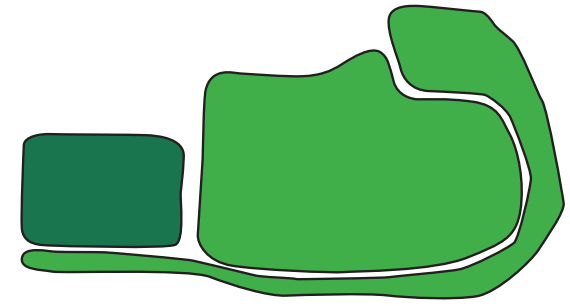
### ROAD NETWORK

Currently Griffin Road provides the only access to the Recreational Hub District in the south-east of downtown.



### DEVELOPMENT PATTERN

The Recreational Hub District remains largely undeveloped with the exception of the Spray Lakes Sawmill Family Sports Centre, the Bow River's Edge Campground and the river trail system.



### LAND USE

The Recreational Hub District currently accommodates the Spray Lakes Sawmill Family Sports Centre and passive recreation land uses including walking trails and the dog park, along with commercial recreational land uses in the form of Bow River's Edge Campground.



## OPPORTUNITIES

## ACTIONS

### Create a major recreational hub

#### Create recreational hub

The Spray Lakes Sawmills Family Sports Centre provides a wide range of indoor recreational activities and is a tremendous asset to the Town of Cochrane. Demand for recreation amenities is anticipated to grow as Cochrane's population expands. With the future construction of the new pool and curling rink, there is an opportunity to build on the Centre's current success and create a recreational destination within the region. The Open Space Master Plan recommends the construction of an athletic park with various sports fields, adjacent to the Spray Lakes Sawmills Family Sports Centre, that are large enough to host tournaments. The Town will continue to work with adjacent land owners to ensure long term redevelopment plans include lands suitable for future recreation facility expansion.

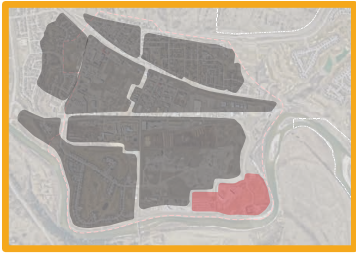


### Improve access and connectivity

#### Improve connections to downtown core

The Spray Lakes Sawmills Family Recreation Centre is currently only accessible from Griffin Road West and the riverfront walkway making it somewhat difficult and inconvenient for pedestrians and cyclists. The Open Space Master Plan recommends that additional pathways be secured through adjacent lands, as they develop, to tie the Recreation Centre to the rest of downtown. Connectivity to the Centre will also be an important consideration in the location and alignment of the future Bow River bridge crossing.





## 5.8 Recreational Hub

### OPPORTUNITIES

### ACTIONS

#### Demonstrate leadership in Sustainability

#### Explore energy synergies

The Town is in the process of designing and ultimately expanding the Spray Lakes Sawmills Family Sports Centre to include a large swimming pool and six ice slabs for curling. Both of these facilities are high-energy consumers and they represent significant expenditure to operate on an annual basis. In order to reduce energy consumption, it is important that these new facilities are designed to operate energy efficiently in their own right, and for synergies to be developed to allow them to share energy between themselves.







“

Cochrane appears to be well positioned or to have a slight competitive advantage over other communities in the areas of “management,” “health,” “art, culture, recreation and sport

”

(Economic Development Plan)



# 6

## DISTRICT PRIORITY ACTIONS

### 6.0

## District Priority Actions





The Integrated Downtown Action Plan (IDAP) identifies a significant number of actions that are required to transform Downtown Cochrane into a sustainable, diverse and vibrant place for both residents and visitors. Unfortunately not all actions can be implemented immediately. However, the IDAP has identified six priority actions at the District level that require immediate attention, provide significant positive impact on downtown and are feasible to implement in the short-term.

The six priority actions are described in greater detail below using a number of themes.

## **Context**

The influence of redevelopment and reinvestment decisions go well beyond a particular site, corridor or district. As a result it is important that consideration be given to the broader context of a particular initiative in order to understand its potential impact on downtown.

## **Current Policy Direction**

The Town has a number of policy documents that guide public investments, redevelopment activity and decision making in downtown. A summary of current policy direction pertaining to each priority action is provided to ensure a broad and integrated understanding and consistency with approved policy direction.

## **Opportunities and Constraints**

Each initiative presents both opportunities and constraints that must be recognized and addressed in order to successfully implement the action.

## **Guiding Principles**

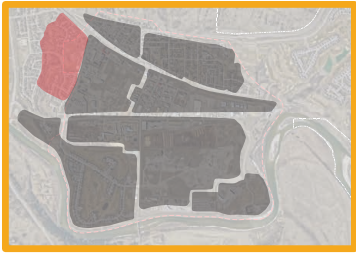
The guiding principles describe the desired results of implementing the particular priority action and in turn serve as an evaluation tool with which to gauge the success of any action.

## **Concept Exploration**

Describes the preliminary response to application of the guiding principles and forms the foundation from which to undertake more formal and focused concept development.

## **Tasks**

Specific tasks must be completed in order to implement the priority actions. A summary of necessary tasks has been provided for each priority action.

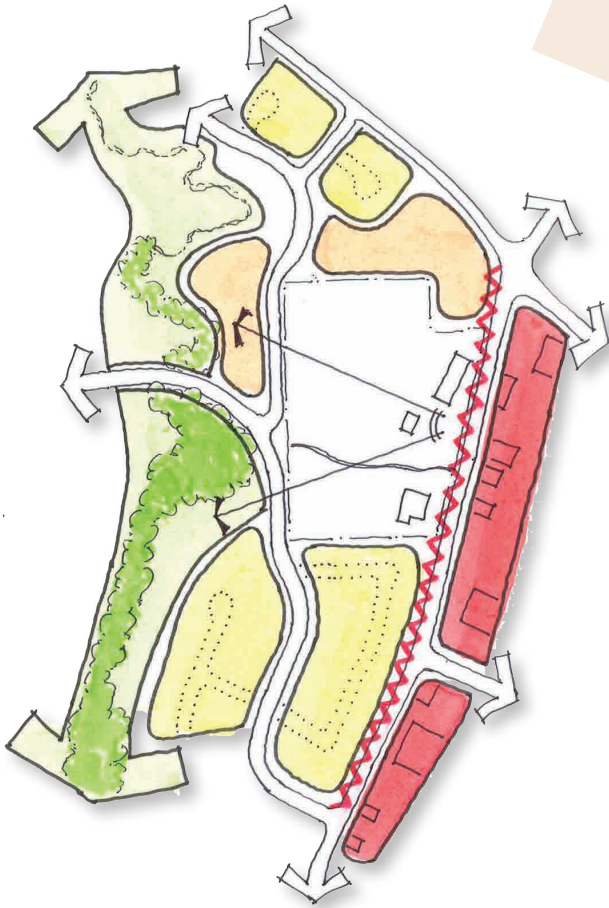


## 6.1 Revitalize Town Lands

### Context

Town lands adjacent to 5th Avenue and the Glenbow neighbourhood are currently leased by a couple different entities, including the Boys and Girls Club and the Lions Club, which operate the Rodeo Grounds. The lands also accommodate two regulation sized baseball diamonds, the Big Hill Leisure Pool and the Cochrane Curling Club. Both the pool and curling club are expected to relocate to Spray Lakes Sawmill Family Sports Centre in 2015. The site hosts a few festivals and events throughout the year including Winterfest, Summerfest, and the Cochrane Rodeo.

Adjacent uses include residential to the south, open space and multi-family development to the west, multi-family residential to the north and 5th Avenue, an arterial road connecting to Highway 1A and Griffin Road West, to the east. The lands are divided into an 'upper' and 'lower' bench due to a slope cutting north-south through the lands. The upper bench provides dramatic views out over the grounds to the Rocky Mountains and parking facilities to all of the current uses.



### Current Policy Direction

#### Municipal Development Plan

- Designates the lands as Open Space and Public Service and identifies a trail connection through the site.
- Promote downtown as the Town's primary commercial area and primary area of community social interaction and a focus of civic and cultural identity
- Promote residential development in conjunction with commercial development in all commercial areas

#### Cochrane Open Space Master Plan

- Identifies the lands as a major open space node and suggests a portion of the site should remain open space regardless of the future of the Rodeo Grounds.

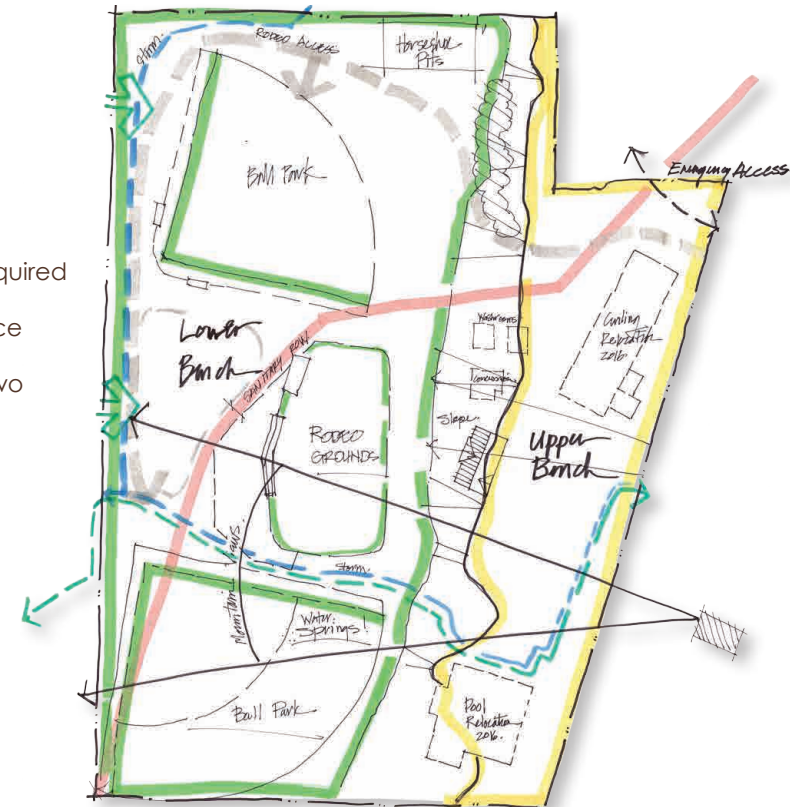
#### Bicycle Network Plan

- Proposes a new multi-purpose pathway adjacent to 5th Avenue and updated pathway connecting the lower and upper benches to downtown.

### Opportunities:

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- Condition of existing structures
- Seasonal use of lower bench
- Existing underground utilities may require relocating if redevelopment occurs
- Existing underground springs may limit development options
- Limited servicing capacity - upgrades required
- Lower bench used as informal open space
- Significant slope separates the site into two distinct parts
- 5th Avenue functions as an automobile-oriented arterial corridor only

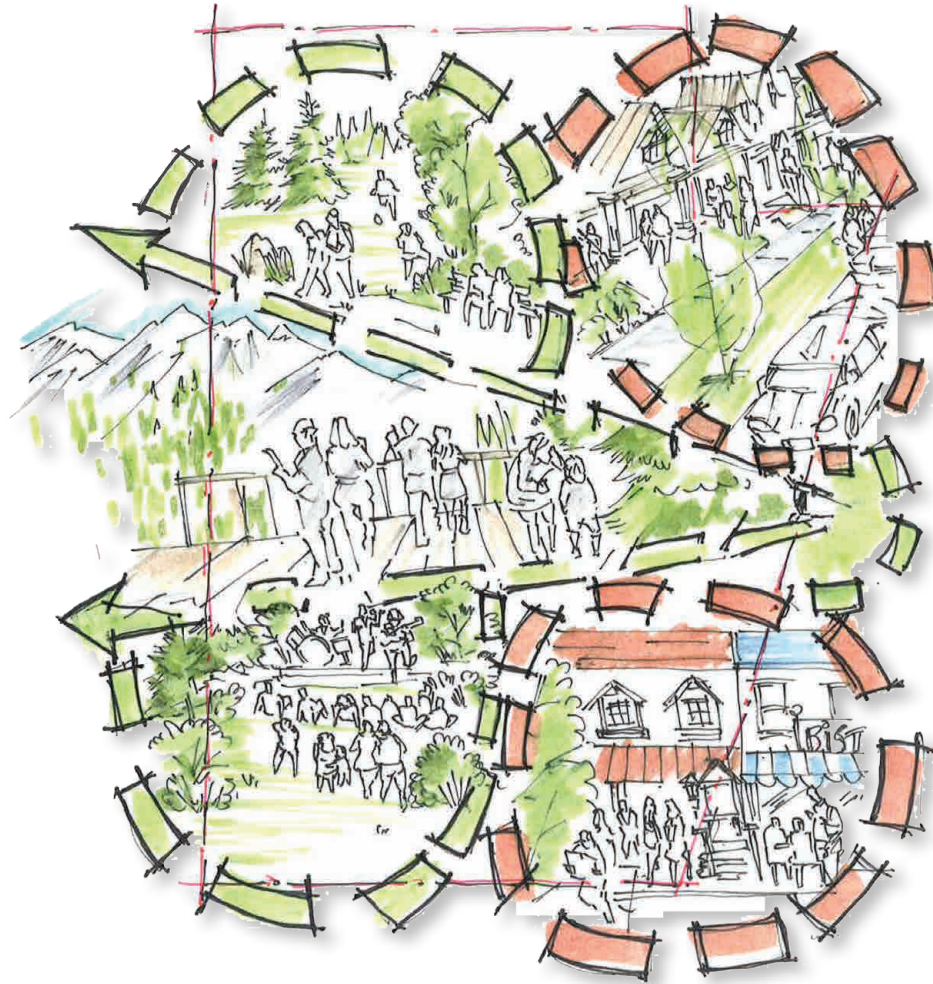




## 6.1 Revitalize Town Lands

### Guiding Principles

- Accommodate long-term needs of existing users
- Preserve and enhance dramatic mountain and valley views
- Honour site's historical significance
- Bring more people into the downtown through increased residential opportunities and enhanced park space
- Consider revenue potential
- Create a central community amenity connecting Glenbow and Downtown Cochrane
- Create a neighbourhood gateway into Glenbow from downtown
- Improve pedestrian connectivity between downtown and Glenbow
- Improve vehicular circulation and access



## Concept Exploration

Relocation of the pool and curling club triggers redevelopment of the upper bench. The upper bench accommodates a mixed-use development. Ground floor commercial fronts along 5th Avenue wherever possible, while a variety of housing options ranging from higher density multi-family on the north side to lower density residential on the south side are provided. Community space to accommodate the Boys and Girls Club should be provided in the new commercial development. Building forms on the upper bench should be broken up to provide physical and visual

connections to the lower bench, which includes a central community amenity (e.g. passive and active park space, expanded rodeo grounds, etc.) that facilitates a broad range of active and passive activities for all ages throughout all four seasons.

Access between downtown, the Glenbow neighbourhood and Big Springs Creek trail system are improved for active modes of transportation through designated pathways and improved crossings along 5th Avenue.

## Task

**Task:** Meet with Boys and Girls Club.

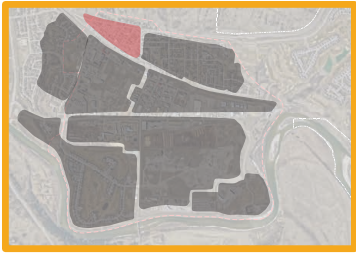
**Intent:** To understand their needs and long term plans and determine future facility requirements.

**Task:** Work with the Lions Club to understand their long term needs and priorities.

**Intent:** Confirm long term plans for Rodeo Grounds.

**Task:** Prepare Concept Plan and Design Framework for site.

**Intent:** To work with area stakeholders and community to develop a Concept Plan and Design Framework that achieves the guiding principles and provides the foundation from which to consider land disposal.



## 6.2 Redevelop Old Town Hall Site



### Context

Old Town Hall Site is located on the north end of Cochrane's Historic Downtown at the intersection of Highway 1A and Centre Avenue. The relatively flat and predominately vacant site was previously occupied by Cochrane Town Hall and the Town Fire Station but now contains only one active use with the balance of the site functioning as passive open space. The site contains over 400m

of combined frontage and is bisected by 1st Avenue West into two parcels. Adjacent uses include commercial development to the south, low density residential to the east and medium density residential, a tourism office and Bow Valley College to the west. The site is highly visible and functions as the first entrance into the downtown from the east.

### Current Policy Direction

#### Municipal Development Plan

- Designates as Open Space and Public Service
- Promote downtown as the Town's primary commercial area and primary area of community social interaction and a focus of civic and cultural identity

#### Downtown Area Redevelopment Plan

- Enhance gateway treatment at Highway 1A and Centre Avenue and streetscape along Centre Ave
- Consider amenity space at the north end of 2nd Avenue West
- Prior to redevelopment, undertake a feasibility study to assess the implications of closing the portion of 1<sup>st</sup> Avenue West between Centre Avenue and 2<sup>nd</sup> Street West



### Cochrane Open Space Master Plan

- Identifies the site as a minor node that could accommodate a neighbourhood park or urban plaza/square and suggests 2nd and Centre Avenue should be landscaped streets providing connections to area amenities

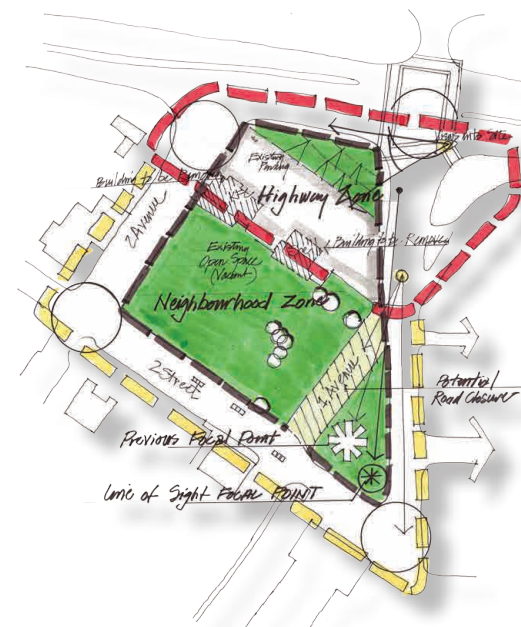
### Bicycle Network Plan

- Centre Avenue to include a bicycle lane and 2nd Avenue West and 2nd Street West identified as a traffic calm route

## Opportunities and Constraints

### Opportunities

- Convenient access to Highway 1A and Historic Downtown
- Large municipally owned parcel
- Potential revenue generator for the Town
- Highly visible gateway to Town and downtown
- Development frontage on all sides
- Underground services are available



### Constraints

- Proximity to highway (i.e. noise, etc.)
- Sensitivity to existing uses
- Parcels fragmented by 1st Avenue West
- Existing structures and tenure
- Service capacity dependent on other downstream developments

## Guiding Principles

- Consider revenue potential
- Maximize gateway potential to downtown
- Facilitate continuing economic development in Historic Downtown
- Respect existing commercial and residential uses
- Display a high quality of sustainable design
- Enhance existing neighbourhood with the provision of public space
- Reinforce Cochrane's unique visual, cultural and historical character
- Set the precedent for future redevelopment adjacent to Highway 1A
- Enhance safety for all modes of transportation

## 6.2 Redevelop Old Town Hall Site



### Concept Exploration

Old Town Hall Site encompasses a multi-purpose development that accommodates office, institutional, retail, residential and open space uses. The greatest intensity of built form is directed towards the intersection, presenting a strong image to Highway 1A and forming a gateway into downtown. Development is orientated towards the street with active edges on all four sides. Surface parking is discouraged, especially adjacent to Highway 1A. A highly visible and accessible public amenity space is provided within the development.

## Tasks

**Task:** Review Open Space Master Plan.

**Intent:** To understand the long term open space needs within the downtown.

**Task:** Prepare Design Framework.

**Intent:** Confirm design principles, desired land uses, density and development requirements (e.g. green building techniques) in anticipation of marketing the lands.

**Task:** Conduct Road Realignment Study.

**Intent:** Review transportation implications of closing a portion of 1st Avenue West. Work with downtown businesses to understand opportunities and challenges.

**Task:** Develop funding strategy for intersection controls (HWY 1A and Centre Ave).

**Intent:** Traffic management with the completion of Centre Ave.

**Task:** Develop Highway 1A improvement concept and implementation strategy.

**Intent:** Explore alternative concepts to influence anticipated corridor realignment.

**Task:** Understand short- and long-term status of Provincial Building.

**Intent:** Explore creative ways to accommodate anticipated growth inside and outside existing building.

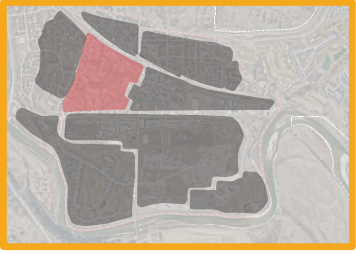
**Task:** Prepare site for disposal.

**Intent:** Consider rezoning the site and addressing any unresolved issues (e.g. access, service capacity) prior to disposition to maximize revenue.

**Task:** Initiate site disposal.

**Intent:** Prepare marketing package including design requirements, land use, access, sale price, etc.





## Context

Grande Avenue has been identified as a key future north-south transportation corridor in Cochrane in a number of the Cochrane's long-range policy documents. The southerly portion of Grande Avenue connecting Griffin Road West to Grande Boulevard was constructed in conjunction with the Town's Protective Services Centre, Cochrane Community Health Centre and adjacent office building. The remaining portion of Grande Avenue, between Grande Boulevard and Railway Street West, will be constructed as development occurs on adjacent lands. Once completed, Grande Avenue will provide an important north-south connection for all modes of transportation.

# 6.3 Construct Grande Avenue



## Current Policy Direction

### Municipal Development Plan

- Promote downtown as the Town's primary commercial area and primary area of community social interaction and a focus of civic and cultural identity
- Promote residential development in conjunction with commercial development in all commercial areas

### Downtown Area Redevelopment Plan

- Grande Avenue to function as a pedestrian oriented corridor connecting north and south downtown, including on-street parking, landscaping and buildings located at or close to the front property line
- Development of Grande Avenue provides an opportunity to create open space at the north end

### Cochrane Open Space Master Plan

- Development of Grande Avenue provides an opportunity to develop an urban plaza on

the south side of the railway as a focal point in Downtown Cochrane that is connected to Griffin Road West and 1<sup>st</sup> Street West with an active landscaped street.

### Bicycle Network Plan

- Identifies bike lanes along Grande Avenue

### Community Revitalization Levy Boundary

- Located within levy boundary with a portion of levy funds (\$3,000,000) allocated to public space improvements along Grande Avenue and Charlesworth Avenue.

## Opportunities and Constraints

### Opportunities

- Establish strong north-south pedestrian linkage between future development at 2nd Avenue West and 2nd Street West, Centennial Plaza, potential railway crossing and Grande Avenue
- Reinforce pedestrian orientation through streetscape design and active street frontages
- Increase permeability between north and south sides of downtown

### Constraints

- Funding required to construct the corridor
- Potential traffic congestion resulting from automobile oriented large format retail
- Current parcel layout offers limited accessibility and visibility for future development
- Uncertainty around the land use form, character and layout for the north-west corner of the Quarry commercial development
- Limited stormwater infrastructure capacity

## 6.3

# Construct Grande Avenue

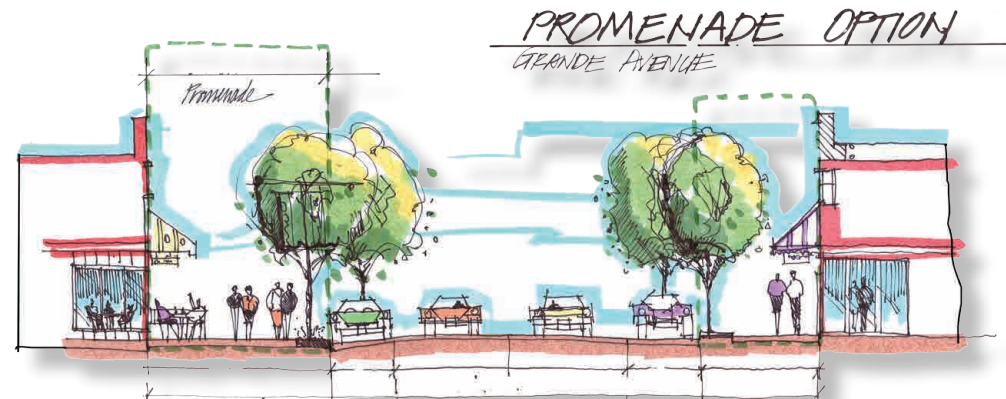
### Guiding Principles

- Prioritize active modes of transportation (i.e. walking) and slow vehicle traffic
- Orientate development to Grande Avenue (i.e. main building entrance on Grande Avenue)
- Include on-street parking on both sides of the street
- Develop pedestrian promenade
- Provide a continuous street wall and active frontages that animate the street
- Develop a dramatic, highly visible and safe public plaza space
- Design a street that is active for all four seasons in Cochrane
- Street is accessible for all ages and abilities
- Extend the historical character and complimentary architecture
- Connect to Cochrane's developing active transportation network
- Ensure onsite parking areas are located to the rear of the site
- Design a programmable street that can accommodate a variety of events

### Concept Exploration

Grande Avenue is designed to slow vehicle traffic and prioritize active modes of transportation (e.g. walking). A wide pedestrian promenade is found on Grande Avenue that includes street trees and outdoor seating. On-street parking is provided on both sides of the street to delineate pedestrian and vehicular movements and provide convenient, direct access to local shops. Buildings are sited close to Grande Avenue and onsite parking is located at the rear of buildings to prioritize the pedestrian. The corridor is designed to encourage

spill-out space (e.g. outdoor restaurant/café seating and product displays) and requires active frontages (i.e. main entrances, window displays, signage, outdoor seating, etc.) on all buildings along Grande Avenue to activate and animate the street. Various outdoor public and private spaces on the south and west corners capitalize on the amount of sun that Cochrane receives throughout the year and contribute to an active street. Building form is well articulated and at a minimum height of 2 storeys.







## Tasks

**Task:** Refine Grande Avenue streetscape and programming options.

**Intent:** Confirm design parameters and resulting cross-section over the full length of the corridor.

**Task:** Explore potential plaza location.

**Intent:** Consider potential plaza locations, programming options and preliminary design considerations.

**Task:** Revisit parcel layout on lands west of Grande Avenue.

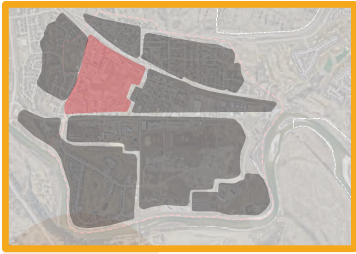
**Intent:** Work with adjacent property owner to revisit the parcel layout to ensure future development contributes to the character, quality and vitality of Grande Avenue and Downtown Cochrane.

**Task:** Develop concept for north-west corner of Quarry site.

**Intent:** Work with Quarry developer to refine the concept for the north-west corner of the Quarry site to ensure that it seamlessly integrates with the land use form and character of Grande Avenue.

**Task:** Develop financial strategy for Grande Avenue construction.

**Intent:** Work with benefiting property owners to determine the timing, budget and cost-sharing arrangement to construct Grande Avenue.



## Context

Public Transit has been a topic of conversation in Cochrane for many years. In 2012 the Town initiated a public engagement process to better understand the community's perspective on the appropriateness and viability of transit in Cochrane.

Community feedback led to the development of guiding principles that were used as a basis from which to consider transit alternatives. Various transit options were identified, explored and reviewed with the community. Based on the analysis and the community feedback, the preferred alternative was a local weekday bus system that would consist of three routes in the established areas of Cochrane. This system could be launched once Council provides approval.

It is important that the Town continue to take a long-term perspective to ensure the decisions made today provide the opportunity to expand service delivery in the future. In addition, the Town of Cochrane is committed to continuing to work



closely with the Calgary Regional Partnership Transit Committee to explore possible regional public transit service, including future LRT, between Cochrane and Calgary.

# 6.4

# Create a Hub for Transit

## Current Policy Direction

### Municipal Development Plan

- Design a strong multi-modal transportation network that provides the safe and efficient movement of people, goods, and vehicle

### Downtown Area Redevelopment Plan

- Ensure strong pedestrian and vehicular linkages between the areas north and south of the CP Railway

### Growth Management Strategy

- Develop a comprehensive Transit Strategy for both local and regional transit including identification of future transit hubs

### Economic Development Strategy

- Public transit is a key driver to economic growth

### Calgary Metropolitan Plan

- Encourage compact urban node development, intensification and transit-oriented development to accommodate additional growth in Cochrane

## Guiding Principles

- Accommodate a variety of transportation modes
- Establish a pedestrian-friendly environment
- Enhance connections to both sides of the railway tracks
- Select a central and highly visible location
- Incorporate innovative/sustainable design
- Act as a catalyst for supportive land uses
- Adhere to transit-oriented development best practices
- Reflect short-term needs while planning for the future

## Concept Exploration

The Cochrane Transit Hub is centrally located and highly visible. All modes of transportation seamlessly converge towards the Transit Hub. The location and site accommodate long-term transit goals, such as rail linkage and expansion. The surrounding area is safe and comfortable and provides a variety of supportive land uses.

## Tasks

**Task:** Undertake site due diligence.

**Intent:** Explore the viability of various sites adjacent to the CP Railway that meet the locational criteria.

**Task:** Meet with CP Railway.

**Intent:** Explore possible pedestrian crossing options (preferably at grade) that could connect directly to the Transit Hub.

**Task:** Purchase Lands.

**Intent:** Secure lands for future Transit Hub.

**Task:** Develop parking strategy.

**Intent:** Understand current parking opportunities and challenges and explore shared parking potential associated with the Transit Hub.

**Task:** Demonstrate sustainability in transit program.

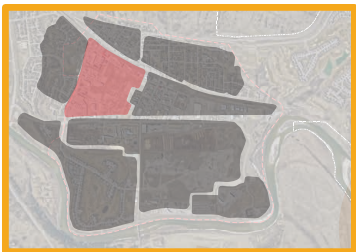
**Intent:** To ensure all actions are filtered through a sustainability lens.

**Task:** Define hierarchy of streets.

**Intent:** Understand how different streets should be designed and function.







## 6.5

# Cross the Tracks

### Context

The Canadian Pacific Railway (CPR) has played a prominent role in the development of the Town of Cochrane. In fact it was the Canadian Pacific Railway that granted the town site in 1885 and named it Cochrane, in honour of Senator Cochrane. Since its inception, the Town of Cochrane and the railway have worked hard to achieve common goals. With growth pressures and expanding commercial services on both sides of the tracks, the Town and CPR have collaborated to ensure efficient access across the tracks.

The Town is currently constructing the Centre Avenue extension to connect Highway 1A to Griffin Road West. However, with this additional railway crossing, the Town is required to close the existing 4th Street West railway crossing resulting in a 700m gap between crossings. Accessibility and convenience is paramount to the success of any downtown environment. A central pedestrian crossing is required to improve accessibility, reduce dependence on the automobile and help stitch north and south downtown together for the benefit of the entire community.

### Current Planning Direction

#### The Municipal Development Plan

- Suggests pedestrian connectivity between north and south downtown should be enhanced with a pedestrian crossing

#### Downtown Area Redevelopment Plan

- Suggests a pedestrian connection from the Historic Downtown to Grande Boulevard south of the tracks

#### Cochrane Open Space Master Plan

- Suggests a pedestrian connection from the Historic Downtown to Grande Boulevard south of the tracks



### Guiding Principles

- Provide a direct pedestrian connection across the railway tracks from Centennial Plaza to Grande Avenue
- Work with CPR to ensure the pedestrian connection is safe and well lit
- Ensure the connection is universally accessible and wide enough to accommodate cyclists
- Design the crossing to complement the character and quality of Centennial Plaza
- Ensure the connection is easy to find, well signed and highly visible

## Tasks

**Task:** Meet with CPR

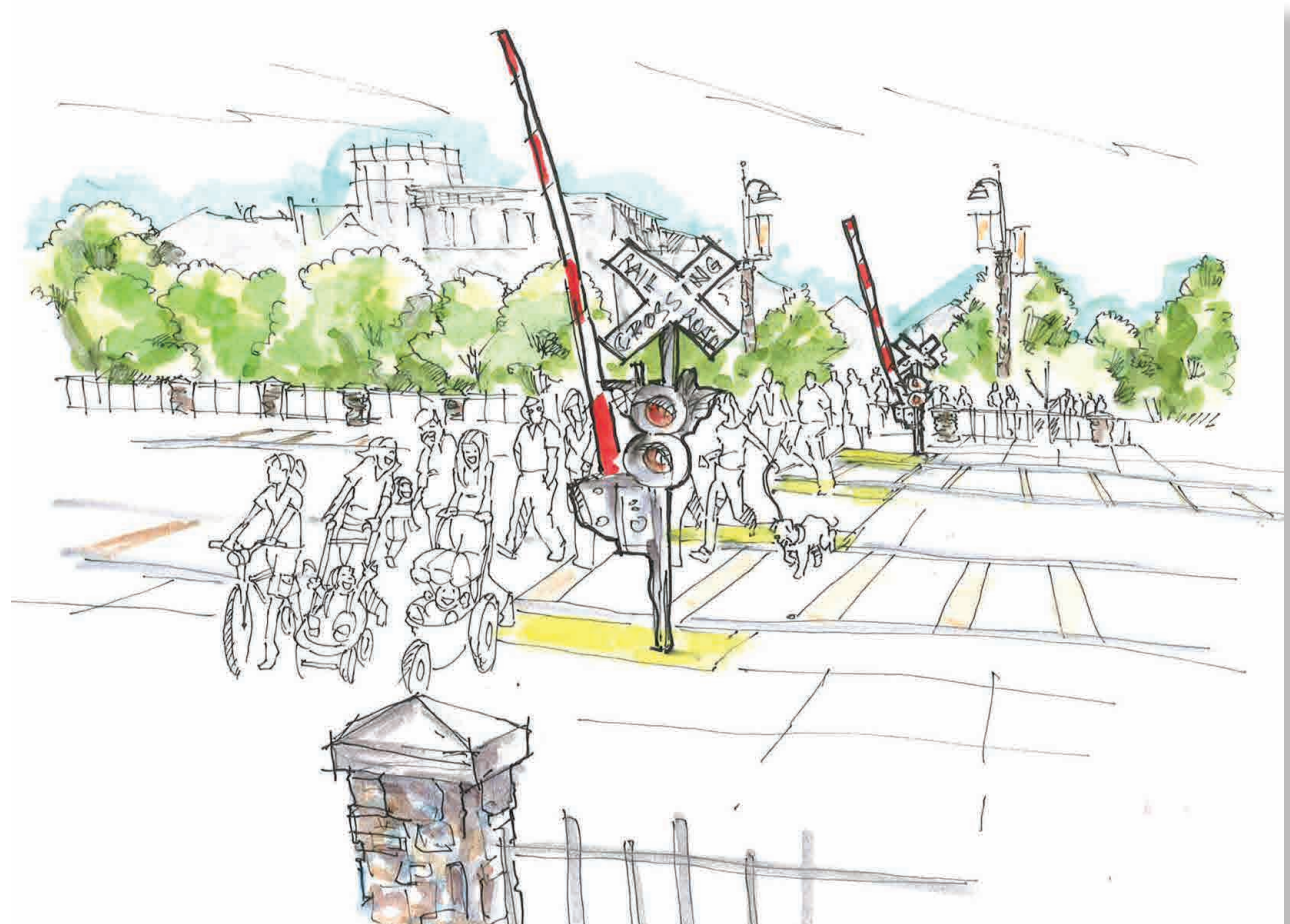
**Intent:** Explore possible pedestrian crossing options (preferably at grade) that serve to connect the north and south sides of downtown across the railway tracks.

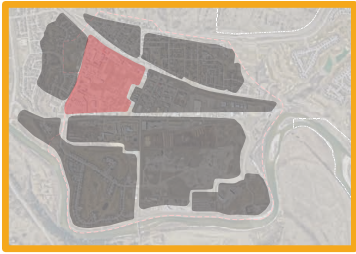
**Task:** Develop a preliminary design.

**Intent:** Develop preliminary crossing design that achieves the guiding principles.

**Task:** Research funding sources.

**Intent:** Explore potential sources and partnerships to fund the construction of the crossing.





## Context

In 2008 the Town of Cochrane developed a Parks, Recreation and Cultural Facilities Master Plan. The Plan recommended that an enhanced and expanded arts venue be developed in Cochrane. The Arts and Culture Foundation of Cochrane (ACFC), in collaboration with the Town of Cochrane completed a Feasibility Study to locate a regional arts centre in Cochrane. The resulting Feasibility Study included a detailed functional program, operational requirements and potential sites for a new community-based arts centre. The study also included a project implementation strategy, schematic design drawings and renderings in keeping with Cochrane's unique landscape and heritage.

The Town has demonstrated its commitment to the construction of the Cochrane Community Arts Centre by including it in the 2013 Ten Year Financial Strategy. Construction of the facility is dependent on fund raising and government support but is tentatively scheduled for 2018.

# 6.6 Celebrate Arts and Culture

## Current Policy Direction

### Municipal Development Plan

- Promote downtown as the Town's primary commercial area and primary area of community social interaction and a focus of civic and cultural identity

### Cochrane Open Space Master Plan

- Develop an urban plaza on the south side of the tracks as a focal point in Downtown Cochrane

## Guiding Principles

- Contribute to the economic health and vitality of the Town and region
- Expand and broaden participation in the arts

- Catalyst for further social and economic investment
- Facilitate the development of an Arts and Cultural District in Downtown Cochrane
- Capitalize on the funding source available through the Community Revitalization Levy
- Locate on a highly visible and prominent site within close proximity to complementary land uses and activities
- Contribute to the quality and life of adjacent streets by providing active frontage
- Ensure site is easily accessible from a number of different routes and modes of transportation
- Ensure economic sustainability over the long term
- Accommodate potential future expansion

## Concept Exploration

The Arts and Culture Centre is located within the Community Revitalization Levy Boundary on a highly visible and prominent site. The site is accessible for all modes of transportation, parking is shared with surrounding uses and the Centre contributes to a vibrant and active street front.





An outdoor programmable plaza offers residents and visitors an area to gather and interact and an opportunity for outdoor events. The Arts and Culture Centre is designed to accommodate a range of performances including music, recital, dance, theatre, cinema, banquets, weddings and Town Hall meetings. The Centre functions acts as catalyst for further economic and social investment and supports the creation of a Cultural Hub in Cochrane.

## Tasks

**Task:** Undertake site due diligence.

**Intent:** Explore availability and viability of various developable sites within the Community Revitalization Levy boundary that meet the guiding principles established above.

**Task:** Undertake more detailed site planning.

**Intent:** Confirm access, servicing, visibility and building form contributions to the character and life of adjacent streets.



**Task:** Secure the site.

**Intent:** Purchase the identified parcel(s).

**Task:** Continue fundraising and marketing.

**Intent:** Seek partners to support fundraising efforts. Prepare marketing materials including renderings to illustrate the centre.

**Task:** Confirm program requirements.

**Intent:** Refine and confirm program requirements and operational needs.

**Task:** Conduct preliminary concept development.

**Intent:** Prepare preliminary concept and schematic plans to reflect refined program requirements.

# 7

## Measuring Progress

### 7.0 Measuring Progress

The Integrated Downtown Action Plan (IDAP) identifies the actions required to support downtown's continued transformation into a sustainable, diverse and vibrant place for both residents and visitors. The success of the Plan will in large part hinge on its implementation. A monitoring program has been established to track implementation progress related to a number of key themes within the Plan. The table below describes each theme and its corresponding goal as well as three performance comparisons.

Business As Usual describes the status quo and the consequences of inaction. The Green Leader measure describes the long-term objective and is more of an aspirational goal for Cochrane. Finally, the Downtown Cochrane 10 Year Target identifies a challenging yet realistic goal for each theme. The performance measures will require regular review and will be useful in understanding past trends, current realities and future directions necessary for decision-making.



Measuring Progress				
Themes		Performance Comparisons		
	Downtown Design Goals	Business As Usual	Green Leader	Downtown Cochrane 10 year Targets
Transportation & Land Use	Live, Work and Play Close to Home			
Walkability	Increase the length of new pedestrian-oriented street improvements that support pedestrian activity and enhance walkability (i.e. benches, tree lined and shaded streets, continuous and widened sidewalks)	Few streets in Downtown Cochrane have street trees and widened sidewalks.	100% increase	25% increase in new pedestrian-oriented street improvements and approved Complete Streets Policy document.
Cycling	Increase the percentage of all trips to work taken on bicycle	1.5% of all work trips done on bicycle.	15% of all work trips done on bicycle	5% of all work trips done on bicycle
	Implement the recommendations in the Town's Bicycle Network Plan to provide various on and off-street, and end-of-trip, bicycle facilities to encourage active transportation in Cochrane.	Centre Avenue includes the downtown's first on-street bicycle lanes. Minimal bicycle parking is currently provided in the downtown.	Fully functional and intuitive bicycle network with extensive on and off-street and end-of-trip bicycle facilities	50% increase in on and off-street bicycle facilities and end-of-trip facilities, including bicycle parking.
Transit	Implement transit system to provide mobility choice for residents commuting to work in Cochrane and accessing various downtown services and amenities.	No local transit service currently provided.	50% of all work trips taken on the bus	Small-scale transit system in place providing local and regional service
Housing Choice	Increase the housing options available to downtown residents including live-work residential-commercial forms, mixed-use residential, townhomes, large and small apartments, and others.	Downtown Cochrane primarily accommodates stand-alone apartment units and a few mixed-use apartment units situated above retail.	Full spectrum of housing options including seniors, entry level and more affordable non-market housing for all income levels.	Expand housing options to accommodate a wider variety of income levels and interests in Downtown Cochrane
Land Efficiency	Land is precious from an economic, social and environmental perspective. Improve the utilization of existing lands within the downtown	Approximately 8% of land in downtown is currently occupied by buildings	Approximately 50% of land in downtown is occupied by buildings	Approximately 12% of land in downtown is occupied by buildings.
Parking	The majority of Cochrane residents currently access downtown in a vehicle. It is important that an adequate supply of convenient and accessible parking is available for staff and shoppers to support economic development in Downtown Cochrane.	Opinions vary dramatically about the success of current parking provisions in Downtown Cochrane.	Fully integrated parking strategy that considers shared parking, parking standard reductions and maximum parking standards.	Complete a Parking Strategy by the end of 2015. Targets will be defined through the Parking Strategy process.



Measuring Progress - CONTINUED				
Themes	Performance Comparisons			
	Downtown Design Goals	Business As Usual	Green Leader	Downtown Cochrane 10 year Targets
<b>Waste &amp; Energy</b>	<b>Reduce Waste &amp; Increase Energy Efficiency</b>			
Renewable Energy	Reduce the downtown's dependence on fossil fuels and increase the use of renewable energy sources in both public and private facilities as another way to demonstrate Cochrane's commitment to long-term sustainability.	At present there are only a few examples of existing renewable energy systems in Cochrane.	Require new development to generate 20% of their annual energy consumption on-site through renewable methods.	Complete Energy Strategy by the end of 2015, to identify realistic renewable energy options in the downtown, and to understand the costs and benefits of each.
Green Building Strategy	The Town has established a Green Building Strategy to guide the implementation of green building technologies in Cochrane for new commercial, industrial and institutional development.	Limited use of green building technologies in Downtown Cochrane.	Twenty new "Green Buildings" in Downtown Cochrane as defined in the Green Building Strategy	Ten new "Green Buildings" in Downtown Cochrane as defined in the Green Building Strategy
Solid Waste Management	Implement the Zero Waste Framework which establishes realistic targets to reduce, reuse or recycle waste on site.	The Town has achieved significant waste reductions in residential neighbourhoods. However, there has been limited success with multiple family, commercial, industrial and institutional land uses.	Zero Waste	80% waste diversion. Continue to work with the business community and multiple family residents to identify and implement suitable recycling programs in the Downtown area.  Target reductions in construction waste.  It is anticipated that a second recycling centre will be required within the next 10 years.

Measuring Progress - CONTINUED				
Themes	Performance Comparisons			
	Downtown Design Goals	Business As Usual	Green Leader	Downtown Cochrane 10 year Targets
<b>Water, Food &amp; Open Space</b>	<b>Protect and Improve Natural Ecosystems</b>			
Potable Water	Water is a precious resource. Reduce potable water demands in downtown by installing a rain-water re-use system, limiting irrigation, and reusing grey water.	No reduction in potable water use.	75% reduction in potable water use from base case.	50% reduction in potable water use from base case.
Stormwater Management	Manage stormwater effectively to ensure improved water quality and reduced off-site impacts.	Implementation of the Green Building Strategy.	Manage 100% of stormwater on site.	Contain 80% of stormwater on site. 100% of landscaped areas must be naturescaped
Food source	Increase access to local food sources.	No existing community gardens in Downtown Cochrane. Weekly farmers market at the Cochrane Ranche.	Include community garden space as part of park dedication for new development in the downtown.	Explore and pilot innovative approaches to local food production including roof-top and community gardens in the downtown.
Public open space	Expand and enhance open space in Downtown Cochrane.	The Town currently has an extensive system of natural trails adjacent to river and creek systems but has limited open space within the downtown.	Confirm metric	New open space in Downtown Cochrane that is connected to an extensive trail system.

Measuring Progress - CONTINUED				
Themes	Performance Comparisons			
	Downtown Design Goals	Business As Usual	Green Leader	Downtown Cochrane 10 year Targets
<b>Employment &amp; Culture</b>	<b>Create a healthy, inclusive, diverse, and culturally-rich community</b>			
Commercial Development	Provide a balance of retail and office jobs within the downtown that encourages local shopping.	Commercial and residential development largely separated and not integrated	Downtown reinforced as commercial and employment center of Cochrane.	Increase the amount of commercial floor space in the downtown by 10%
	Expand economic development opportunities in Downtown Cochrane to retain workforce in Cochrane.	34% of Cochrane's workforce works in Cochrane	75% of Cochrane's workforce works in Cochrane.	50% of Cochrane's workforce works in Cochrane.
Community Identity and Culture	Develop Downtown Cochrane as a place for residents and visitors to interact, educate, socialize and build community.	There are currently limited opportunities to gather as a community indoors or outdoors in Downtown Cochrane.	Develop a cultural area where residents and visitors can gather, engage and participate in community activities.	Create a Community Arts and Cultural Centre in the downtown that includes flexible community space and an outdoor plaza space.  Construct a new curling rink and swimming pool in the Recreation Hub  Increased number of special events and festivals in the downtown



## Appendix A

# Action Summary Matrix

The Action Summary Matrix functions as a quick reference guide to all of the actions articulated within the Integrated Downtown Action Plan. In addition to outlining the intent of each action, the Action Summary Matrix also aligns each action with an estimated timeline for initiation along with implementation partners. Involvement of implementation partners is necessary for action outcomes to be successful and for Downtown Cochrane to become a sustainable, diverse and vibrant place.

Timeline for actions:

Short-Term – 1 to 3yrs

Med-term – 3 to 5yrs

Long-Term – 5+yrs



DOWNTOWN WIDE ACTIONS			
Action	Intent	Timeline	Implementation Partners
<b>Build Foundation for Transit Integrated Development</b>			
Review Downtown Area Redevelopment Plan (DTARP) and Municipal Development Plan (MDP)	Review the DTARP, MDP and Land Use Bylaw to ensure plan policies and regulation support transit integrated development and specifically residential intensification on lands within close proximity to the transit hub. Identify any obstacles and initiate required policy or land use bylaw regulation changes to ensure the long term redevelopment of downtown Cochrane supports future transit operations.	Short-Term	Town
<b>Support Business Expansion and Economic Diversity</b>			
Evaluate Existing Telecommunications Infrastructure Capacity	Work with internet providers and developers to ensure the infrastructure is in place to attract technology firms considering relocating to Cochrane	Short-Term	Town
Build the Capacity of Local Business	Collaborate with downtown merchants, Chamber of Commerce, Cochrane Tourism and others to identify and achieve common goals.	Short-Term	Town, Downtown Businesses, Chamber of Commerce
Collaborate with EcoTourism Operators	Explore how Downtown Cochrane could function as a staging area for various outdoor activities including river kayaking, rafting, cycling, etc.	Short-Term	Town, Private Operators
Evaluate Event Programming	Work with the business community to understand the impact of various festivals and events on the economic success of local business	Short-Term	Town, Downtown Businesses
<b>Intensify Residential</b>			
Develop Residential Infill Design Guidelines	Provide design direction to Town staff, Council and the development community to ensure residential infill development contributes to the character and quality of established neighbourhoods in the Downtown.	Medium-Term	Town, Community
<b>Support a Multi-Modal Transportation Network</b>			
Develop a Multi-Modal Transportation Master Plan	To understand the current transportation network, including opportunities and constraints. Provide direction to Town staff, Council and the community on how to implement a transportation network that considers all modes of transportation.	Short-Term	Town, Community
<b>Invest in the Public Realm</b>			
Develop a Network of Green Streets	To connect key service and amenity areas in the Downtown to help residents and visitors alike move through the Downtown in an intuitive manner.	Medium-Term	Town, Community
Design and Construct a Downtown Plaza	To provide flexible and programmable outdoor space for informal gathering and formal events.	Short-Term	Town, Community
Develop a Central Park	To provide open space in the downtown for residents and visitors.	Short-Term	Town, Community
<b>Develop an Energy Strategy</b>			
Confirm District Energy Potential	Determine the density and mix of development required to ensure the viability of District Energy in Downtown Cochrane	Short-Term	Town
Identify Pilot Projects where renewable energy systems can be provided	Work with local developers to identify high profile sites within the Downtown where renewable energy systems could be piloted.	Short-Term	Town, Private Developers
Undertake Energy Recovery Feasibility Study	Assess the potential to recover energy from the sewage system in Cochrane	Medium-Term	Town
<b>Enhance Waste Management Practices</b>			
Engage the Business Community	Continue to work with the business community to determine the types of services that make the most sense and are financially viable.	Short-Term	Town, Downtown Businesses
Establish Pilot Programs	Continue to test various approaches to reduce and recycle waste in Downtown Cochrane (i.e. solar compactors)	Short-Term	Town
Plan for a Second Eco Centre	Proactively plan for a second Eco Centre to serve Cochrane's growing population. It is expected that a second centre will be required in 10 years.	Long-Term	Town

DISTRICT LEVEL ACTIONS			
Action	Intent	Timeline	Implementation Partners
<b>Historic Downtown</b>			
Redevelop Old Town Hall Site	To revitalize vacant lands and to contribute to a vibrant and diverse downtown.	Short-Term	Town, Current Tenant, Community
Public Realm Improvements	To create a well-connected, walkable pedestrian-friendly environment that includes open space, public washrooms and other supporting facilities to attract more people to downtown.	Ongoing to Long-Term	Town, Downtown Businesses, Community
Support Business Association	To contribute to the success of Downtown Cochrane businesses.	Short-Term	Town, Downtown Businesses
Explore 4 <sup>th</sup> Avenue Road Closure	To determine how best to redevelop the right-of-way for maximum benefit to the property owners and the entire downtown.	Short-Term	Town, Private Landowners, CP Rail
Enhance Highway 1A Corridor and Gateways	To define the Highway 1A corridor in a consistent fashion, improve navigation of downtown and welcome residents and visitors to downtown.	Medium-Term	Town, Private Landowners, Province.
<b>South Downtown</b>			
Construct Grande Ave	To provide an important, pedestrian-prioritized north-south connection.	Medium-Term	Town, Private Landowners, Private Developers, Province
Establish a Transit Hub	To support long-term transit opportunities and guide appropriate land use decision making.	Medium-Term	Town, Calgary Regional Partnership, Community, Province
Create a Cultural Hub	To contribute to the arts and cultural community and contribute to the creation of a cultural hub.	Short-Term	Town, Arts and Culture Foundation of Cochrane, Community, Downtown Businesses, Province
Establish Corridor Guidelines for Railway Street West	To provide direction to achieve appropriate development along the Railway Street Corridor.	Medium-Term	Town, Private Landowners, Community
<b>Glenbow Neighbourhood</b>			
Revitalize Town Lands	To understand current tenants long-term needs and to contribute to a vibrant and diverse downtown.	Short-Term	Town, Current Tenants, Community
Improve Connections to Downtown	To provide a more accessible, safe, defined and visible connection to downtown from the Glenbow neighbourhood.	Medium-Term	Town, Community
Improve Interface Along 5 <sup>th</sup> Avenue	To enhance the safety and function of 5 <sup>th</sup> Avenue.	Medium-Term	Town, Community
<b>East End Neighbourhood</b>			
Develop Infill Design Guidelines	To ensure the form, character and intensity of long-term development is compatible and sensitive to existing development.	Short-Term	Town, Community
Identify Lands that have Significant Redevelopment Potential	To explore reuse and redevelopment opportunities that contribute to the diversity, character and quality of the existing neighbourhood.	Medium-Term	Town, Community, RCMP, Catholic School Board

DISTRICT LEVEL ACTIONS - CONTINUED			
Action	Intent	Timeline	Implementation Partners
<b>Light Industrial District</b>			
Develop Multi-Purpose Trail Adjacent to Railway	To provide access to Cochrane's dramatic natural setting.	Medium-Term	Town, CP Rail, Downtown Businesses
Encourage Redevelopment and Intensification	To improve the efficiency of land and provide additional employment opportunities.	Short-Term	Town, Downtown Businesses
<b>Heavy Industrial District</b>			
Connect with Industrial Users	To continue to support and engage these industrial operators to ensure they understand their long-term plans and meet common objectives.	Short-Term	Downtown Businesses
Connect the Bow River to Downtown	To explore the potential of enhancing River Avenue.	Medium-Term	Town, Downtown Businesses
<b>Riverview Neighbourhood</b>			
Improve Connections	To enhance pathways to the new Riverfront Park and along River Avenue.	Short-Term	Town, Community
Develop Riverfront Park	To provide a significant community amenity.	Short-Term	Town, Community
<b>Recreational Hub</b>			
Create a Recreational Hub	To build on Spray Lakes Sawmills Family Sports Centre's current success and create a recreational destination within the region.	Short-Term	Town
Improve Connections to the Downtown Core	To improve access for all modes of transportation.	Medium-Term	Town
Explore Energy Synergies Between Facilities	To ensure new facilities are designed to operate energy efficiently and potential energy synergies are utilized.	Short-Term	Town



