

Figure 6: Proposed Land Uses for Redevelopment of The Quarry Lands

Similarly, the Burnswest lands will likely be some combination of commercial and institutional development in accordance with the requirements of the Land Use Bylaw.

The Centennial Plaza area at the northern extent of the CRL Plan area is not anticipated to be redeveloped, except as may be required for the completion of the public improvement projects proposed in this plan. However, as these lands are leased by the municipality from the province, it is not anticipated to have an impact on the taxes or levies to be collected.

Overall, the scale of the development will significantly change the nature of Cochrane's downtown. While there are challenges associated with integrating a large format retail shopping centre into an existing downtown, as discussed in Section 6.3, it also facilitates the long-awaited clean-up of contaminated lands, and presents the opportunity to meet more of the shopping needs for residents of Cochrane's trading area.

The full scale of this redevelopment will also have a dramatic impact on the assessment values, and therefore the revenue from the properties within the CRL Plan area. Revenue scenarios have thus been developed in accordance with the anticipated development phasing, which can be found in Section 4.3.

4.2 Anticipated Phasing for Redevelopment

Early indications are that at least 30% of the designated CRL area will be redeveloped by the end of 2013. Therefore, plan revenues are projected to commence in 2013 with 31% of the CRL Plan area generating assessable values above the baseline assessment.



Figure 7: Map of Anticipated Development Phasing

Using the assumptions outlined in Section 4.1, total property taxes collected in the CRL boundary could be in the order of \$19-\$25 million over 20 years. Of this total, about \$5-\$7 million is related to property taxes collected from baseline assessments.

Table 3: Projected CRL and Tax Revenues (2013-2032)

CRL Scenarios	Baseline Property Taxes (20 years)	Total CRL Revenue (20 years)	Total Property Taxes (20 years)
Low	\$5.3 million	\$13.8 million	\$19.1 million
Medium	\$5.3 million	\$15.9 million	\$21.0 million
High	\$6.9 million	\$17.9 million	\$24.8 million

The baseline assessed value has been created using the assumption that some properties will have been remediated at the time in which the CRL Bylaw and Plan receive approval by the municipality and the province. This explains the relatively high baseline assessment shown in Table 3, and used for the financial analysis demonstrated in Section 4.3. It also explains the higher baseline value used for the high revenue scenario, shown in Table 3.

It is worth noting that higher baseline assessments may mean less revenue generated by the Community Revitalization Levy. However, a higher baseline would provide more revenue for municipal services and operations during the life of the CRL Bylaw and Plan.

4.3 Estimation of Low, Medium and High Revenue Scenarios

Low, medium, and high assessment scenarios were used to estimate CRL cash flows over 20 years.

Primary economic indicators suggest that the provincial economy will grow significantly in the foreseeable future, creating increased production levels and labour costs. To be conservative, the low CRL scenario assumes a market assessment increase of 3% per year. Medium and high assessment scenarios assume a market assessment increase of 5% per year.

All scenarios also assume 40,000m² (430,000 ft²) of developable commercial area, 100 residential units, and 16 hectares (40 acres) of assessable land.

Low Scenario: When fully developed, a low estimate of total assessment value in the CRL area is \$90 million.

- Build-out over 13 years
- \$130 per square foot assessed value for commercial properties
- \$140,000 per unit for residential properties
- \$500,000 per acre for land assessment

Medium Scenario: When fully developed, a moderate estimate of total assessment value in the CRL area is \$101 million.

- Build-out over 13 years
- \$150 per square foot assessed value for commercial properties
- \$160,000 per unit for residential properties
- \$500,000 per acre for land assessment

High Scenario: When fully developed, a high estimate of total assessment value in the CRL area is \$113 million.

- Build-out over 10 years
- \$160 per square foot assessed value for commercial properties
- \$180,000 per unit for residential properties
- \$650,000 per acre for land assessment

4.4 Breakdown of Revenues Associated with the CRL Plan

Every year the Provincial government sets tax rates for education requisitions and the Town Council sets tax rates for the municipal portion of property taxes. Tax rates are then multiplied by assessed values to calculate annual property tax bills.

Assessed values fluctuate annually between individual types of property and there is no certainty that a large increase in market value of one property will result in a neighboring property experiencing a similar increase. However, if average non-residential and/or residential assessed values increase, tax rates are adjusted to ensure reasonable property tax increases. Tax rates on future CRL assessed values were adjusted to assume a 3% property tax increase each year.

Early indications are that at least 30% of the designated CRL area will be redeveloped by the end of 2013. Therefore plan revenues are projected to commence in 2013 with 31% of the CRL Plan area generating assessable values above the CRL baseline assessment.

Using the assumptions outlined in Section 4.1, total property taxes collected in the CRL boundary could be in the order of \$19-\$25 million over 20 years. Of this total, about \$5-7 million is related to land value. The remainder of the total expected to be collected is based on the growth assumed in the assessment scenarios outlined in Section 4.3.

5

Proposed Redevelopment Projects

5.1 Description of Proposed Public Improvement Projects

The Cochrane Community Revitalization Levy Area Plan proposes to implement four public improvement projects during the life of the plan:

Table 4: Proposed Public Improvement Projects within CRL Plan Area

Project Name	Commencement Priority	Estimated Expenditure
Public Space Improvements (Urban Design and Roadway)	2013-2014	\$3,000,000
CPR Pedestrian Crossing	As CRL cash flow permits	\$4,000,000
Contribution to the Arts Centre	As CRL cash flow permits	\$3,000,000
Shared Parking Facility	As CRL cash flow permits	\$3,000,000

These projects are designed to beautify the adjacent and connecting roadways, physically connect the redevelopment area with the existing downtown commercial area, and lay the groundwork for the placement of a performing arts centre within the redevelopment area.

Public Space Improvements (Urban Design and Roadway)

The public space improvements proposed to be constructed with CRL revenue include the extension of Grande Boulevard north to Railway Street and the development of landscaping and sidewalks along sections of Railway Street and Charlesworth Avenue (see Figure 8).

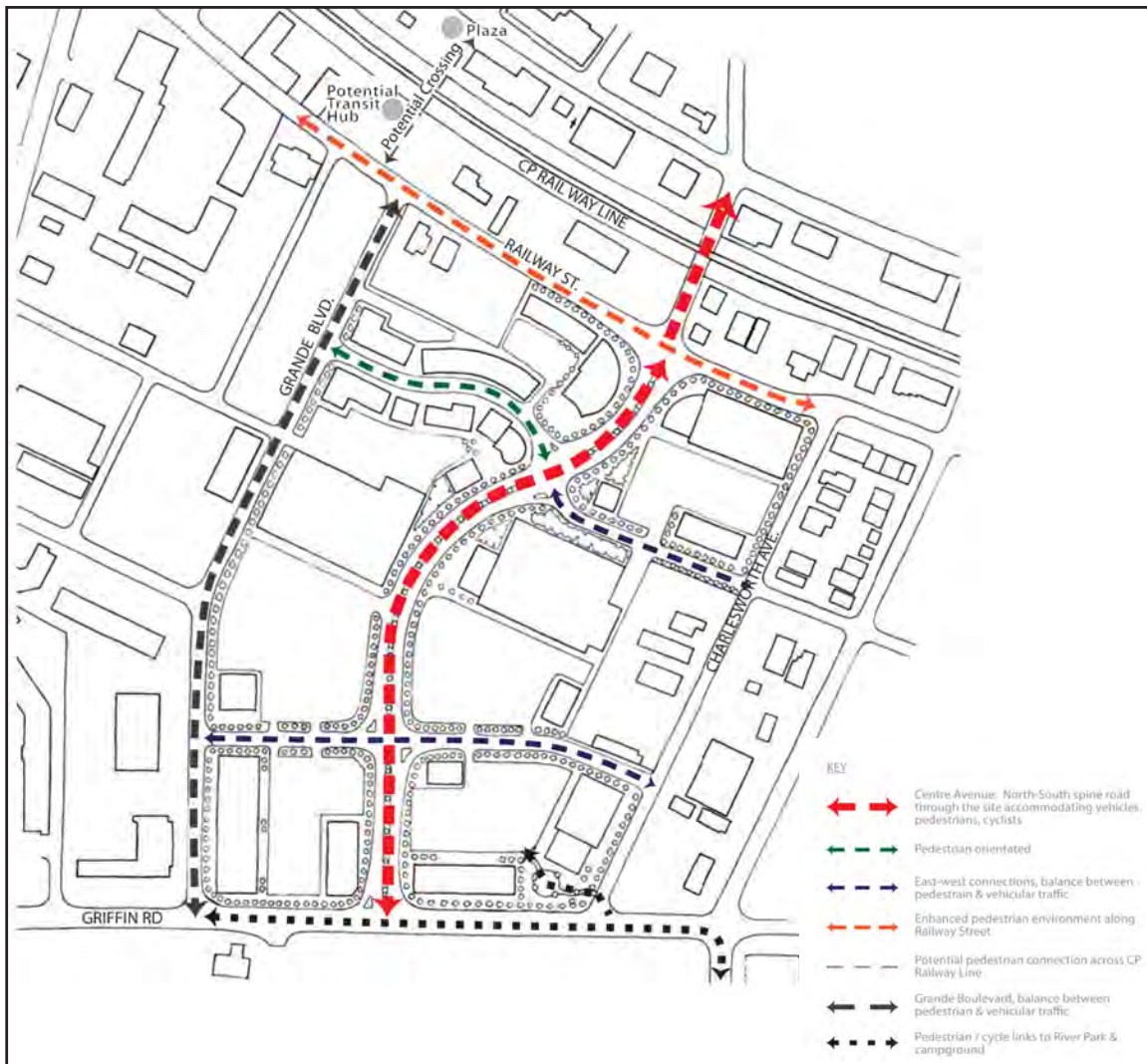


Figure 8: Map of Proposed Public Space Improvements

The design for the Grande Boulevard extension includes two lanes for shared vehicle and bicycle transportation and two lanes developed for on-street parking. The design also includes 4.45m wide boulevards, including decorative street lights, trees, planters and hard landscaping from the road to property lines. This north portion of Grande Boulevard is intended to be developed with a “main street” feel with buildings fronting on to Grande Boulevard (see Figure 8). As this will be the connection to the pedestrian bridge to the Historic Downtown, this section is key to the connectivity between the development areas.

Sections of Railway Street and Charlesworth Avenue will also be enhanced with the addition of separate sidewalks, pathways, street lighting and landscaping. Typical sections of boundary road enhancements can be found in Figures 9 and 10. Landscaping and community enhancement features have also been proposed for Centre Avenue, and are included in the cost estimates for both the Building Canada grant used to construct the extension of this arterial road as well as the estimates used in this plan.

The completion of these public space improvements has been identified as the first priority for the revenue collected under the CRL Bylaw. It is anticipated that construction will begin for these projects in 2013 or 2014.



Figure 9: Typical Boundary Road Enhancement (Pedestrian Plaza)

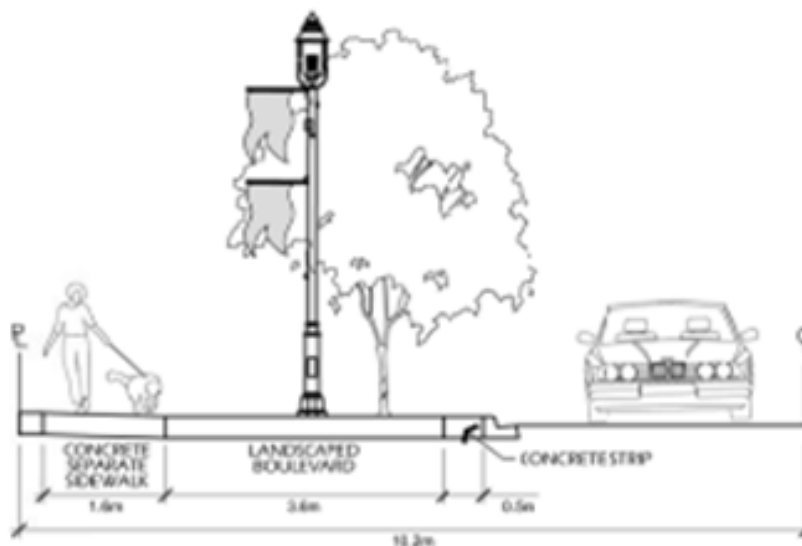


Figure 10: Typical Boundary Road Enhancement (Landscaped Boulevard)

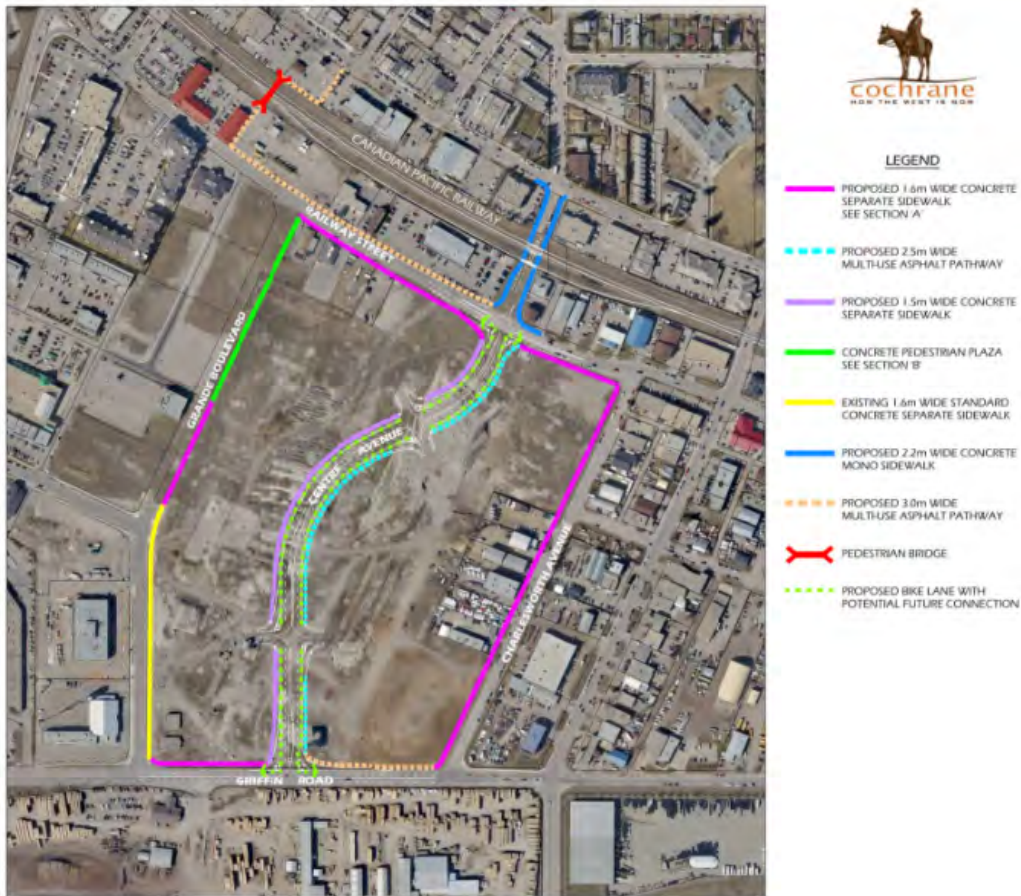


Figure 11: Map of Pedestrian Connectivity and Boundary Road Circulation

Figure 11 describes the overall boundary road circulation and provides an overview of the planned pedestrian connectivity on the boundary roads of the development site.

Canadian Pacific Railway Pedestrian Overpass

An overpass to connect the historic downtown with the lands in the CRL plan area is proposed as an infrastructure project to be completed with revenues from the Community Revitalization Levy. The following assumptions were made in estimating the cost for this public improvement project:

- Steel and concrete bridge with barrier-free ramps
- Paint lines and planters to delineate pathway crossing through parking lot at Centennial plaza
- Benches and litter receptacles in three locations
- Monument feature
- Raised planters
- Some enhanced landscaping

This public infrastructure improvement project is not an immediate priority and is anticipated to be constructed as revenues from the Community Revitalization Levy allow.

Contribution to Performing Arts Centre and Shared Parking Facility

In the Town of Cochrane Ten Year Financial Strategy (June 2011), Council identified the establishment of a performing arts centre as a priority capital project over the next decade. The dedicated contribution from the municipality was set at \$5 million, of which \$3 million would come from CRL revenues.

The feasibility of the performing arts centre, as well as a potential transit hub, is contingent, in part, on convenient parking facilities and access to both the historic and expanding downtown areas. The construction of a shared parking facility meets these objectives, especially if placed within a convenient walking distance of the historic downtown, the redeveloping retail area, and the proposed arts centre. The estimated municipal contribution from CRL revenue would also be \$3 million, with the remaining portion of the cost, depending on the final design, to be financed by the developer of The Quarry lands.

Similar to the pedestrian overpass, these infrastructure contributions are not immediate priorities and are anticipated to be constructed as revenues from the Community Revitalization Levy allow.

Overall, these projects complement the existing land uses in many ways, and adhere to the planning policies in place for this area within the Town of Cochrane – from the general framework established by the Provincial Land Use Policies, to the specifics required by Land Use Bylaw 01/2004, as outlined in Section 5.2.

5.2 Support from Municipal Policies and Provincial Land Use Policies

5.2.1 Provincial Land Use Policies

Provincial Land Use Policies were approved in 1996 to supplement the planning provisions of the *MGA* and provide a framework for statutory plans, land use bylaws and other planning decisions. Section 622(3) of the *MGA* requires that all planning actions taken pursuant to *Part 17 – Planning and Development* be consistent with the Land Use Policies.

The statutory plans and policies approved by the Town of Cochrane to date have been prepared in consideration of the Provincial Land Use Policies. However, it is further anticipated that the Section 4(3) of the Cochrane Community Revitalization Levy Regulation will also require that the CRL plan be consistent with the Provincial Land Use Policies.

In the Provincial Land Use Policies, municipalities are encouraged to establish land use patterns that provide diverse economic development opportunities, make efficient use of existing facilities, infrastructure and public transportation, and complement their municipal financial management strategies.

In this regard, the development of approximately 16 hectares within the CRL Plan area for commercial retail will provide a greater range of economic opportunities and enhance local employment possibilities. The opportunity to develop approximately 100 residential units on remediated lands will allow the Town of Cochrane to make more efficient use of existing facilities, infrastructure and proposed public transportation. Finally, the contributions toward the performing arts centre and shared parking facility align with the objectives of *Cochrane's Ten Year Financial Strategy* to contribute toward these capital investments without straining the financial health and viability of the municipality.

5.2.2 Relevant Town of Cochrane Plans and Policies

5.2.2.1 Cochrane Sustainability Plan

Adopted in May 2009, the Cochrane Sustainability Plan (CSP) is the community's shared plan for the future. With an outlook of fifty years, it provides the framework to implement sustainability through the Municipal Development Plan and other planning documents for all of Cochrane. The CSP consists of six pillars on which to base sustainability and thirteen pathways on which to implement it, as can be seen in Figure 12 and Table 5:



Figure 12: Pillars of Sustainability for the Cochrane Sustainability Plan (May 2009)

Table 5: Pathways to Sustainability

We Build a Culture of Responsibility
1. We are a socially responsible and empowered community
We are Responsible Citizens of the Planet
2. We treat water as a precious resource
3. We use energy responsibly and innovatively
4. We contribute to the solution on climate change
We Live Locally
5. We consume the bounty of our local economy
6. Our local economy is healthy and diverse
7. Everyone has an opportunity to pursue their potential in Cochrane
8. We are a caring community that lives and celebrates together
Cochrane is a Complete Community
9. Everyone has a roof over their head
10. There's enough room for everything a community should have
11. Wherever you are in Cochrane, you're close and connected
12. There are diverse options for getting around
13. We build Cochrane on the strengths of our natural and cultural heritage

The proposed public improvement projects, in conjunction with the redevelopment of the lands within the CRL Plan area, address all of the sustainability pillars and many of the pathways to achieve sustainability. However, the following pathways to sustainability may be considered to have been addressed in particular by the objectives of the CRL Plan:

We treat water as a precious resource

Prior to the remediation of the lands contaminated by the former Domtar operation, the plume of contaminated soil had expanded due to groundwater movements and had thus threatened supply for the Bow River. The remediation that the CRL legislation and other funding opportunities made possible allows the Town of Cochrane to be a good steward of the Bow River watershed.

We contribute to the solution on climate change

The current reality noted by the Cochrane Sustainability Plan is that more than 50% of the working population commutes out-of-town for work. The redevelopment of the lands in the CRL Plan area for commercial retail will open up more opportunities for residents of Cochrane to live, work and play within the same community, and thereby reduce the per capita greenhouse gas emissions.

We consume the bounty of our local economy

According to some residents consulted in the preparation of the Cochrane Sustainability Plan, there is limited choice in terms of retail services. As a result, there is significant economic leakage to Calgary for retail services. The CSP has set a target of increasing the consumption of local goods and services by 50% on or before the year 2029. With most of the lands scheduled to redevelop as retail commercial in accordance with the statutory land use plans, there is reason to believe that this CRL Plan will go a long way toward helping the Town of Cochrane reach this target.

Our local economy is healthy and diverse

The Cochrane Sustainability Plan cites an analysis completed in 2005 which indicated that the primary industries driving Cochrane's economy were 36 companies with 10 or more employees. Public facilities, such as an urgent care health centre and a performing arts centre, can do much to attract new businesses and industries. It is expected that the development of the commercial lands in the Plan area will also employ more Cochrane residents and potentially attract new businesses.

There's enough room for everything a community should have

The reality addressed by the Cochrane Sustainability Plan is that land within the municipal boundaries is expensive and somewhat underutilized. The CSP therefore sets a target to greatly increase the percentage of tax revenues that come from non-residential land uses by 2039. The CRL Plan is a tremendous support to this objective by allowing approximately 16 hectares of commercial land to be developed that might otherwise remain stagnant, with the eventual result that the tax revenue from this property will be greatly increased and help achieve the desired residential/non-residential tax split not later than the year 2032.

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

The Cochrane Sustainability Plan established a target for this pathway of increasing the density on the 2009 footprint by 25% before the year 2059. This target relates to the objectives found in the Calgary Metropolitan Plan. As the redevelopment of the lands within the CRL Plan area is anticipated to involve retail commercial redevelopment and approximately 100 residential units in a mixed-use quadrant, it is reasonable to expect that the implementation of this plan will go a long way toward achieving the target identified in the CSP.

5.2.2.2 Municipal Development Plan

Cochrane's Municipal Development Plan (MDP) is replete with goals, objectives, policy statements and actions to achieve the vision of the community. These goals, objectives, policies and actions provide direction for the Town when land is being developed or redeveloped, and particularly when it can be complemented with public improvement projects financed by mechanisms like the Community Revitalization Levy legislation.

As outlined in Appendix C, the MDP has many policies that recommend the remediation of brownfield sites, recognize the downtown as the civic, social, cultural and economic heart of the community, encourage linkages across the CPR right-of-way, expand revitalization plans throughout the downtown and prevent economic leakages to other jurisdictions. The redevelopment of the lands within the CRL Plan area as a retail commercial area containing residential mixed-use development and a performing arts centre is directly in line with many of these policies. The plan to use the CRL revenue to fund the four major infrastructure projects is also specifically supported by the policies of the MDP (see Table 6).

Table 6: Supporting Policies from the Municipal Development Plan for CRL Projects

Project Name	Primary Supporting Policy from the MDP
Public Space Improvements (Urban Design and Roadway)	The Town of Cochrane shall expand the existing revitalization plan to apply throughout the downtown. Elements of this downtown revitalization plan shall include, but not necessarily be limited to: sidewalk improvements; i. pedestrian access; ii. accessibility; iii. lighting; iv. landscaping; v. parking; vi. street furniture, and; vii. gathering places;
CPR Pedestrian Crossing	Pedestrian connections shall be created in the downtown north and south of the CPR right-of-way at Centre, Second and Fifth Avenues. These areas shall be connected through vehicular and pedestrian linkages, good urban design, and signage.
Contribution to the Arts Centre	Cochrane will be a community that inspires and supports a vibrant arts community and recognizes the importance of arts and culture in making the community more attractive.
Shared Parking Facility	Parking requirements shall allow for innovative commercial uses and structures in the downtown.

5.2.2.3 Downtown Area Redevelopment Plan

The Downtown Area Redevelopment Plan (DTARP) is much like the Municipal Development Plan in that it has many policies that align with the proposal to redevelop the lands in the CRL Plan area and support the redevelopment with infrastructure improvement projects. A full list can be found in Appendix D, but the policies in the DTARP reinforce the importance of Cochrane’s downtown as the heart of the community, encourage the extension of street beautification and revitalization programs, recommend a pedestrian crossing over the CPR right-of-way, and promote the development of residential units where possible.

There is one principal difference between the Downtown Area Redevelopment Plan and the Municipal Development Plan, and that is the scope of the two documents. Whereas the MDP applies to all of the lands within Cochrane, the DTARP only applies to a specific area in Cochrane. The proposed boundary for the CRL area does not fall entirely within the DTARP (see Figure 13).

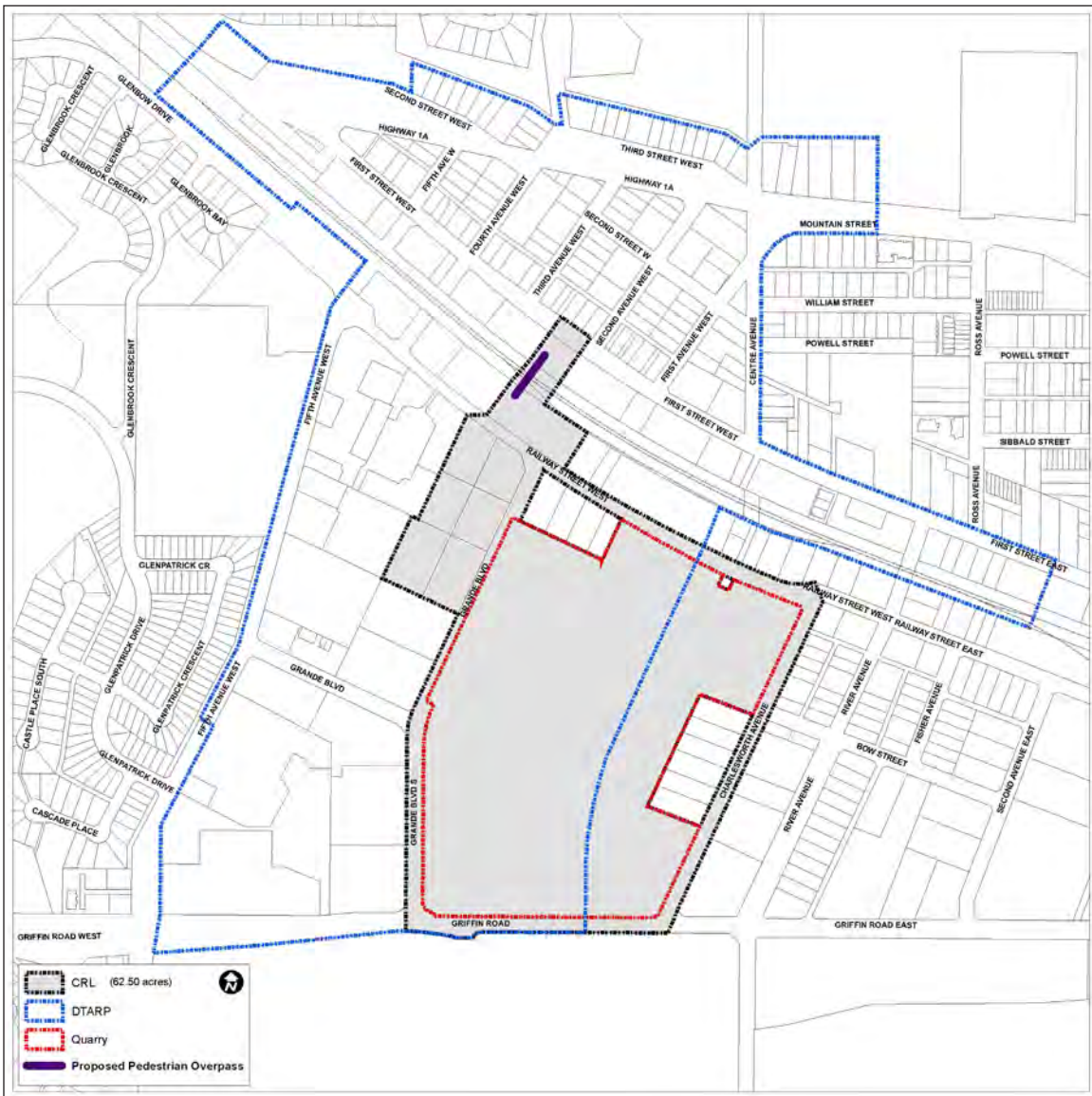


Figure 13: Relationship between CRL, Quarry and DTARP Planning Documents

However, the lands within the CRL that are not within the DTARP are contiguous and will remain with a single ownership group in perpetuity as a result of the previous contamination. In addition, the small area that is not within the DTARP falls within the Quarry Concept Plan, which has similar land use policies, as explained in the next section: Quarry Planning and Design Framework.

5.2.2.4 Quarry Planning and Design Framework

The Quarry Planning and Design Framework (“Quarry Plan”) is a non-statutory planning document that provides direction for the development of just less than 18 hectares of lands in the CRL Plan area, known formerly as the “Domtar site”. The necessity to create

the Quarry Planning and Design Framework arises from Section 21.5.3(b) of the Town of Cochrane Land Use Bylaw, which requires a comprehensive development plan prior to a development or subdivision application for the lands outlined in red in Figure 13. The Quarry Plan espouses many of the policies articulated in the Downtown Area Redevelopment Plan, as the majority of the lands within the Quarry Plan are also contained in the DTARP. However, there several points that the Quarry Plan makes which reinforce the selection of capital projects proposed to be constructed with funds from the Community Revitalization Levy:

Section 3: Routes and Movement

Running through the heart of downtown is the Canadian Pacific Railway line. The railway line played an important role in the early development of the town and is still important in carrying freight. However, it does create a barrier effect and serves to sever old downtown located to the south of the railway line (both physically and psychologically)...New north-south and east-west connections will be important in integrating the site with the rest of the downtown...

Section 3: Other Key Influences

This 400 metre radius demonstrates that if attractive pedestrian linkages are in place, then it is realistic to expect people to walk between old downtown and the site. In order to encourage walking between old downtown and the site, streets should have pedestrian priority, with interesting and attractive edges and on-street parking.

Throughout downtown there is demand for new housing...This should be seen as an opportunity to develop uses that are conveniently located (and of an appropriate format) to service the growing downtown population."

Section 3: Opportunities and Constraints

There are opportunities to create a mixed use district in the northwest corner of the site, anchored by a new community arts centre and focused around a pedestrian-orientated street and plaza space (see Figure 7).

Section 5: Vision and Objectives

The overall planning and development objectives for the site are to:

- include other uses such as housing and community facilities in the northwest corner of the site
- capitalize on the site's location within downtown and ensure it integrates with, and connects to, the rest of the downtown
- build on the success of old downtown
- capitalize on the enhanced connectivity that the extension of Centre Avenue will give the site and ensure that this connection provides safe and easy movement for cyclists and pedestrians as well as motorists

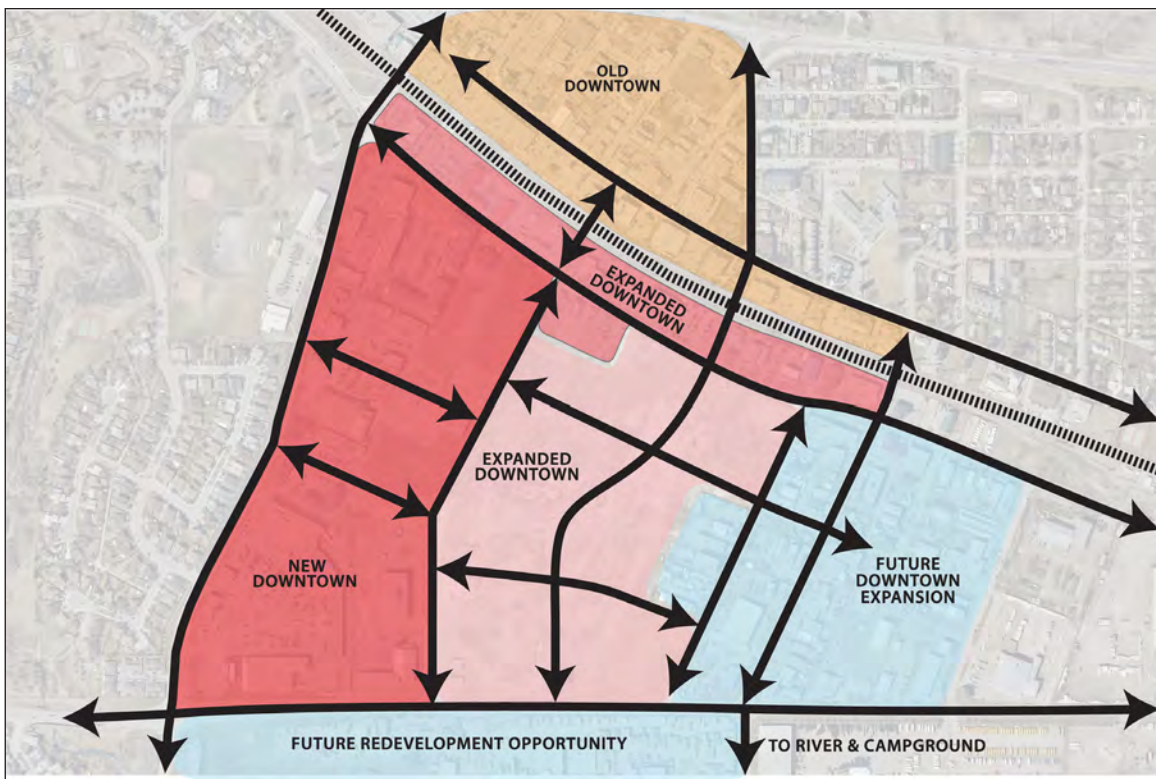


Figure 14: Future Vision for Redevelopment from Quarry Concept Plan

These policies speak directly to the four public improvement projects proposed in this CRL Plan and the ability of a shared parking facility to serve old downtown, the new shopping areas, and the proposed arts centre if placed at or near the “gateway” area. It is fair to say that the CRL Plan achieves the intent of the Quarry Planning and Design Framework (see Figure 14).

5.2.2.5 Western Heritage Design Guidelines

The Western Heritage Design Guidelines (WHDG) represent the Town's guiding document for the design and construction of buildings, open spaces and landmarks in specific areas within Cochrane. This is a non-statutory planning document that was approved in 2000 and it applies to all lands in the Historic Downtown and Downtown Expansion Area, which includes all lands in the proposed CRL Plan area.

The purpose of the WHDG is to recognize the importance of Cochrane's heritage in creating its unique sense of place and strategic advantage. The guidelines apply to buildings, pedestrian walkways, street furniture, lighting and landscaping features in order to create a unified town design. The goal is to bring it all together to create the small town character that will serve as the strategic advantage for economic development.

Under the WHDG, open spaces and landmarks, including street lighting, landscaping, public furnishings and public signage are to be designed so as to preserve the qualities of a small town and consider the visual interest and impact for the pedestrian, in accordance with Sections 1.8 and 4.5. All lands within the proposed CRL Plan area fall within either the Historic Downtown or Downtown Expansion Area, which means that development on these lands is to maintain the spirit of the historic construction which stood in the downtown core, circa 1870-1920.

Constructing these building forms means taking advantage of architectural elements such as roof styles, parapets, cornices, windows, sign bands, lighting, entrances, doors, piers, balconies, canopies, screening, railings and bulkheads in combination to create the desired effect. Overall, there are many acceptable ways to meet the evaluation criteria imposed by the WHDG, but all Development Permit applications within the CRL area will be subject to this review in order to maintain the high standards of development that have made Cochrane's historic downtown so successful.

5.2.2.6 Land Use Bylaw 01/2004

As previously mentioned, the requirement for the Quarry Plan is established in Section 21.5.3(b) of the Land Use Bylaw. In addition to this requirement, the Land Use Bylaw also establishes the land use districts for the lands within the CRL Plan area, as previously noted in Figure 3 and Table 2.

The Land Use Bylaw also establishes the permissible land uses, landscaping, parking, and setback requirements, among other standards for development. Most of the lands in the CRL Plan area are part of the Shopping Centre District (C-SC) and therefore are permitted to be developed as retail stores and other similar uses (see Appendix B). Council has previously adopted some amendments to the Land Use Bylaw for this land use district. In 2006, Council adopted Bylaw 25/2006, which amended the LUB to allow large-format retail stores (up to 18,500m²) on the lands in the Quarry Plan. These

amendments speak to the development potential of the lands within the CRL Plan area and the opportunity for redevelopment to transfer onto lands outside of the CRL Plan area as a result of this initiative.

5.3 Role of the Private Sector

The Town has collected contributions toward boundary road improvements proposed within the CRL Plan area. Specifically, the extension of Grande Boulevard to Railway Street will be partially funded from developer contributions. In addition, any boundary road improvements that immediately front on to the development area will be improved by the developers that share the road frontage.

Off-site levies are collected from development to fund all off-site infrastructure improvements that are required as a result of growth. In addition, the proposed shared parking facility attached to the Arts Centre will be funded in part through the CRL and the remainder by the developer of The Quarry lands.