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Again, a big thank you to all those who participated and for your commitment to developing the great Town of High River.

We look forward to your active participation in implementing this Plan.



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MAYOR'S MESSAGE: CREATING THE RIGHT GROWTH FOR OUR TOWN

This Plan is about strengthening our Downtown and major corridors as well as laying a framework for our overall growth over the short and longer term. We value our small town character and want to conserve those qualities that make it a special place to live, work, play, and learn. Yet we want to grow right, in a manner that is compatible with our values without losing that small town flavour. While further growth will be primarily market driven, under the direction of the Town, businesses and residents will also play an active role. Our rich history, specialty shopping, and location in close proximity to Calgary combine to make a sound foundation for our future success.

This plan was developed in close liaison with Town staff as well as active participation from the community through technical meetings, two community-wide 'design charrettes', two review workshops, and numerous less formal discussions. The Plan also responds to input provided by community members through open houses and individual letter submissions. It highlights a long term community vision but also creates a framework of practical steps to start the job right away.

The work has just begun. The Town of High River will take a leadership role in facilitating the further improvements. The next steps include working closely with the development community, businesses, and residents as well as initiating a series of pilot projects to jump-start the development process. I am excited about being part of creating an outstanding Town where people live, work, play, and learn in a thriving, safe, and diverse environment. Let us seize this opportunity, work together, and further develop our unique town that will inspire all of us!

Les Rempel, Mayor Town of High River

June 2009





Acknowledgements Mayor's Message

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1.0 INTRODUCTION AND SUMMARY



The Grain Elevator is a typical Prairie icon

1.1 Purpose and Scope

The purpose of this Corridor & Urban Design Plan is to respond and plan for the right growth in the community based on the following opportunities:

- The Calgary Regional Partnership (CRP) has designated High River as one of the growth nodes in the region, projecting a potential growth over the next 30 to 50 years of up to 30,000 to 40,000 people because of its strategic location and infrastructure:
- 2. The Canadian Pacific Railway (CPR) is planning to discontinue rail service on the railway running through town and this offers opportunities to accommodate a potential Bus Rapid Transit (BRT) corridor from Calgary in the short term and a Light Rail Transit (LRT) in the medium to long term; and
- 3. The Province of Alberta is planning to assign jurisdiction of a portion of Highway 2A The Centre Street right-of-way and 12th Avenue right-of-way, over to the Town of High River, which will permit innovative development closer to the streets and avenues and allow for a review of how these corridors function within the Town.

Although this document will lay out the overall framework for growth and associated general policies for specific areas, subsequent amendments to the Municipal Development Plan, land use districts, and associated regulations and bylaws will further implement the intentions of this Plan.

Finally, it is of primary importance to make every effort to maintain the sense of High River's unique small town character, historic place, and friendliness that is so often lost with unguided growth.

"Those elevators stand like a sentinel over our small town...
have stood there longer than grandpa and me.
It's a welcome sign on the horizon for the name of the next town is
easy to see."

— Teresa Diegel (excerpt from "The Prairie Grain Elevators)



1.2 VISION 2030: GROWING RIGHT IN HIGH RIVER

Imagine an exciting, fun, and thriving Downtown during the day and evening. Redevelopment has surprised everyone with numerous new projects and exciting activities that make the Downtown and surrounding neigbourhoods the place to live, work, play, and learn. The rest of the town is also developing right along the North Gateway, Centre Street, and the 12th Avenue Corridor. The Town has grown up yet maintained its unique small town qualities that are prized by new and long-standing residents.

Downtown High River has become an exciting, and thriving mixed use area of specialty retail supported by residential uses above. Heritage buildings have been retained. An internal pedestrian "mews" network has better linked Downtown by foot and to George Lane Park bordering the Highwood River. The Highwood River edge has also seen improvements with a trail and River Interpretive Centre. The bridge linking the town has also been replaced to better accommodate more vehicles, pedestrians, bicycles, and rapid transit. The Centre Street corridor has come alive as a Cultural and Entertainment District with the additions of a new 'W.O Mitchell Library', Performing Arts and Cultural Centre, an Active Youth Centre, and various other eating and supporting business establishments. Further south to the east of Centre Street an Industrial Arts Neighbourhood is evolving with live/work artist studios, incubator industrial businesses, and various other small-scale industries that are thriving.

Along 12th Avenue, medium sized commercial developments and a Transit Oriented Development at the southwest corner of 12th and 1st Street have developed into a rich mixed use community with higher density residential homes around a transit hub that links commuters through Downtown to Calgary. A post secondary institution and trade school have located near the corner with convenient access to transit. Further east on 12th Avenue, additional commercial and new residential development completes a pedestrian-friendly neighbourhood shopping street. Along Highway 2, on the east edge of town, a series of dynamic business parks have grown to accommodate new medium sized clean businesses that support a growing local employment base. Finally, an expanded Happy Trails network connects you from anywhere in town with multiple choices for recreation or commuting by bicycle or roller blades, on foot or snow shoes to work or shopping.

High River has become an even better place to be. Downtown is now a beehive of activity and a new engine of prosperity. The Town has retained its small town feel – capitalizing on its rural roots, and relatively lower cost of living yet close enough to Calgary. High River is now recognized as a gateway to Kananaskis Country and the surrounding world class landscapes. Residents and businesses are healthier, safer, and friendlier by the increase of activity throughout the day. A coordinated effort, courage, and determination by Council, Town staff, businesses, and residents made it all possible.



Fig. 1: Sketch of the upgraded Downtown Gateway intersection at Macleod Trail and Centre Street.



1.3 COMMUNITY PROCESS

This Plan was created through a very interactive process with the Town of High River Community. It was further reinforced by a community and staff "Support Group" that reviewed progress and process. Two "Planning and Design Charrettes" were held over two - four day periods in April and May 2009 to develop ideas and solutions for the Downtown, the North Gateway Corridor, the 12th Avenue and Centre Street Corridors, and the East Gateway. During these Charrettes, the public was asked for their ideas at the first evening workshop and then invited to a presentation on the fourth day to comment on the emerging ideas that have been interpreted and applied by the design and planning team. Each of these "Planning and Design Charrettes" was followed a week or two later by a two day session where community members reviewed the emerging plans once more to refine the ideas, solutions, and suggest priorities for action. At the same time, the Support Group reviewed and commented on the plans and process. The community process concluded in early June 2009 with a public session on "Action Plan Priorities" where they reviewed and deliberated on the implementation of the Plan in the short, medium, and long term.

The following statements summarize some of the innovative ideas, opportunities, and challenges that emerged as a result of the public Design Charrette process as a foundation for the Plan that follows in the next section:

- Create a special identity for the Downtown that promotes the uniqueness of the Town;
- Reinforce the community heart in Downtown;
- Conserve and enhance the heritage elements of Downtown;
- Retain the small town character associated with any potential growth;
- Expand the pedestrian and bicycle orientation of the Town in general;
- Increase the number and diversity of restaurants, and specialty shopping in the Downtown;
- Expand the arts, culture, and entertainment in the Downtown;
- Increase residences in the Downtown area to enhance activities and businesses:
- Enhance the gateways, signage, and wayfinding in and around the Town:
- Create an efficient transportation system, integrating transit, pedestrian, bicycling, and goods movement;
- Create an identity for the 12th Avenue corridor that is distinct from the Downtown core but which respects the Town's unique identity; and
- Locate mid-sized box retail businesses in the 12th Avenue corridor in a fashion which creates a 'street presence' and transitions 12th Avenue from a strip commercial arterial into an urban streetscape with a 'sense of place'.











Community Participants of various Workshops and Charrettes and Open Houses



1.4 KEY SUCCESS FACTORS

Some key factors will be important to determine a course of action that ensures the Town of High River is successful and thriving in the short, medium, and long term. The following outlines the important success elements to keep as a foundation for future actions:

- Build on the People and the Place: Utilize the unique historic and contemporary aspects of the community (Clark family, W.O. Mitchell, and filming locations Superman, Heartland and others) to build a unique "Brand" for the town that is diverse and robust as a destination in the Region (e.g., "Gateway to Kananaskis Country").
- Start with a Practical and Achievable Action Plan: This plan outlines specific short term practical steps to build momentum and achieve early successes.
- Target and Direct Right Growth: Encourage quality development and protect important features and historic buildings, especially in the Downtown. Create a unique and outstanding place to shop, work, live, learn, and play.
- Celebrate the Small Town Feel and Unique Identity: This Plan has been
 developed to protect and enhance the existing character areas of the
 town and reinforce the unique qualities of the downtown and sense
 of place. (e.g., Grain Elevators historic and potential contemporary
 architecture and orientation elements).
- Create a 'Pedestrian-First' Town: A series of short term transit, pedestrian, bicycle, and vehicular improvements are recommended to improve pedestrian/bicycle safety, access, connection, and physical activity in High River.
- Reconnect with the River: As part of the pedestrian-first initiative, the
 Downtown should improve connections to and along the Highwood River
 by creating interpretative facilities, parks and trails along the River and
 connecting these to adjacent neighbourhoods.
- Lead Redevelopment: The Town could aggressively lead development by improving policies, creating incentives, and taking specific actions in land acquisition coordination in liaison with Town businesses and residents.
- Encourage Residential Development Downtown: Residential mixed use development should be emphasized and Infill opportunities should be explored. This is important in increasing activity and safety in the Downtown and create more demand for business.



1.5 PLAN SUMMARY

This Framework Plan combines two things:

- Practical actions to stimulate and guide development or redevelopment in the short term; and
- 2. Illustrates the long term redevelopment potential for the Town's main corridors and Downtown.
- This is a 20 year plan with short, medium, and long term actions that will
 provide a coordinated and unified way to effect major changes to the Town
 of High River. The Town will take a leadership role in liaison with businesses and
 residents.
- This plan focuses on practical actions that are achievable in partnership with the community, businesses, developers, the MD of Foothills, CPR, and various Provincial and Federal agencies, especially with respect to developing regional transit and strategic growth alliances.
- The Town of High River is projected to grow to approximately 12,000 to 28,000 people over the next 20 years. It has a residential and commercial development capacity within its boundaries for 15 to 20 years of growth. There is the potential to add up to 30,000 to 40,000 new residents over 40 to 50 years according to the Calgary Regional Partnership, representing approximately a 3 to 4 fold growth.
- The short term strategy focuses on preparing for growth and positioning Downtown as the place to be if you are considering specialty retail, office, restaurant, innovative multiple family residential, and hotel uses. At the same time, limiting specific office uses and small specialty retail outside the Downtown could help focus growth in the Downtown. Short term initiatives also include improving 3rd and 4th Streets as special shopping streets focusing on pedestrian safety and amenities.
- The Downtown Retail Core and Centre Street Corridor area's growth will focus on attracting what it can do best A concentrated mix of specialty retail, special activity programming, arts and culture, entertainment, and restaurants. A variety of new residences above shops fronting on the streets (maximum of 3 to 4 Storeys) would activate the streets and promote safety through more 'eyes on the street'. By limiting height in the Downtown to 3 to 4 Storeys, the retail core area will retain a pedestrian character and 'small town' feel.
- Further growth along the 12th Avenue Corridor and in the Highway 2A North

Gateway area will provide additional single family and multiple family housing. Additional local employment opportunities will be created in the East Gateway area adjoining Highway 2 in the form of light industrial and business park uses.

- The Downtown pedestrian-first approach places pedestrians and bicycles first, transit second, service vehicles third, and single occupancy vehicles fourth in the future transportation planning for the Town. This strategy also includes better Happy Trail connections to and from the Downtown and along the River.
- An infrastructure (water, sanitary sewer and stormwater) assessment should be considered before major redevelopment is permitted. In addition, a parking strategic plan as well as a heritage inventory should be completed to help inform this Plan.
- This Plan will be implemented through a team effort. The Town will facilitate a market-driven redevelopment model to attract and direct new development in the right areas depending on use, density, and character. It is recommended that the Town create a new Amenity Bylaw (or similar tool) and develop a Downtown Parking Structure Fund to help pay for private improvements as well as contribute to public improvements Downtown and elsewhere. This Plan considers the addition of 300 parking stalls in the longer term between 4th and 5th Street. These considerations will be further confirmed through a detailed parking study.
- Pilot projects will help launch implementation. This short, medium, and long term timing provides opportunity to initiate some pilot projects such as the Charles Clark Park Project and the Pioneer Square enhancements to jump start major redevelopment and create the necessary momentum and early successes. To spearhead this significant development effort, it is suggested that the Town form a High River Action Team (HRAT) to coordinate the implementation of the "Action List" that is detailed at the end of this Plan. The Action Team could consist of Town staff, and select members of the business community.



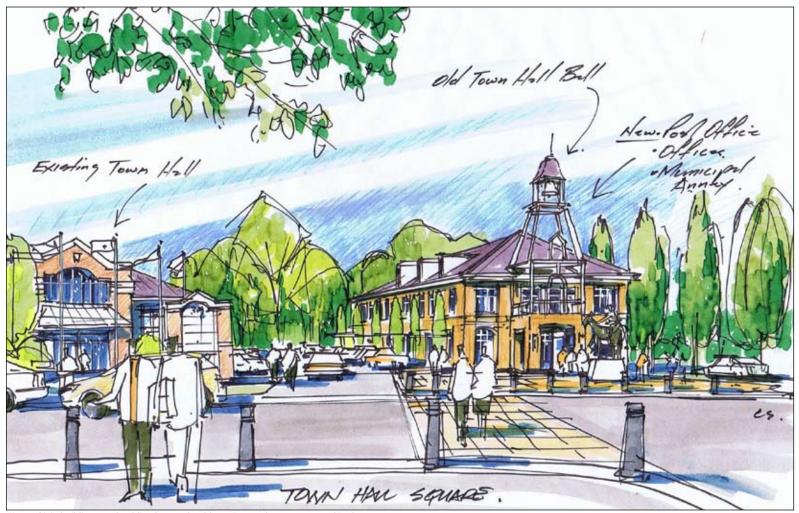


Fig. 2: Civic buildings and public plaza's should continue to be concentrated in the Downtown

2.0 PLAN FRAMEWORK

2.1 Economic Overview

Urban Development Prospects for High River

As an input to the planning process, the Town of High River commissioned an economic analysis of future urban development prospects over the next 20 years. The full economics report can be viewed as appendix A. This section summarizes the key implications for growth management and development planning.

Population

The Town of High River had a 2006 population of 10,950. In addition, about 2,700 people lived in the immediate vicinity, so the total local trade area for retail and office businesses was 13,650.

During 1996 to 2006, the Town's population grew at about 3.8% per year. Regional planning work for the Calgary metropolitan area calls for small urban centres such as High River to absorb a significant share of future regional population growth, so High River is anticipated to grow by about 4.1% per year over the next 20 years.

The analysis of urban development prospects is based on a low and high population growth scenario for the High River area (including the town and nearby rural areas). The high estimate is based on the Calgary Metropolitan Plan forecast and the low estimate is based on a continuation of recent trends. Both assume a gradual decline in the rate of population growth.

Scenario	2006 Population	Average Annual Growth Rate 2006 to 2029	2029 Population	Population Growth 2006 to 2029
Low	13,639	3%	26,917	13,278
High	13,639	4%	33,616	19,977

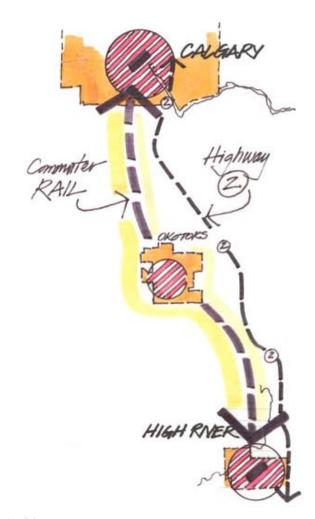


Fig. 3: Regional Context



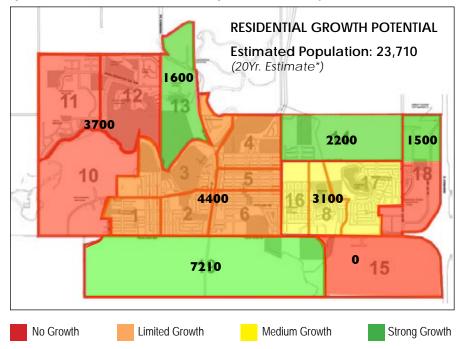
Residential Development

The population forecast can be used to estimate the total amount of residential development likely to occur in the Town during 2006 to 2029:

Scenario	Total Unit Development	Single Detached Units	Multifamily Units
Low	5,900	3,245 (55%)	2,655 (45%)
High	9,100	5,915 (65%)	3,185 (35%)

An analysis of residential land requirements indicates that the designated residential land capacity inside the current Town boundaries should be sufficient to accommodate at least 15 years of residential growth (at the high scenario) or all of the growth in the low scenario. This means that in about 10 to 15 years the Town should evaluate growth trends and prospects to begin planning for residential development planning areas outside the existing Town boundary.

Fig. 4: Residential Growth Potential within the High River Town Boundary



^{*} Distribution based on projected growth (Calgary Metropolitan Plan forecast) and availability of appropriate lands.

Retail Development

Downtown High River has a high proportion of the Town's total retail and service space. However, little retail development has occurred in High River during the last decade or so because of the large amount of big box and automobile-oriented development that has taken place in Okotoks, close enough to serve residents of High River. Future retail and service development in High River will be mainly local, convenience-oriented to serve Town residents. Okotoks will be the dominant regional retail centre.

Future retail development prospects in High River depend on the pace of local population growth and whether the large, rapidly growing retail concentration in Okotoks has a negative impact on future retail potential in High River. The estimated potential for retail and service growth during 2009 to 2029 is:

- Low: 175,000 square feet
- High: 475,000 square feet

The future pattern of retail development is likely to include:

- Potential for development of one new major retail node anchored by supermarket development. One strong candidate location for this node is in the general vicinity of 12th Avenue and 1st Street, where there are proposals for supermarket development and where they could be a future rail-transit station.
- Development of medium box and automobile-oriented retail along major roads such as 12th Avenue or near highway interchanges.
- Some additional specialty retail development in Downtown.
- Small neighbourhood convenience centres in residential areas.
- There does not appear to be enough retail demand to support the development of more than one new retail concentration, so the Town should not approve any shopping centres other than the development in the vicinity of 12th Avenue and 1st Street if it wants this area to be a focal point for higher density residential urban development.

Office Development

Downtown High River has most of the Town's office space. New development will mainly meet the needs of local residents and businesses for professional services (e.g. medical/dental, law, accounting, real estate). Office development should be encouraged to locate in Downtown and at the proposed TOD location. The estimated potential for office growth during 2009 to 2029 is:

- Low: 130,000 square feet
- High: 360,000 square feet



Hotel Development

Hotel and motel development potential is fairly limited for High River. Only one or two new hotels may be viable in the next 20 years. These will likely be in Highway-accessible locations, but there may be an opportunity for a small boutique hotel or a few bed-and-breakfasts.

Industrial Development

Because there is a very large supply of land outside the Town, with highway access and relatively low land value, there will not be much industrial development within High River. Some light industrial development will occur in the Town in designated areas near the highway just north and south of 12th Avenue.

Proposed Developments

There are some development proposals that have the potential to shape growth patterns. There are proposals for two new supermarkets south of Downtown that, if approved, will attract community-oriented retail and service developments to this area. There is also a plan to create a new Highway interchange and a new entrance to the Town, at the junction of Highways 2 and 543. This will divert truck traffic around the town and will provide new high-exposure and accessible sites for service and commercial development, unless the Town acts to limit commercial approvals in this area. In the longer term, the Calgary Metropolitan Plan has proposed a rapid bus service and a rail transit link to Calgary. There is an opportunity to create a mixed use, higher density node at a transit station, with residential, retail, and office development.

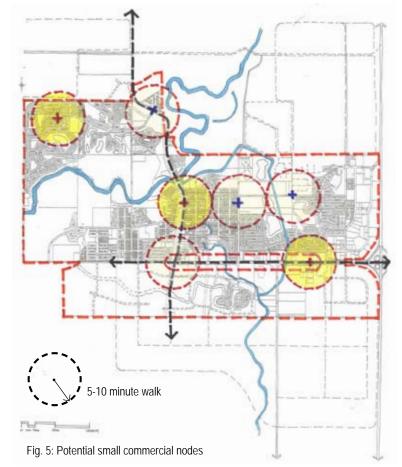
Future Development Patterns

Future residential, retail, and office development in High River will be heavily influenced by these factors:

- There is an ample supply of relatively low cost greenfield development lands within the relatively compact area defined by existing town boundaries. During the next two decades there will be little pressure to add density to or redevelop existing improved properties.
- Most existing improved properties in Downtown are too valuable to support assembly and redevelopment. New, dense urban development will mainly happen in Downtown on vacant lands or sites with very low density, poor quality improvements. Consequently, a relatively small share of total new multifamily residential and new commercial development will happen in Downtown. In order to encourage more development Downtown, the Town should consider reducing parking requirements and allowing the highest possible density that can be achieved in low-rise wood frame construction.
- There is an opportunity to create a new urban node around the proposed

TOD location (in the vicinity of 12th Avenue and 1st Street), to include new supermarket development, additional retail/service, some office, and multifamily residential.

- There is likely to be strong commercial development interest along 12th Avenue, because of the exposure and accessibility it offers.
- There is likely to be development interest in the rail corridor between Downtown and the TOD area. This is a good location to encourage multifamily or mixed multifamily and residential.
- Most residential development will occur in designated greenfield areas to the south, northwest, and northeast of Downtown. Each of these areas will need small commercial centres.





GROWTH AREAS

There is 15 to 20 years of growth potential for residential and commercial development within the present Town of High River boundaries. Most of the residential development that will take place over the next 10 to 20 years will occur south of 12th Avenue and in the northeast part of town. Commercial growth will intensify in the downtown area along Centre Street, although 12th Avenue will probably have the greatest contribution to commercial growth associated with residential development. The greatest industrial growth will be adjacent to Highway 2 on the east side of town. The balance of residential and residential infill growth will occur in the existing neighbourhoods and be comprised of legal suites (rental income, home office or granny flats), "coach houses" and some forms of multiple unit housing on larger lots. These would be in the form of such types as duplexes, three unit housing (3-plexes), and four unit housing (4-plexes) on some large corner lots.

The priorities for growth over time will be identified and explained in a separate Growth Management Strategy which is being undertaken as a second stage of the Town Plan. Long term growth areas (20+ years) occurring outside of the Town of High River boundaries are included in the illustration here in conceptual form. No priorities are indicated or amount of growth is predicted for these areas.

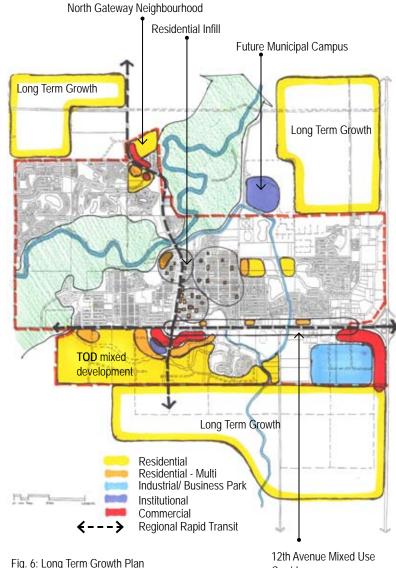


Fig. 6: Long Term Growth Plan

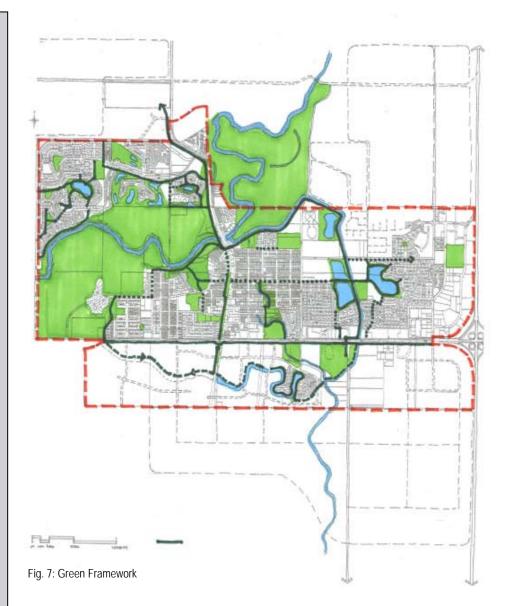
Corridor



2.3 PLAN GOALS AND SUSTAINABLE SMART GROWTH PRINCIPLES

GOALS

- Create a smart and sustainable framework: Ground the Plan in principles
 of sustainability that are practical and achievable in the short, medium
 and long term.
- 2. Build on the previous initiatives: Expand on the work completed in terms of the Town's plans and enhancements (e.g., Happy Trails initiatives).
- Include the community: Engage the community and build consensus for the Plan and include the community as active members in implementation.
- 4. Create a clear vision: Define what is and could be in terms of its local importance and its role within the greater Town of High River community and Region;
- 5. Create the economic basis for future planning: Create a sound market and land economics basis for the Plan.
- 6. Inform other initiatives: The Framework and Corridor Plan will inform future Town-wide planning as part of the Municipal Development Plan policies, Land Use Bylaw review, and other related initiatives;
- 7. Develop supported and informed directions: Create a clear and selfevident set of "Directions" that set a clear framework for development and programs implementation;
- 8. Conserve the sense of place: Develop this Framework and Corridor plan to respect the special Town of High River small town character and enhance those unique characteristics;
- g. Ensure that the recommendations are economically feasible: Review directions and recommendations so that these are realistic and create an inviting context for improvement and growth; and
- **10.** Create a practical and achievable implementation strategy: Deliver a set of actions that combine Town resources with community commitment and partnerships in a fair and equitable manner.



11



Guiding Sustainable and Smart Growth Principles

One of the key success factors for the Town of High River is that it will be a stronger and more complete community where residents can live, work, play, and learn in a pedestrian oriented environment. The following elements reflect a balance of economic, social/cultural, and environmental criteria for the Plan:

- Expand and reinforce the community focus of the Downtown;
- Design any improvements in the Downtown for universal access for all:
- Increase the arts and culture aspects of Downtown, in the Industrial Arts area, and along the Centre Street Corridor;
- Fit new development with the existing form and character;

SOCIAL .
AND
CULTURAL :

- Encourage affordability by design and choice;
- Increase safety and security; and
- Program for four seasons.

ECONOMIC

- Make High River a gateway to the Kananaskis area and the world-class landscapes in the Region;
- Reinforce and support the strong arts and culture opportunities in the Town;
- Build on the unique aspects of the Town;
- Encourage compact development;
- Increase the housing opportunities in the Downtown;
- Encourage mixed uses where appropriate;
- Expand housing opportunities in the North Gateway, Downtown, and the 12th Avenue Corridor, as well housing infill opportunities;
- Expand the specialty shopping and services in the Downtown;
- Expand employment opportunities in the East Gateway area and elsewhere in the community; and
- Encourage desirable night time activities and programming.
- Encourage light industrial development along 12th Avenue adjacent to the Hwy 2 interchange.

A COMPLETE COMMUNITY

ENVIRONMENTAL

- Help the Town become more sustainable and green by appropriate tree planting, other landscaping, and introducing a LEED (Leadership through Energy and Environmental Design) Silver Standard for civic buildings;
- Retain existing valuable buildings where possible and upgrade them to be more resilient to fire and other potential hazards;
- Increase the pedestrian, bike, and transit orientation; and
- Build for the environment with quality materials and design, minimizing waste and keeping wind energy, and solar orientation in mind.

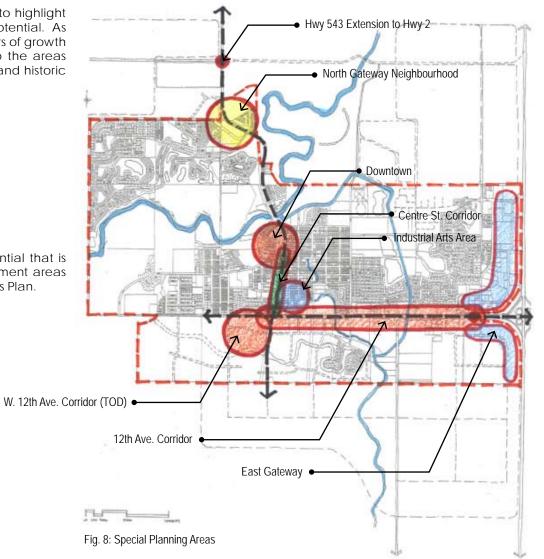


2.4 DISTRICTS AND CORRIDOR CONCEPT DEVELOPMENT PLAN

The Town of High River has been divided into Districts and Corridors to highlight those areas with the greatest redevelopment or development potential. As illustrated in the Growth Plan, the Town has an estimated 15 to 20 years of growth potential within its boundaries. The focus of this Plan is to develop the areas below with a focus on retaining and reinforcing the existing identity and historic character of High River:

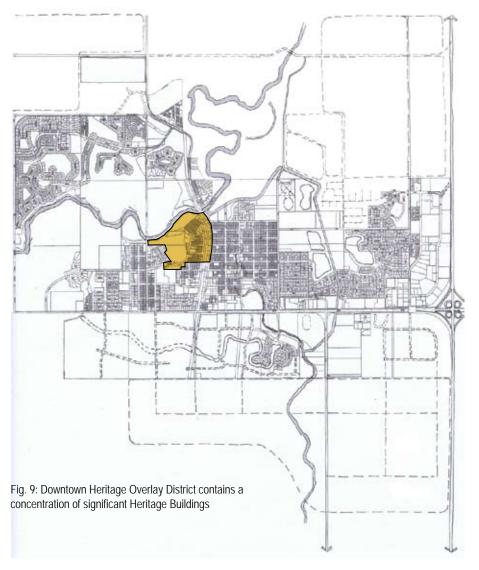
- 1. North Gateway
- 2. Downtown
- 3. Centre Street Corridor
- 4. Industrial Arts Area
- 5. West 12th Avenue Corridor (Transit Oriented Development)
- 6. 12th Avenue Corridor
- 7. East Gateway

Areas other than those listed above could have development potential that is already approved or in process. Other existing residential development areas could be improved or modified based on the recommendations in this Plan.





DOWNTOWN HERITAGE OVERLAY DISTRICT



The Downtown Heritage Overlay District is to draw attention to the highest concentration of significant buildings in the Town of High River. By noting the particular area and the buildings that have been inventoried as significant, provincial and federal funding could be accessed to improve not only the buildings but the District in which they are located. Therefore, it is recommended that further work be completed not only in heritage building inventory but in documenting the value of associated landscapes including Pioneer Square, and George Lane Park.









Heritage Resources that could be considered for conservation includes Buildings, Historic Landscapes and Public Art & Statues



2.6 MOBILITY PLAN

Guiding Principles

The guiding principle for developing a transportation plan for High River is to promote a sustainable transportation system that is safe, affordable, efficient, and environmentally responsible. Key objectives to achieve this include:

- Encourage greater use of alternate forms of transportation such as walking and cycling and transit;
- Reduce the number of single occupant vehicles traveling during peak times;
- Reduce the need to widen or build new roads:
- Provide for safe movement of people and goods throughout the town;
- Encourage vehicles to travel on arterial and collector streets to minimize through traffic on local streets;
- Promote land use that supports a sustainable transportation system; and
- Reduce the amount of energy consumed by transportation.

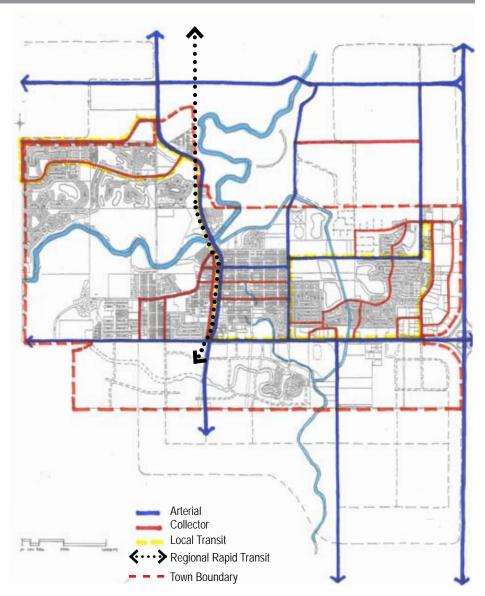


Fig.10: Mobility Plan



Overall Town Layout

The Town of High River was developed with a traditional grid pattern south of the river. As development progressed in recent decades, a curvilinear layout was used in neighbourhoods north of the river and on the east end of town. More recent developments south of 12th Avenue are using a modified grid pattern in an effort to provide some connectivity between neighbourhoods while discouraging through traffic on neighbourhood streets. However, there is a desire to provide more east-west connectivity across Centre Street for travel to and from the transit oriented development south of 12th Avenue. Strategies to improve the town's layout include:

- Encouraging stronger direct connections within and between neighbourhoods to ensure direct travel routes are available for transit and active transportation modes; and
- Planning neighbourhoods for improved wayfinding for visitors and emergency response.
- Centre Street is a north-south roadway that not only connects the north and south sides of High River, it also provides the only river crossing in excess of thirty kilometers in either direction. Twelfth Avenue is an east-west roadway that connects with Highway 2 to the east and extends through the community and beyond. Together these two corridors serve as the spine of the community and as a major regional highway corridor. They are designated as Highway 2A and are currently maintained by Alberta Infrastructure & Transportation.
- North of High River, Highway 2A continues north to Okotoks and Calgary and provides access to Highway 543, which is a secondary highway extending west to serve the Foothills Regional Municipality. The Town has recently received a grant to construct Highway 543 between Highway 2A and Highway 2. This important highway link will provide an opportunity to shift regional truck traffic from the 12th Avenue/Centre Street Route through High River to Highway 543 bordering High River. Completion of this link results in the ability to transform 12th Avenue and Centre Street into urban streets primarily serving the Town's needs, and to eliminate the truck route designation on these corridors.
- The Highway 543 link also provides the opportunity for improving the connectivity between areas within High River. The extension of 5th Street SE and 20th Street SE to Highway 543 would reduce travel distances, disperse traffic onto multiple corridors, and improve capacity for all travel modes.

- Second Avenue SE between 20th Street SE and 5th Street SE is an east- west roadway that is planned as a four lane divided road realigned to connect with 3rd Avenue SE near 5th Street SE. This road is a four lane undivided road with two parking lanes and two driving lanes. The planned configuration for 2nd Avenue SE is not consistent with the road it will be tying into. A new plan for the 2nd Avenue SE/3rd Avenue SE corridor will establish consistency along the corridor, provide compatibility with adjacent land uses and direct traffic away from streets with residential frontage as follows:
- 2nd Avenue SE will be a four lane undivided roadway with two driving lanes and two parking lanes west of the Little Bow Canal.
- 2nd Avenue SE will be a two lane undivided roadway with no parking east of the Little Bow Canal. Roadway width will be sufficient to accommodate stalled vehicles.
- Both 2nd Avenue and 3rd Avenue will intersect 5th Street SE with single lane roundabouts to establish a central focal point and accommodate capacity needs while encouraging slower travel speeds.



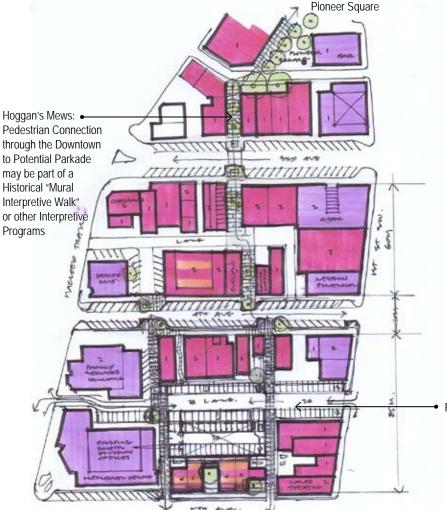
Fig. 11:Potential 4 Lane Downtown Gateway Bridge includes Cycle and Pedestrian Pathways





Fig. 12: Aerial Photo showing Development Patterns in High River





Downtown Core

Streets within the Downtown core have sufficient capacity. The two main east-west streets within the Downtown, 3rd Avenue and 4th Avenue are one way streets with angle parking. The primary roles of these two streets are to provide access and parking for adjacent land uses, and as a public realm for place making. A successful vibrant downtown will attract more motor vehicle and pedestrian traffic and will operate closer to capacity than major thoroughfares. Emphasis should continue to be placed on accommodating access and parking needs for adjacent businesses over any capacity improvements.

Curb extensions were constructed at 3rd Avenue & Macleod Trail using paving stones and traffic signs within the curb extensions. Overall the intersection is not welcoming for pedestrians and cyclists. Suggested improvement is to maintain the current function of 3rd Avenue and beautify the Macleod Trail intersection by using urban design measures and reducing the number of traffic signs.

The provision of adequate parking Downtown is essential for Downtown businesses to be competitive with businesses in peripheral areas. The 2009 Downtown Parking Study identified that there is an adequate number of parking stalls to satisfy the present and short term needs of customers and employees. However, employees seem to use on-street parking over parking lots, causing customers and clients to have less access to park near the businesses they wish to visit. A parking strategy for the downtown core could include:

- Developing incentives for employees to park off-street so that customers and clients have priority for on-street parking; and
- Constructing a parkade to fulfill future needs for more parking in the long term.

Potential Parkade



Fig. 13: Conceptual Plan and Cross Section for a parkade located between 4th and 5th Streets that could provide parking for up to 300 cars.



Centre Street Corridor

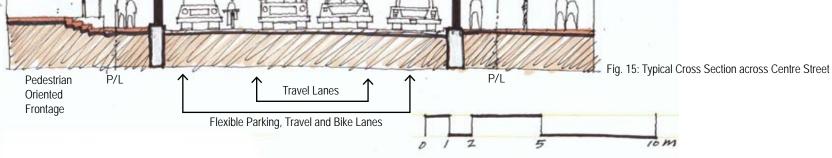
Public Facility Frontage

The North Gateway at Highway 543 will welcome visitors to High River and provide a transition defining the changing role of the highway into an urban street. Centre Street south of the North Gateway at Highway 543 will continue to have a rural cross section with a trail along the west edge of the right of way. Another gateway area, just south of the Centre Street and Macleod Trail Intersection will welcome visitors to the Downtown core and provide another transition for the changing cross section on Centre Street. The existing railway trestle bridge should be converted into a pedestrian bridge that provides the needed active transportation connectivity across the river.

Centre Street between the Highwood River bridge and 12th Avenue will be developed using a high street concept with equal roles in place making and mobility. The four lane undivided roadway will operate with four driving lanes during peak times and with two driving lanes and two parking lanes during off peak times. Streetscapes and sidewalks will place a heavy emphasis on the pedestrian experience. The abandoned rail corridor parallel to Centre Street further provides opportunity to enhance mobility with the development of a transit corridor and a cycling corridor adjacent to Centre Street.



Retail/Commercial/
Residential Frontage





Transit

The Calgary Metropolitan Plan includes a plan to convert the abandoned rail corridor into a transit corridor. Initial stages may include bus rapid transit with the eventual construction of light rail transit. More importantly a local transit service is needed immediately to serve the mobility needs of all residents. It is common for communities with a 10,000 population to start with a dial up service and progress to established routes. Two routes through the community would link the future TOD and Downtown core with the Northwest and east areas of the Town. A detailed transit feasibility plan would determine the details of the initial transit service along with staging to progress to a fully operational system with established routes and regular service.

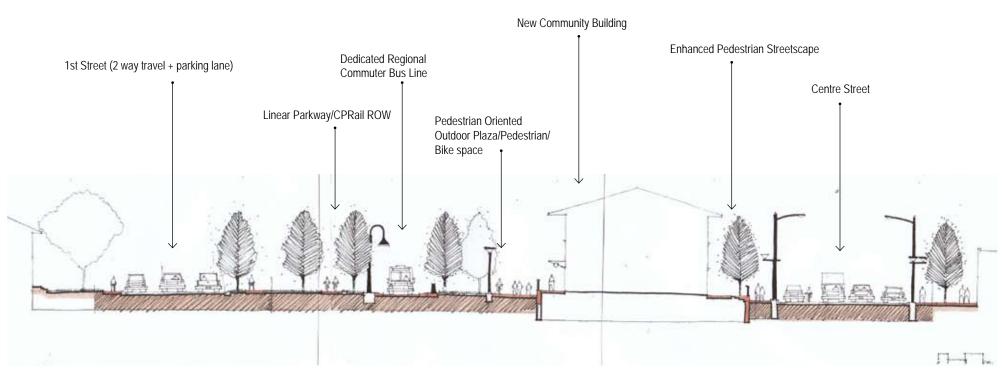


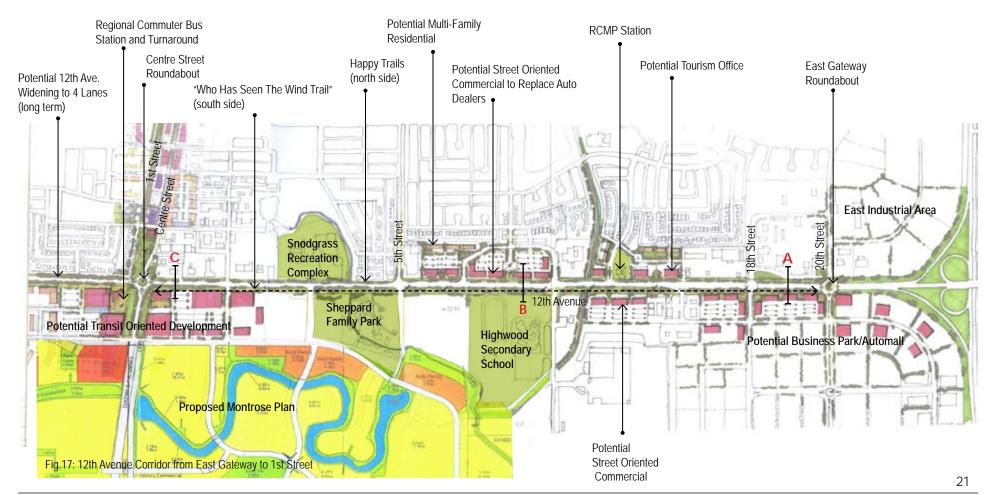
Fig. 16: Typical Cross Section between 1st Street, Railway Corridor and Centre Street on the right



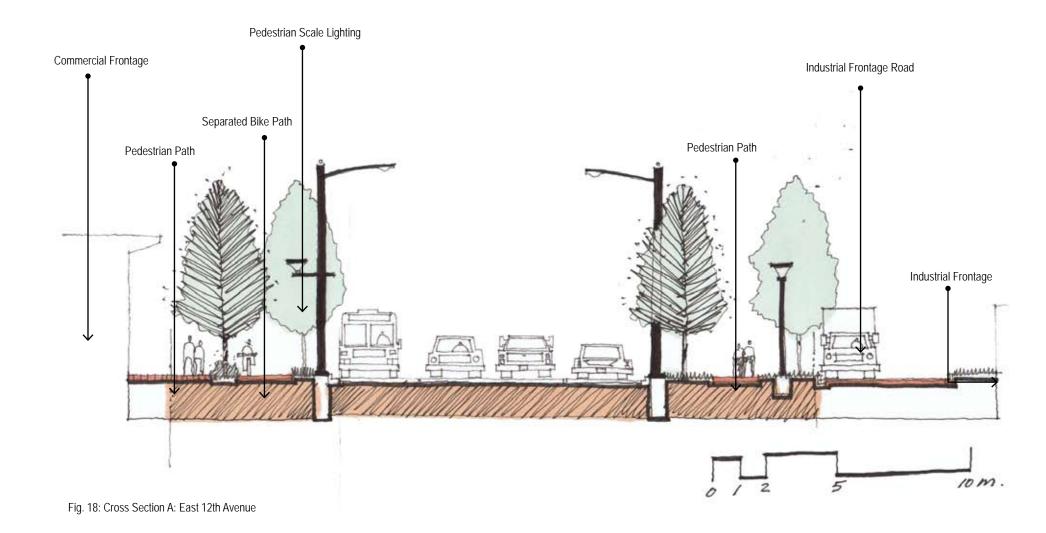
12th Avenue Corridor

Twelfth Avenue is a four lane undivided roadway with a rural cross section from Highway 2nd to 5th Street. It is anticipated that the jurisdiction of the street will be turned over to the Town of High River within the next year. The changing function of the corridor will result in the opportunity to develop an urban street as follows:

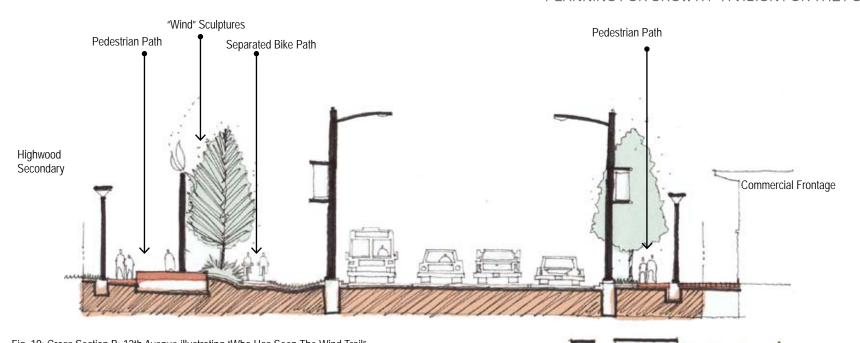
- Develop an East Gateway roundabout at 20th Street SE that provides access to the existing light industrial, business park and highway commercial lands adjacent to 12th Avenue as well as providing a signature entrance to High River:
- Develop an access management plan that balances the need to maintain traffic flow along 12th Avenue with the need for pedestrians to have limited conflicts with driveways and reasonable access for businesses;
- Widen 12th Avenue between 5th Street and Centre Street to four lanes when the existing two lane road reaches capacity;
- Improve the pedestrian experience with streetscape enhancements, for both the Happy Trails and the "Who Has Seen the Wind Trail";
 - Eliminate the 1st Street West intersection at 12th Avenue; and
 - Develop a roundabout at Centre Street to create a central focal point while accommodating mobility needs.











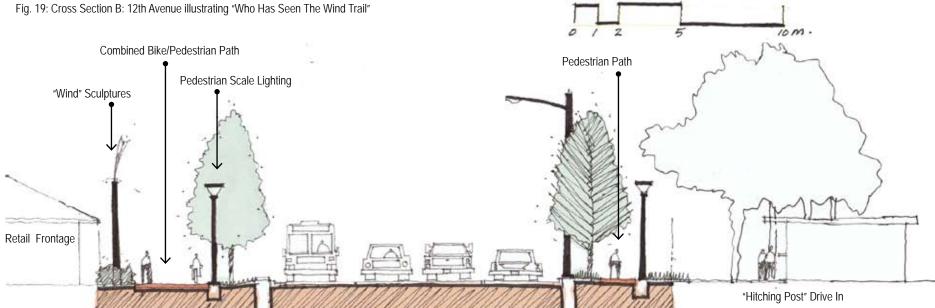


Fig. 20: Cross Section C: 12th Avenue near Centre Street



Pedestrians and Cyclists

Pedestrian and cyclist needs were considered throughout the development of the Mobility Plan for the Town of High River. Extension of the Happy Trail network, development of a "Who Has Seen the Wind Trail" and a potential pedestrian bridge across the Highwood River from western residential areas offer important connections for pedestrians and cyclists. To further enhance the existing system, an active transportation plan should be developed that ensures all active transportation needs are met by:

- Providing bicycle parking at Town facilities.
- Requiring commercial developments to provide a minimum amount of bicycle parking in addition to the minimum amount of vehicle parking they are already required to provide.

- Reviewing the Traffic Bylaw to determine any pathways or sidewalks that are so narrow that high speed cyclists and roller bladers would be required to yield to pedestrians.
- Developing a system of on-street cycling routes to ensure both commuter and recreational cyclists needs are met.

The Pedestrian and Bikeway Network Plan, illustrates the comprehensive pedestrian and cyclist plan for the Town of High River. When combined with the Town's Transportation Plan the plans accommodate the movement of people and goods using several travel modes including motor vehicle, transit, walking and cycling. The town's roadways and pathways are part of the overall public realm that will be used for 'place making' and 'wayfinding' - making the town distinctive, welcoming visitors, and creating an attractive place to live, work, play, and learn.



Fig 21: Potential Extensions to the Happy Trails Network



3.0 CHARACTER DEVELOPMENT AREAS

The Town of High River has been divided into seven primary Character Development Areas that focus on the primary corridors and Downtown. Each Character Development Area has specific functions, goals, policies, and actions that should direct future development in a consistent manner.

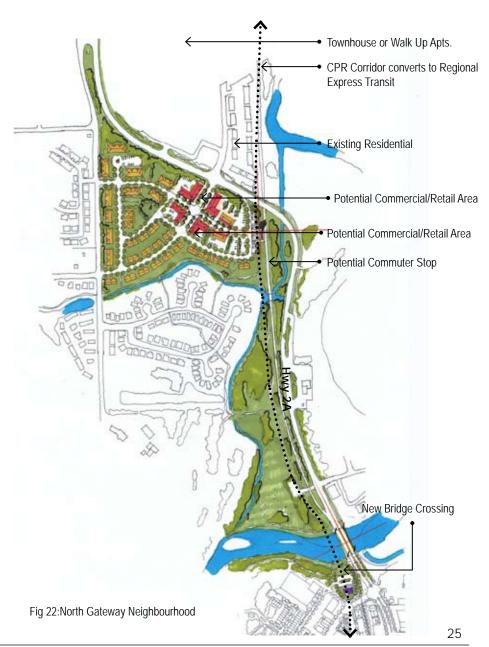
3.1 North Gateway

Location and Function

The North Gateway starts at Highway 543 at the intersection of Highway 2A and extends along Highway 2A to the Downtown boundary at the Highwood River bridge. The North Gateway includes all the bordering lands along Highway 2A entering the Town of High River. The primary function of this gateway area is to provide a green and friendly welcoming entrance to the Downtown. Amenities may include a tourist information centre, some local commercial supporting the northwest community, infill multi-family residential housing, and an improved roadway and access network.

Goals:

- Connect Highway 543 through to Highway 2 from the intersection of Highway 2A;
- Create a northern entrance tourism gateway to the Town of High River;
- Improve the landscape and infill appropriate uses along Highway 2A as a transition to adjoining neighbourhoods; and
- Convert the CPR corridor to transit.





Actions:

- Connect Highway 543 to Highway 2 as a primary Truck Route to redirect truck traffic volume away from the Downtown (i.e. 600 trucks/day from Cargill);
- Design an entrance gateway feature at the southwest corner of Highway 543 and Highway 2A;
- Reconsider the design of the intersection of Longview Trail and 7th Street
 NW to include direct access to the Rodeo Grounds and improved access to
 the neighbourhoods to the west;
- Extend High Country Drive NW through to intersect with Highway 2A and

- develop a small neighbourhood commercial area near the intersection to serve the Northwest neighbourhoods and the adjoining potential multiple family (duplex and 3 storey) housing that can include seniors accommodations:
- Develop the area east of Highway 2A and south of Highway 543 as primarily multiple family housing with access to Highway 2A at strategic points;
- Develop the gateway along Highway 2A with native landscaping to make it more attractive, relocate the Town Works Yard, and develop a Town Park "Highwood River Gateway Park" south of the River and west of Highway 2A;
- Extend and improve the Happy Trail connections along the east side and west side of Highway 2A as part of the North Gateway Improvement Plan;

Build a new Highwood River bridge that can accommodate four lanes of traffic/transit and a pedestrian/bicycle pathway on both sides; and which incorporates the character of the former adjacent railway trestle bridge as part of the design (see Plan illustration); and

Consider retaining the existing railway bridge and converting it to a pedestrian/bikeway bridge.

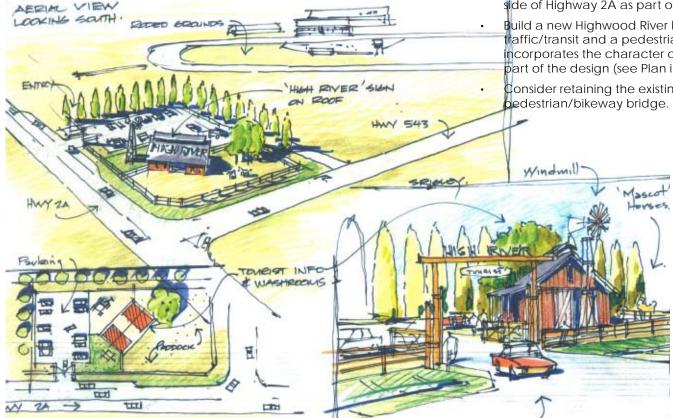


Fig 23:Potential North Gateway Welcome and Tourist Information Centre

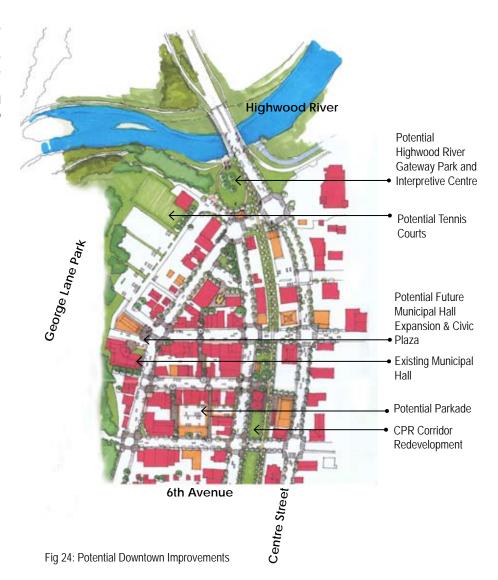
3.2 DOWNTOWN

Location and Function

The Downtown is defined by the Highwood River on the north, George Lane Park on the west, Centre Street on the east, and 6th Avenue SW on the south. The Downtown will continue to function as the heart of the community where the majority of specialty retail and office are concentrated. It will also continue to be the civic heart of the community where municipal, provincial, and federal agencies are located. Its continuing role as the historical and cultural hub will also be important as the "Old Town". The Downtown's connectivity to the proposed transit and existing Happy Trail system is important in connecting it to the rest of the town and to Calgary.

Goals:

- Protect and enhance the heart of the town;
- Create a pedestrian-first orientation in the Downtown;
- Improve access and parking in the Downtown area;
- Recognize the inherent value of the existing heritage buildings and associated landscapes;
- Increase the complementary mix of retail, office, cultural and entertainment uses:
- Expand the tourism potential of the Downtown; and
- Increase the residential uses and intensity in and along the edge of the Downtown.





Actions:

- Recapture the essence of the Grain Elevators as a historic symbol of the small prairie town and orientation to the Downtown;
- Celebrate the CP Railway corridor as the central organizing spine for new development and transportation;
- Create a unique identity for the Downtown and CPR corridor through marketing, landscape treatment, and a more visible Chamber of Commerce:
- Create a Highwood River Gateway Park and Interpretive Centre on the southwest corner of the Bridge that includes interpretation, viewing area, public washrooms, and Happy Trail connections;
- Redevelop the entrance gateway along Centre Street from the bridge to the intersection of 3rd Avenue SW that could include:
- Converting the Adam's Garage to the Chamber of Commerce and Downtown Shuttle Bus Station;
- Redeveloping the southwest corner of Macleod Trail SW and Centre Street into a potential brew pub and restaurant and integrating the heritage form of the grain elevators as part of the design - "Sentries of History";
- Enhance the "Old Town Hall Crossroads" (intersection of 3rd Avenue SW and Centre Street) by developing the Bank of Nova Scotia (Mall) parking lot and adding a roof enhancement to the Fas Gas facility;
- Potential to restore historic railway gardens by converting the existing parking lot on the north side of the Museum to a civic park complete with public washrooms and information kiosk and provide a transit stop in the area:
- Redevelop Pioneer Square into a community plaza and gathering area, considering activities such as regular entertainment, farmer's market on Saturday, and an outdoor art gallery with changing exhibits;
- Complete a wayfinding program for the town (signage, information, and symbols) that easily directs visitors and residents to specific interests in the community;
- Apply a consistent vocabulary of street furnishings in the Downtown including benches, lighting, bollards, trash/recycling, and transit shelters;
- Improve 3rd and 4th Avenues between Macleod Trail and 1st Street by introducing corner bulges at the intersections to improve circulation, define the edges, and reduce unattractive traffic signage;



Fig. 25: Adam's Garage is upgraded to become the new home for the Chamber of Commerce and potential Downtown Shuttle stop.



Fig. 26: The existing intersection of 3rd Ave. and Centre Street is enhanced by new buildings and streetscape improvements over time to become The Old Town Hall Crossroads.



- Improve the Downtown core area pedestrian orientation by creating a "Heritage and Mural" walk that creates a "Mews" pathway system between the buildings from 3rd Street SW to 6th Street SW;
- Improve signage for parking and consider a large parking lot (eventually parking structure) between 4th Avenue SW and 5th Avenue SW to compensate for the estimated 300 parking spaces shortfall in the Downtown area;
- Consider in the long term the relocation of the Post Office and replacing it with a "Memorial Park" as an open space connector to the Downtown from the River;
- Consider the acquisition of the parcel adjoining the Town Office to the north for expansion and create a Civic Plaza between the two. In so doing, bring back the old Town Hall bell and make it ring on the hour.
- Improve connections to George Lane Park from the Downtown through the Municipal Hall area and from the proposed River Interpretative Centre at the Bridge along what could be a dyke walk;
- Consider a soccer or tennis use for the area above the water storage area;
- Encourage further housing infill and redevelopment in and along the edge of Downtown in the form of mixed use commercial development (commercial on first floor and residential 2-3 Storeys above) or simply 3 storey or townhouse development along the edge of Downtown. Keep in mind the appropriate scale of development so that it appropriately fits into the neighbourhood; and
- Retain existing retail and office uses in the Downtown core as much as possible by limiting these uses outside the core area.



Fig. 27: Sketch of the upgraded Downtown Gateway intersection at Macleod Trail and Centre



Fig. 28: Washroom Facilities and other amenities make for a positive pedestrian environment





Fig. 29: Illustration showing potential improvements along CPR Corridor; Regional Commuter Bus Line, cultural and community facilities and pedestrian connections in an enhanced park-like setting



3.3 CENTRE STREET CORRIDOR

Location and Function

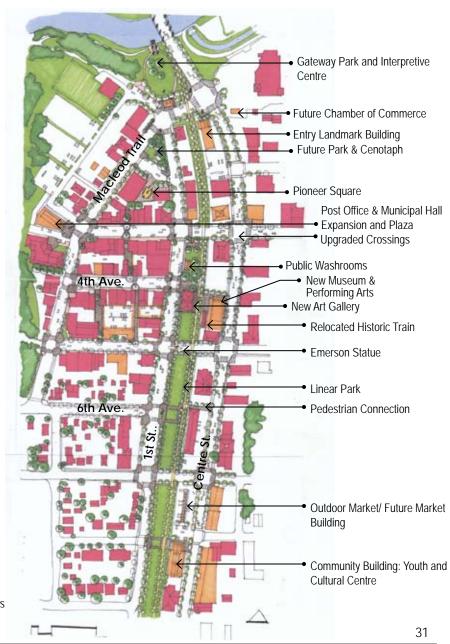
The Centre Street Area overlaps with the Downtown area extending from the Highwood Bridge to 12th Avenue but focuses on the area from 6th Avenue south to 12th Avenue. The Centre Street Corridor will be an important commercial, entertainment, and cultural spine in the community connecting the emerging commercial concentration along 12th Avenue with the Downtown. The west side of the Centre Street boulevard will be reserved for extending Rotary Park down to 12th Avenue alongside the proposed transit line (existing CP railway). 1st Avenue will be focused on local neighbourhood traffic while Centre street will be expanded to four lanes to accommodate commercial, cultural and entertainment development. Centre Street should be rebuilt as a shopping street with sidewalks and boulevard trees on both sides of the street. Potential cultural/entertainment facilities including a new library, performing arts and cultural facility, and youth centre (combined or separate) could be developed on the central boulevard over time to liven the street along with commercial offices and retail uses.

Goals:

- Expand Centre Street to four lanes to accommodate increased traffic flows associated with growth yet retain a community street character;
- Develop the entertainment and cultural theme along Centre Street along with a variety of supportive commercial uses; and
- Convert the CPR right-of-way to a transit route and linear park along the east side of 1st Street.



Fig. 30: Centre Street Corridor Improvements





- Acquire the CPR right-of-way in cooperation with the province and develop the transit route as well as a linear park to 12th Avenue;
- Expand Centre Street to four lanes to accommodate increased traffic but
 maintain the local street character by permitting parking on the outside two
 lanes during non-peak hours and permitting buildings closer to the street
 and planting street trees for more of a pedestrian orientation;
- Enhance and expand Rotary Park south along the proposed Transit line on the east side of 1st Street including a Happy Trail connection to Downtown from 12th Avenue while retaining 1st Street as a local neighbourhood street and as part of the historic parade route;
- Encourage the development of a new library, arts and culture centre and youth centre along the corridor as well as commercial mixed use development advancing the ideas that Centre Street is an important connector between the Downtown and the 12th Avenue Corridor;
- Consider creating an outdoor Farmer's Market as a prelude to creating a permanent Farmer's Market building along Centre Street;
- Consider the relocation of the Legion building in a new Legion
 "Commemorative" Park at the end of Centre Street in the median area,
 keeping in mind a shared parking strategy and the prominence that the
 park would give to memory and history in the town. (see 12th Avenue
 Corridor for details shared parking with adjoining uses.);
- Consider cross-median streets at 5th Avenue and 7th Avenue as redevelopment permits, retaining the Emerson statue in a central median on 5th Avenue; and
- Create street-oriented commercial uses that are set adjacent to the street with parking behind to emphasize a more pedestrian environment.



Fig. 31: Illustration of Permanent Farmers Market Building (long term)



Fig. 32: Illustration of New (expanded) W.O. Mitchell Library with connection to Charles Clark Park & Art Plaza

3.4 INDUSTRIAL ARTS AREA

Location and Function

The Industrial Arts Area is located on the east side of Centre Street, west of 2nd Street SE, between 8th Avenue SE and 11th Avenue SE. The Industrial Arts Area will embrace the potential for smaller incubator light industrial uses, especially arts enterprises. The area should foster an arts community orientation along with light industrial uses that generally use smaller properties for individual enterprises. As part of the development of this unique character, streetscapes with special signage, art displays, and custom lighting could be introduced to reinforce the unique nature of the small businesses in this area. The diversity of one and two storey buildings should reinforce its unique attributes along with a friendly pedestrian orientation that is connected to both Centre Street to the west and 12th Avenue to the south.

Goals:

- Encourage the location of small light industrial incubator uses, especially arts related uses to this area:
- Support small-scale redevelopment that promotes arts in the community;
 and
- Connect this area to Centre Street, the 12th Avenue Corridor, and the Happy Trail network.
- Encourage small scale residential (live/work) use in conjunction wth light industrial/arts uses.

- Designate this area as a light industrial area with an emphasis on industrial arts and small-scale manufacturing;
- Provide flexibility for live/work studios to develop the sense of community and liveliness 24 hours a day;
- Develop an overall streetscape improvement plan that reflects the character of the community by having the uses close to the street with street tree planting and creative signage and artwork as part of the streetscape;
- Promote the idea of a potential art college and applied industrial arts training program in the area;
- Create opportunities to display product and processes in the industrial arts area and elsewhere in High River; and
- Ensure that the land uses create an appropriate transition of form, character,



Fig. 33: Potential for a Unique Neighbourhood with an Industrial Arts Focus



3.5 WEST 12TH AVENUE CORRIDOR (TRANSIT ORIENTED DEVELOPMENT)

Location and Function

The West 12th Avenue Corridor extends from Centre Street to the western extent of the High River community at 64th Street E. The southwest corner site at 12th Avenue and Centre Street is intended to be developed into a Transit Oriented Development (TOD) that blends a rich mix of uses with convenient access to public transportation. This transit hub will be the terminus of the proposed Regional Rapid Transit system running from Calgary to High River. Initially, the transit system will use buses (BRT - 5 buses per day are initially projected) but in the longer term will be converted to Light Rail Transit (LRT). The transit centre plaza (see Plan and sketch illustrations) will be wrapped by retail uses and office uses with residential above. Behind this facility will be the option for a post secondary institution or trade school. Parking will be provided around the buildings that surround the transit plaza so residents can "Park and Ride" from that location. On the east side of Centre Street south of 12th Avenue a major grocery store, and possibly a major hardware store, is planned to anchor further commercial development. • The balance of the area south of 12th Avenue will be a mix of single-family residential and multiple-family residential areas (3-4 storey around TOD) that will be connected by a series of pedestrian and bicycle greenways to the TOD. The street system of the south residential neighbourhoods will connect to both Centre Street to the east and 12th Avenue to the north. Two traffic roundabouts - one Regional Rapid at the west end at 12th Avenue and Centre Street, and one at the East Gateway Transit Line to at 12th Avenue and 20th Street will "bookend" the experience and define the Avenue at either end.

Goals:

- Create the principal transit hub and transit destination (Transit Oriented Development – TOD) in High River;
- Create a mix of higher density retail, office, and residential uses around the TOD:
- Provide an opportunity for a post-secondary institution or trade school; and
- Connect the development to the other parts of town via both the street and green space network.

- Create a transit station at the southwest corner of 12th Avenue and Centre Street;
- Create supporting retail and residential development around the transit plaza to provide housing, services and conveniences adjacent to the transit station;
- Expand 12th Avenue to 4 lanes (protect the proposed right-of-way on the south side) and develop it as time and development demands;
- Ensure that flood mitigation measures are included with development considerations;
- Create a roundabout at the intersection of 12th Avenue at Centre Street;
- Consider the enhancement of the space at the south end of the Centre Street Boulevard by introducing a Legion's "Commemorative Park" along with the Legion Hall; and
- Include informative signage that directs people to the Downtown at the corner of Centre Street and 12th Avenue.

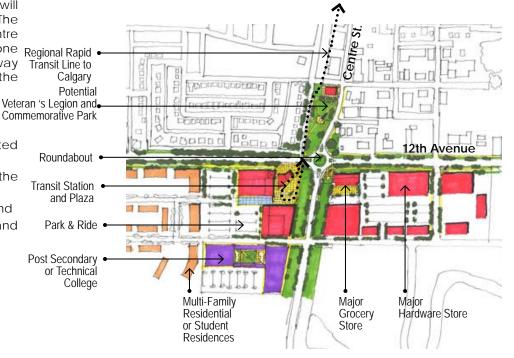


Fig. 34: Transit Oriented Development at the intersection of Centre Street at 12th Avenue





Fig. 35: View of Transit Oriented Development (TOD) looking Northeast towards 12th Avenue and Centre St.





Fig. 36: Sketch of Potential Transit Oriented Development (TOD) as a new Neighbourhood



3.6 CENTRAL 12TH AVENUE CORRIDOR

Location and Function

The Central 12th Avenue Corridor extends from Centre Street on the west to 18th • Street S.E on the east. The Corridor includes all adjoining uses to the north and south and a mix of different uses. These uses include park facilities, Highwood Secondary School, the diversion canal corridor, large and smaller commercial uses, industrial uses as well some residential uses. The intention is that 12th Avenue becomes a four lane arterial street but maintains a neighbourhood street character by extending and enriching the pathways systems on the north and south sides of the Avenue. The concept is to bring new commercial uses closer to the street and enhance connectivity to the adjoining neighbourhoods and across 12th Avenue. Separate pedestrian and cycle pathways are proposed on the south side of 12th Avenue as part of a unique "Who Has Seen the Wind Trail" extending from Centre. Street to 20th Street. The new trail will be animated by kinetic public art pieces that will move with the wind and be complete with resting areas, signage for orientation and seating. The existing Snodgrass Recreation Complex along with the Sheppard Family Park provides excellent recreational resources along the corridor, especially when linked with a comprehensive Happy Trail system. The larger auto dealerships may choose to move a new East Gateway business park . on the south side of 12th Avenue to obtain better exposure, access, and collective strength as part of an "Auto Mall". The relocation of the auto dealerships could provide opportunities for other new commercial uses that support the adjacent neighbourhood needs.

Goals:

- Expand 12th Avenue from 16th Street SE through to Centre Street as a four lane arterial road while still creating a neighbourhood friendly street;
- Bring new commercial development close to the Avenue to promote a pedestrian orientation and enhance the visual quality of the Avenue;
- Create a variety and diversity of scale and form of buildings; and
- Create a comprehensive trail system on the north and south sides with safe pedestrian crossings at the principal intersections.

- Widen 12th Avenue along its length to four lanes over time with development;
- Add a south side "Who Has Seen the Wind Trail" system on the south side (with separate bicycle and pedestrian trails) with kinetic art that moves with the wind, rest areas, lighting and interpretive signage (along with potential murals);
- Encourage the relocation of the auto dealerships to the East Gateway business park for access, visibility, and critical mass as a destination as part of a potential "Auto Mall";
- Investigate the acquisition of the Dr. Bishop property adjoining the east side of the Sheppard Family Park as potential park space or combination of park space and other uses;
- Encourage the opening of the diversion canal pathway system adjoining 12th Avenue as part of the comprehensive trail network; and
- Bring new commercial uses up to the property lines as much as possible to reinforce the adjacent trail network for pedestrians and bicycles.

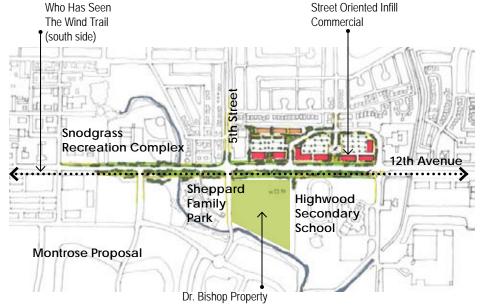


Fig. 37: Central 12th Avenue Corridor







Fig. 38: Sketch of "Who Has Seen The Wind Trail" (south side) Along 12th Avenue showing Landscaped Trail and Kinetic Sculptural Elements



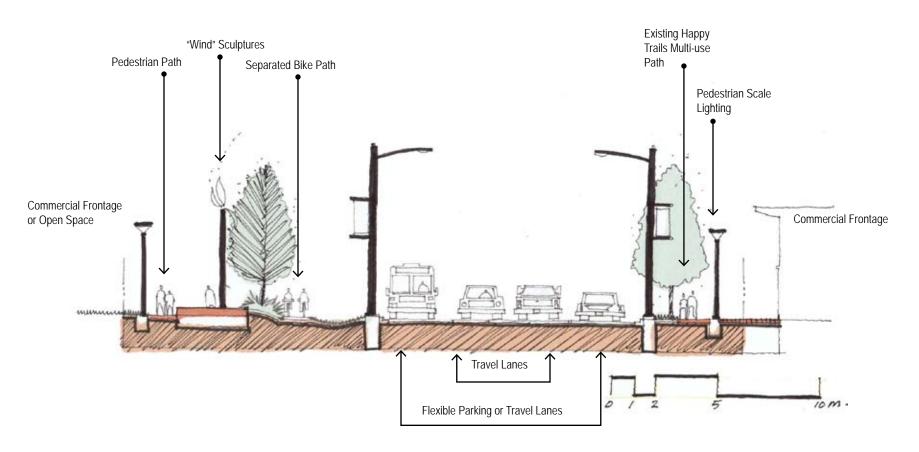


Fig. 39: Cross Section across 12th Avenue showing "Who Has Seen The Wind Trail" (south side)



3.7 EAST GATEWAY - 12TH AVENUE CORRIDOR

Location and Function

The East Gateway starts at 16th Street S.E. on the west, extends east to the Highway 2 interchange, north to the town boundary, and south to the town boundary. The East Gateway is one of the primary access points to High River and therefore serves as a very important image maker for the town. Improved entrance experience, signage, and landscape enhancement are all part of attracting businesses, tourists, and other potential residents. This East Gateway area will be one of the principal light to medium industrial areas in the town both on the north and south side of 12th Avenue. With excellent Highway 2 visibility and access, this area is a choice location for existing and future businesses that are seeking smaller lots and excellent support facilities.

- Improve the East Industrial area and its transition to adjoining institutional and residential uses by creating a overall "Enhancement Master Plan" that improves the overall function, attractiveness, and safety of the area (see Plan);
- Close the Highway 2 access ramp as part of the Highway 543 construction (Provincial decision); and
- Expand the industrial uses as part of a south side of 12th Avenue expansion with emphasis on business park office and light industrial uses.

Goals:

- Create an outstanding entrance to the Town of High River that is informative and readily identifiable;
- Improve the existing east industrial uses north of 12th Avenue in terms of attractiveness and interface with adjoining residential and institutional uses; and
- Expand business park type uses south of 12th Avenue as an attractive in-town alternative.

- Develop a Tourist Information centre (with washrooms) on the north side of 12th Avenue as part of the vacant lot redevelopment west of 16th Street:
- Create a roundabout entry at 20th Street that showcases the Kinetic Public Art of "Who Has Seen The Wind Trail" and slows traffic down as it enters the Town of High River;

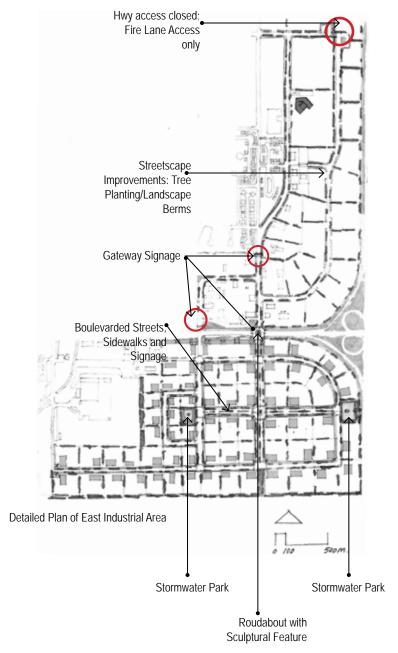


Fig. 40: East Gateway Roundabout along 12th Avenue at 20th Street with kinetic sculptures signals entry into High River and transitions the Highway into a neighbourhood street.





Fig. 41: Concept Plans of East Industrial Area





4.0 POLICIES, OBJECTIVES AND DESIGN GUIDELINES

4.1 Policies And Objectives

These policies provide more substantial direction to specific aspects of the Section 3 Character Development Areas and complement other policies within the Municipal Development Plan:

1. Urban Design

Public and private open spaces, as well as the buildings that shape them, define the character and identity of the Town of High River. Developing a design framework for the town is an important step in establishing reference points that build on the town's existing strengths and "sense of place".

Objective: Improve the overall safety, identity, and attractiveness of the town by revitalizing the streetscape, increasing pedestrian orientation, and introducing compatible building forms that reinforce the special sense of place in the Town of High River.



A well designed Public Realm is key to establishing a sense of place

- Create a safer pedestrian environment by enhancing the landscaping along the major streets and bordering streets and avenues ensuring that all new trees have an adequate tree well to maintain a healthy root ball and a healthy tree;
- Create diversity through a mix of uses and housing types above commercial uses in the Downtown along the streets with a specific street orientation, emphasizing entrances along the street by incorporating porches, and overlooks:
- Use Crime Prevention Through Environmental Design (CPTED) techniques
 to improve public safety including: Enforcing standards of maintenance
 on properties; Increasing "eyes on the street" by having ground oriented
 residential and commercial units with entrances along the street;
 Upgrading sidewalks to encourage pedestrian traffic; Considering a "street
 gardening" program that improves the sense of pride and ownership in the
 area; Minimizing deviant behaviour by reducing places of concealment
 around buildings, including improved landscaping, security, and fencing
 off specific areas; Improving pedestrian and security lighting in the area,
 especially in highly traveled areas;
- Design with human scale in mind by using a variety of materials, refined edge materials, transparency along the street by a variety of windows or openings, limiting building size, creating minimum distances between buildings, and generally limiting building heights to 3 to 4 Storeys along the street in the Downtown (with a minimum of 2 Storeys) and step back any buildings above 2 Storeys from the building setback line;
- Use building forms to define public space (courtyards, pocket parks, plazas), and create a variety of building forms, roof pitches, and materials that interpret the Town's history in contemporary interpretations;
- Reinforce the gateways, lanes, major intersections, and lookout points with landscaping, street furniture, activated pedestrian signals, and traffic-calming to emphasize the pedestrian orientation of these important nodes in the community;
- Promote building forms and heights that enhance public views and minimize intrusion on adjacent views;
- Retain and enhance public views (e.g., Street end views of Monuments and Gateway of George Lane Park); and
- Create rich streetscape themes and emphasize the use of a coordinated public art program (e.g., building on the previous revitalization efforts in the Downtown) with banners, murals, coordinated lighting, special sidewalk treatments, benches, trash receptacles, and bicycle racks unified by a strong street tree and landscaping program.



2. Heritage Conservation in "Old Town"

The soul of a neighborhood is found in the historical references that harken back to its roots and beginnings. Downtown High River has a significant stock of heritage buildings. A heritage theme and historic "trail" (with interpretive signage and coordinated with the murals) in the Downtown will create a basis for continuity in the area, while areas outside the Downtown could also be recognized in a heritage program.

Objective: Encourage the conservation of important heritage buildings, culture, and landscapes of interest as community resources to be revitalized and adapted for reuse.

- Identify and complete a heritage inventory (statements of significance) of important heritage buildings and landscapes of interest in the Downtown;
- Encourage new developments to redevelop sites in keeping with the history of the area, reflecting traditional materials (e.g., brick, masonry, colours, and forms;
- Create distinctive gateways to "Old Town" to define the entrances to the heritage areas of town (e.g., 3rd and 4th Avenue at 1st Street and Macleod Trail at 1st Street);
- Continue to encourage the use of historical names (individuals and buildings) in the naming of public open spaces and new developments; and
- Incorporate historical references in a special wayfinding and public art program that builds on its historical roots (e.g. George Lane Park).



Interpretive signage increases the appreciation of heritage resources and develops community pride



New developments that are sensitive to the Historic Downtown reinforce sense of place and identity



3. Housing and Redevelopment Strategies

The Town is identified as being targeted for residential growth which will bring more vitality, safety, and prosperity to the area. Variety, diversity, flexibility, and affordability of new housing will be encouraged as part of this Plan.

Objective: Encourage a wide variety of housing forms and tenure that maximizes quality, flexibility, and affordability.



Fig. 42: A variety of housing types linked through pocket parks and trails create desirable amenities for recreation and community interaction

- Direct residential densities in accordance with the Municipal Development Plan and Land Use Districts;
- Promote a diversity of residential development that respects and supports adjacent residential and commercial uses and forms, especially during the transformation of the Downtown core area from commercial uses to residential/commercial mixed use areas;
- Encourage a variety of housing units that cater to the life-cycle from singles, young families, empty nesters, and seniors;
- Encourage home businesses in transition areas to the Downtown;
- Promote the inclusion of affordable housing, including smaller units and units that are flexible for use:
- Encourage a provision of a percentage of housing for people with special needs (e.g., 5% of units should meet design standards that are greater than those being required by code for accessibility);
- Create medium density housing in the Downtown area that is streetoriented with entrances directly facing the street with porches, overlooks, windows and other design features that highly articulate the facades and bring a friendly neighbourhood scale and comfort to the street face;
- Ensure that housing is scaled to the street with a maximum height of 3 to 4 Storeys at the street edge, and adjacent properties stepped back to higher levels if appropriate only in specific locations such as the Downtown area and the portions of Centre Street;
- Discourage long blocks of housing without courtyards or some break in the block pattern that creates sterility and long block faces;
- Use classic and timeless colours that are earth-tone based with simple highlights and brick as a basic building material;
- Encourage the provision of private, semi-private, and public open space as components of residential developments that provide recreation and amenity on site;
- Promote and expand local lanes and "mews" as part of public access and open space systems through some of the character areas to break up the block and provide necessary pedestrian access through the blocks (e.g., back lanes); and
- Promote usable "green roofs" or balconies to bring green and colour to the Downtown area.



4. Parks, Green Links, Bikeways, and Connections

Further development of the Town of High River offers the opportunity to extend the existing parks and open space system (Happy Trails) into the Downtown area and other areas of the Town over the longer term through a comprehensive green-links (pedestrian way) and bikeways program. Planning for the amount, type, location, financing or dedication, and ongoing maintenance of park and open space will be determined for the plan areas they transform to address the community's needs.

Objective: Create a parks, bikeway, pedestrian way and open space system over time that reinforces the pedestrian-first orientation with a rich green aspect to the program for all ages.



Fig. 43: Illustration of pedestrian link along CPR Corridor - A model for public realm design.

Policies (see also Mobility Plan)

- Develop and refine the proposed parks, bikeway and pedestrian ways program in association with the current Happy Trails, bikeways, bridge, and other trail initiatives;
- Develop a street tree master plan that identifies the tree species, spacing, and requirements on the major pedestrian oriented streets;
- Encourage the provision of additional publicly accessible open space and parks along the street (e.g., courtyards, plazas);
- Encourage the development of green roofs and gardening on balconies, both public and private, to maximize amenity space and colour for adjoining residences;
- Orient parks and open spaces to a sunny south orientation to create inviting spots for sitting, strolling and other recreation activity, while providing optional shade and weather protection;
- Ensure that the public and private open spaces are programmed and designed for activity that is appropriate for the location, size, and maintenance program;
- Create a Town River Park around the Highwood Bridge Area and connect it south to the railway station via a green linear park connection and eastwest along the River dyke;
- Provide bicycle lanes through the Downtown area on specific streets/ avenues (to be determined) to encourage bicycling through and to the downtown as a destination; and
- Require bicycle racks and seating with each new development as well as install bicycle racks at important locations in the Downtown, especially the principal shopping areas and in the future Transit Oriented Development at Centre Street and 12th Avenue.



5. Servicing, Streets, Parking and Traffic Circulation

Servicing requirements to accommodate the projected growth include sewer, roads, water, and drainage. Further servicing capacity studies for sewer, water, and drainage are required to determine potential improvements associated with town growth in the medium to long term.

Objective: Improve the infrastructure services, pedestrian safety, and traffic function within the town area by upgrading infrastructure where necessary and improving street design, parking, vehicular access, and pedestrian crossings.



Designing light rail or transit stops for safety and pedestrian access will reduce the potential for conflicts

Policies (See Mobility Plan section)

- Examine the traffic circulation and street design improvements required for the projected new development as part of a comprehensive specific Downtown traffic analysis;
- Complete new street designs for 3rd and 4th Avenue and other potential
 pilot street beautification projects that could include: Redesign of midblock crossing to improve safety (removal of walls/planters and addition
 of lighting); Traffic calming (bulges at corners) and pedestrian activated
 signals; and gateway entrance designs at entrance areas; (these streets
 may include special bulges with appropriate landscaping, civic art, and
 signage).
- Develop a Downtown parking strategy and structures plan as part of the Downtown redevelopment strategy that are landscaped and designed to mimic a typical historic building façade;
- Upgrade the sewer, water, and drainage systems in association with new development (as determined by the necessary Infrastructure Study);
- Examine the feasibility of introducing a local bus system that completes a Downtown area loop (See Mobility Plan);
- Encourage Power Smart (Energy Smart) development and associated conservation measures for new development;
- Provide the necessary fiber optic utility servicing to support home based businesses that require state of the art internet support services; and
- Separate local residential/commercial traffic and truck traffic as much as possible.



6. Environment and Greening Downtown

Further development provides an opportunity to bring nature throughout the town and "green" the streets as well as clean up incidences of soil contamination because of past commercial and industrial activity.

Objective: Create soil contamination cleanup requirements that are as practical as possible for redevelopment yet protect the public interests in the long term.

- Ensure that a proper site profile and associated studies are completed;
- Encourage the creation of low maintenance naturalized landscapes that use native plants that require less watering, other maintenance and provide habitat for birds (discourage rocks and desert plants as a landscape treatment);
- Encourage the retention of existing trees and other vegetation during redevelopment if possible and as appropriate; and
- Maximize green planting areas in the public and private realm that increases natural drainage and groundwater recharge.





Use of drought tolerant, native plant materials and permeable paving to improve natural drainage are a few 'best practices' that could be adopted in High River



7. Commercial and Downtown Core Focus

Specialty retail, entertainment, pedestrian-oriented restaurants, and civic uses should be focused in the Downtown and Centre Street Corridor.

Objective: To concentrate specialty retail and complementary entertainment, restaurant, and civic uses in a pedestrian friendly Downtown Core area.



The Downtown should encourage unique 'mom and pop' businesses over national chain stores with special attention to streetscape and signage

- Reinforce the existing pedestrian-oriented Downtown area by focusing Specialty Retail uses in that area;
- Retain and expand major office commercial development in the Downtown;
- Review and consider upgrading special streetscape treatments including special street paving, signalized crosswalks, and traffic calming measures where necessary;
- Encourage commercial and residential mixed use redevelopment in the Downtown area and along Centre Street;
- Require commercial redevelopment to incorporate decorative sidewalks, appropriate street furniture and street trees;
- Support the inclusion of work/live units in combination with streetoriented development;
- Require a traffic impact study for major development applications, as required, in consultation with the Operational Services Department to determine appropriate measures for turning, pedestrian crosswalks, signalization, access, servicing, and parking;
- Restrict off-street parking between the street and the building with any
 off-street parking required in underground parking, structured parking (or
 cash-in-lieu contribution), or surface parking behind the building that is
 unobtrusive and screened from public view;
- Entertain the provision for shared parking if the applicant demonstrates justification by conducting a traffic study by a qualified engineer;
- Servicing areas for commercial uses should be limited to lanes or areas out of public view or buffered by screens or landscaping;
- Respect the existing commercial activity in the area while integrating new commercial development;
- Encourage commercial development that has multiple storefronts and that is transparent and inviting to pedestrian traffic;
- Encourage outdoor cafes and other similar uses that create pedestrian activity on the sidewalk and adjoining courtyard areas; and
- Support a safety and security awareness program to improve security for commercial properties.

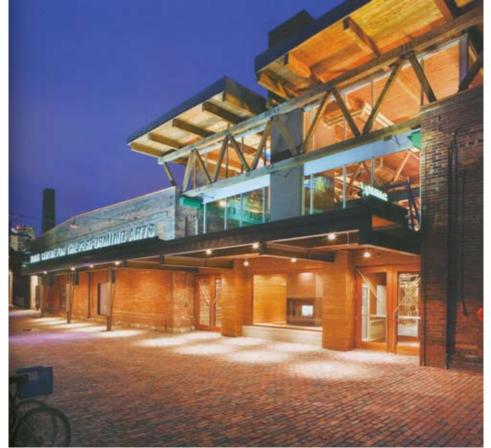


8. Social Amenities and Community Facilities

Studies and planning processes such as the Calgary Metropolitan Plan indicate that the Town of High River could add 13,000 - 20,000 new residents over the next 20 years.

Objective: To provide adequate community facilities and associated social amenities in association with the residential development needs of the area.

- Investigate the capacity and potential for increased enrollment from this area in the local schools in the longer term as residential redevelopment occurs;
- Encourage the development of other cultural facilities in the Downtown Core area (e.g., New Library, Performing Arts and Cultural Centre, Youth Centre- combined or separate); and
- Improve pedestrian and transit linkages to the surrounding areas to take advantage of other local facilities.



Arts, Culture and Entertainment facilities should be concentrated in the Downtown area, particularly along the CPR Corridor



9. Industrial Arts Character Area

Industrial uses have traditionally been located in what the plan is identifying as the Industrial Arts area (see Character Areas in Section 3). Special attention should be given to the existing and potential nuisances and associated resident's complaints that could increase with a transition to mixed uses.

Objective: To encourage the transition of the area to an industrial arts mixed use area while minimizing potential conflicts between existing industrial uses, existing border residential uses, and redevelopment in the area.

- Create a "Good Neighbour" program that promotes clear communications between the residential groups in the area and the industrial interests to minimize nuisances associated with their business (e.g. noise, frequency of movement, hours of work);
- Encourage cleanup and enhancement of existing industrial properties in association with new development and the general beautification of the area, including the screening of parking and loading areas, and general landscaping;
- Consider a unique streetscaping theme that includes public art and display of products on the street edge or visible from the street to create a creative and inviting environment for businesses;
- Buildings should generally be limited to 2 Storeys;
- Limit employee parking to the rear of properties where permitted;
- · Limit servicing and loading to the rear of the property where feasible; and
- Create storage areas to the rear and side of the properties only.



Landscaping, signage and enhanced building aesthetics can help to define a special light industrial transition neighbourhood that focusses on industrial arts.



General Commercial Development

Commercial uses will be limited to specific appropriate locations in the Town of High River. Special attention should be given to the existing and potential nuisances affecting nearby residence.

Objective: To maximize convenience, encourage walking and minimize potential conflicts between commercial uses and adjacent residential uses.

11. General Industrial Development

Special attention should be given to the existing and potential nuisances and associated residence complaints that could increase with residential redevelopment.

Objective: To minimize potential conflicts between existing industrial uses, existing border residential uses, and new redevelopment in the area.

Policies

- Create a "Good Neighbour" program that promotes clear communications between the residential groups in the area and the commercial interests to minimize nuisances associated with their business (e.g. noise, frequency of movement, hours of work);
- Encourage cleanup and enhancement of existing commercial properties in association with new development and the general beautification of the area, including the screening of parking and loading areas, and general landscaping;
- Buildings should generally be limited to 2 Storeys;
- Limit employee parking to the rear of properties where permitted;
- · Limit servicing and loading to the rear of the property where feasible; and
- · Create storage areas to the rear and side of the properties only.

- Create a "Good Neighbour" program that promotes clear communications between the residential groups in the area and the industrial interests to minimize nuisances associated with their business (e.g. noise, frequency of movement, hours of work);
- Encourage cleanup and enhancement of existing industrial properties in association with new development and the general beautification of the area, including the screening of parking and loading areas, and general landscaping;
- Create a community streetscape improvement and landscape buffer program that is a general initiative within the Industrial Areas (e.g., East Industrial Gateway area);
- Buildings should generally be limited to 2 Storeys;
- Limit employee parking to the rear of properties where permitted;
- Limit servicing and loading to the rear of the property where feasible; and
- · Create storage areas to the rear and side of the properties only.



4.2 DESIGN GUIDELINES

Overall Sustainability Elements:

- The Downtown area should be a walkable mixed use development area in general with opportunities to live, work, play, and learn close to home and business;
- The Downtown should be considered for a mix of housing types including street oriented housing above commercial uses to a maximum of 4 Storeys in the area west of Centre Street;
- Universally accessible design should be considered in the architecture of buildings and the design of open spaces, parks, and amenities:
- Where feasible, buildings should be encouraged to consider onsite alternative energy sources such as solar heat, solar electricity, and geothermal energy;
- The incorporation of features such as daylighting, recycling, reuse of water, low-water landscaping, low flow water fixtures, and energy-efficient lighting and materials, should be considered in building and site planning to reduce the consumption of energy and materials;
- On-site infiltration of stormwater should be considered in the site planning; and
- To encourage alternatives to the automobile in the Downtown, each development should be walkable, bicycle-friendly (provide bicycle racks), and well-connected to transit and local services and should consider a car-sharing program to reduce further automobile use.

In order to achieve the previous Policies, related objectives and design guidelines are required to direct development in an appropriate manner. The Development Authority shall have regard for these objectives and design guidelines to ensure that development is compact, of a high quality, and integrates well with the surrounding areas or neighbourhoods. These objectives and design guidelines are intended to guide the Development Authority and Town staff in the review and approval of development applications.

SUSTAINABILITY

Objectives

- 1. Consider the smart and sustainable development principles in the planning and design of the town area (see Smart and Sustainable Principles).
- 2. Contribute to the socially sustainable community by providing housing for a range of household types, ages, and physical abilities.
- 3. Design the town to facilitate walking, bicycling, transit use and universal access.



Guildelines

The following features should be considered in design review and encouraged in implementation:

1. Site Environmental Strategies:

- A. Minimize construction disturbance by protecting areas (tree retention areas) with fencing; and
- B. Specify light coloured, high reflective roof materials to minimize "heat island" effect.

2. Stormwater:

- A. Use permeable pavers in parking areas where appropriate and feasible;
- B. Use grassed swales where appropriate; and
- C. Require storm management retention on site as appropriate.

3. Water and Flooding:

- A. Incorporate flooding mitigation measures within the flood fringe areas;
- B. Choose drought resistant native plantings for landscaping to reduce water use;
- C. Mulch planting beds to a depth of 100 mm to reduce water loss;
- D. Use recycled water/rainwater for irrigation (e.g., rain barrel program);
- E. Limit the area of grass within a landscaped area to a maximum of 50%; and
- F. Incorporate water use reduction features in buildings and on-site (e.g., include grey water recycling system and install low-flow fixtures etc.).

4. Energy:

- A. Improve energy efficiency through design and building orientation (e.g., Energy Efficient LEED standard and south building orientation etc.);
- B. Include energy efficient fixtures in buildings;

- C. Use shade trees to shade buildings during summer months and reduce solar heat gain;
- D. Utilize programmable thermostats in individual living or commercial units;
- E. Install Energy Star or equivalent washing machines, refrigerators and dryers;
- F. Use energy efficient lighting for internal and external lighting; and
- G. Use renewable energy features such as solar and geothermal energy.

5. Construction Material and Waste Reduction:

- A. Re-use existing building materials where possible;
- B. Use construction materials with recycled content where possible; and
- C. Ensure construction waste is recycled where feasible.

6. Healthy Buildings, Healthy Landscapes and Practices:

- A. Improve air quality by using materials that produce fewer off-gases for such elements as flooring and paint;
- B. Design windows so they can be opened for fresh air circulation;
- C. Require one secure bicycle parking space for each apartment unit;
- D. Install clarifiers or oil/water separators on each drain;
- E. Provide landscaping that includes wildlife habitat if possible;
- F. Provide flexibility in design and universal accessibility of units so that occupancy can change over time (e.g., live/work units, physically challenged);
- G. Provide a "residents handbook" to each new resident to outline environmentally sensitive practices; and
- H. Include a provision for a community garden in residential site planning where feasible.



DOWNTOWN INFILL BUILT FORM AND LANDSCAPE

Objectives

- 1. Ensure that buildings and streetscapes are of a high quality design.
- Ensure that the infill buildings have appropriately sized floor plans to allow increased ground level open space, maintain view corridors, and mitigate against adverse micro-climatic conditions.
- Maximize solar penetration and avoid adverse micro-climatic effects related to wind and shadowing on and off-site.
- Enliven the street by providing attractive streetscape treatment, active storefronts, and multiple doorways and windows.

Guidelines

1. Building Character, Height and Massing

- A. The overall historic pattern of the street and massing should be retained for continuity and unity in the Downtown. The street wall (build-to lines) should be maintained.
- B. The development should provide a transition in building height and massing in relation to the surrounding neighbourhoods and uses with a transition to the general 2 storey norm or lower for adjoining commercial or light industrial areas.
- C. Buildings should be sited in such a way as to maximize solar penetration and to avoid adverse micro-climatic effects on and off site related to wind and shadowing.
- D. Perceived height and massing should be minimized through such things as building setback variations at the upper levels, building orientation, roof treatment, and the choice of exterior materials and colours.

2. Architectural Treatment of Buildings

- A. All building facades should use compatible and harmonious exterior finishing materials.
- B. Building colours should provide visual interest.

- C. Mechanical equipment on the roof of any building should be concealed by incorporating it within the building roof, or by screening it in a way that is consistent with the character and finishing of the building.
- D. The design at rooftops visible from higher buildings should be carefully considered. Where feasible, rooftop gardens, "green roof" technology, and patios should be designed to improve rooftop use, look and sustainable functions.
- E. Dwellings and other elements of the development should be sited and oriented to minimize their impact on other dwellings, considering such things as daylight, sunlight, ventilation, quiet, visual privacy, and view.
- F. Developments shall feature an attractive and unified architectural presentation with continuous weather protection where possible.
- G. Overly abrupt façade changes between Commercial Retail Units (CRU's) shall be avoided.
- H. Blank building facades shall be articulated with materials or graphic definition.
- I. Signs shall complement the architectural design and be approved by the project architect or designer.
- J. Buildings shall have distinct bases, middles and tops with cornice detailing.
- K. Provide large windows along the building façade to create a large airy and inviting volumes with slightly recessed building entries.
- I. The windows shall be larger on the ground floor for the commercial uses but should not extend to the ground level.
- M. The construction shall use high quality materials and craftsmanship including molding and cornice detailing in wood or other appropriate materials.
- N. The primary materials shall be brick with some wood and stone detailing, secondary cladding, ornamental glass, concrete and metal siding.
- O. Continuous overhead weather protection shall be incorporated into the heritage area by the use of awnings and canopies. The awnings or canopies shall be designed as simple flat planes of durable fabric or wood. Glass or



3. Building Use, Size, and Relationship to the Street

- A. To provide active and inviting streetscapes at the ground level, buildings should feature doorways, porches, and windows at ground level, as well as weather protection features such as awnings, canopies, and arcades.
- B. Individual commercial units shall not exceed 450 square meters (4,844 square feet) on street level with residential private space above required for each unit.
- C. Horizontal stretches of uninterrupted façade should be limited to 10 meters in length.
- D. At least 50% of the ground floor building façade shall be glazed to the exterior on street frontage sides.
- E. The commercial uses may be in the form of live/work spaces with the residential component visually integrated with the commercial uses.
- F. Parking shall be provided via access lanes to the rear of the building so that the building can be set close to the street and emphasize pedestrian orientation.
- G. Lot coverage may be up to 70% with in-ground or structured parking to ensure street frontage continuity.
- H. Residences will be accessed via a separate entrance from the commercial uses, excepting the live/work situations which may combine the entries.
- I. Awnings and/or canopies, will provide continuous weather protection along the street front.
- J. Larger buildings with long street fronts should be designed with detail and articulation to create an attractive streetscape.
- K. Blank walls should be avoided by wrapping active retail or residential around above grade parking structures to maintain an active and attractive streetscape.
- L. Any development should be designed to provide an inviting and interesting street presence/entrance as well as attractive building facades facing the street.

4. Landscaping and Lighting

- A. Landscaping shall be in accordance with appropriate professional standards.
- B. All trees shall be a minimum 5.0 cm caliper and one tree is required for every building façade and in compliance with the Land Use Bylaw.
- C. Landscaping shall screen parking areas from adjacent streets and "soften" the overall appearance of the development.
- D. Landscape plans shall emphasize shade tree species in order to moderate the summer climate.
- E. Entrances shall be distinctive but not overstated using ground mounted signs, apron walls and rail fences complemented by generous landscaping to create emphasis.
- F. Lighting shall be safety focused for visibility and use non-glare and direct lighting to minimize impacts to adjoining residential properties in accordance with the existing exterior lighting impact policies.
- G. Pedestrian areas shall feature distinct surface treatments (concrete, brick or stone) from vehicular parking and maneuvering areas.



5. Crime Prevention Through Environmental Design (CPTED)

A. The Town may require development projects to be reviewed by qualified CPTED consultants.

B. Target hardening measures to prevent break-ins should be considered in plans.

C. Unsightly bollards and window bars shall be avoided.

6. Signage

A. Signs identify businesses or activities and shall be in keeping with the character of the area.

- B. New development shall ensure that signage is:
 - An integral part of building and site design and its form, material, and character complements the types of activities being advertised;
 - Wood (painted, stained, sand blasted or carved), metal (cast, painted, embossed, or enameled), fabric, or painted/etched on windows or glazed door panels; not plastic, internally illuminated, back-lit awnings/ canopies, electronic or moving signs or messages, or neon;
 - Primarily oriented to pedestrians on the sidewalk except gateway boulevard signs;
 - Illuminated externally by concealed fixtures with a heritage theme;
 - In compliance with the Town's sign bylaw and otherwise in accordance with the following:

Marquee (under canopy signs):

- 2.5 m. (7.9 ft.) clearance above grade;
- .74 m2 (8.0 ft2) maximum per business;
- 0.15 m. (0.5 ft.) maximum height of letters;

Fascia (awning and canopy signs):

 0.14 m2 (1.5 ft2) maximum sign area per linear meter of building frontage;

Projecting Signs:

- 3.2 m. (10.5 ft.) minimum clearance distance above grade;
- .28m2 (3 ft2) maximum sign area per linear meter of building frontage;

Entry Signs:

 Ground-mounted as part of entry feature with landscaping and fence details



Setting standards for signage, application, location and materials can enhance streetscapes



COMMERCIAL AND BUSINESS PARK AREAS

1. Site Planning

- A. Buildings will be set to the "build-to-line" defined as 6 meters inside the property line for the first floor to emphasize a pedestrian orientation.
- B. The maximum street frontage per use will be 15 meters or less to encourage diversity.
- C. Lot coverage may be up to 50%.
- D. Refer to further landscape requirements under the Land Use Districts.
- E. Signage generally ground-mounted at entrance one per building and one wall sign permitted and one hanging sign or as otherwise specified.
- F. Lighting is directed downward (full cut-off) and pedestrian-oriented in front area.
- G. Parking is directed to the rear or side of the use, excepting drop-off and short term customer parking.
- H. Storage and service access is to the side or rear of the building.

2. Building

- A. Building development will be in accordance with the Land Use Districts.
- B. Building facades are to be articulated especially in the front of the building and no blank walls are permitted.
- C. Buildings facades should have at least 45% transparency with no reflective glazing permitted at grade.
- D. Entrances should be clearly defined.
- E. Awnings and/or canopies will be encouraged to provide texture, colour, and human scale.
- F. Buildings will generally be two to four Storeys (maximum 12 meters).

INDUSTRIAL AREAS

1. Site Planning

- A. Buildings will be set to the "build-to-line" defined as 6 meters inside the property line for the first floor to emphasize a pedestrian orientation.
- B. Lot coverage may be up to 40%.
- C. Refer to further landscape requirements under the Land Use Districts.
- D. Signage generally ground-mounted at entrance one per building and one wall sign permitted and one hanging sign or otherwise specified.
- E. Lighting is directed downward (full cut-off) and pedestrian-oriented in front area.
- F. Parking is directed to the rear of side of the use, excepting drop-off and short term customer parking.
- G. Storage and service access is to the side or rear of the building.

2. Building

- A. Building development will be in accordance with the Land Use Districts.
- B. Building facades are to be articulated especially in the front of the building and no blank walls are permitted.
- C. Entrances should be clearly defined.
- D. Buildings facades should have at least 20% transparency with no reflective glazing permitted at grade.
- E. Buildings will generally be two to four Storeys (maximum 15 meters).



PARKS, OPEN SPACE, AND AMENITY AREA

Objectives

- Provide a safe and pleasing pedestrian environment that encourages walking and biking.
- Create strong pedestrian linkages in the Downtown (Happy Trails) and to other community amenities.
- 3. Provide a variety of open spaces and amenity areas.
- Ensure that many of the open spaces are accessible to people who do not live or work on the site.
- Ensure high quality activity programming and design is incorporated into the areas (George Lane Park and Rotary Park).
- Minimize the ground surface area necessary for vehicular circulation, access, and parking to increase the area devoted to open space and recreation amenities.

Guidelines

1. Pedestrian Circulation

- A. Safe and attractive pedestrian linkages should be provided between various land uses within the Downtown area and surroundings neighbourhoods.
- B. Pedestrian linkages should include both pedestrian mews access limited to emergency and service vehicles only and sidewalks included as part of the road rights-of-ways.
- C. Crime Prevention Through Environmental Design (see also Urban Design Policy section for further details) should be considered in the design of open spaces, parks and amenity areas. The primary pedestrian spaces should be well lit and visible and should be linked in a comprehensive network where possible.

2. Open Space, Parks and Amenity Areas

A. Development should include a variety of open spaces, amenity areas, and parks such as plazas, courtyards, pedestrian mews, greens/commons, and community gardens designed for the four seasons.

- B. Secure interior courtyards should serve as focal points for residents of a series of buildings.
- C. Open spaces should feature a high level of activity programming where appropriate as well as high quality landscape architecture to make them functional, safe, and enjoyable. These spaces should include a rich palette of planting for different seasons, abundant street furniture, and local public art.
- D. Site entrances and edges should receive special design attention to help ensure that the developments present a safe, attractive, and distinctive face to the street.
- E. Internal streets/lanes in specific developments should have tree lined boulevards and should be lit at night with pedestrian level lighting.
- F. Open spaces, amenity areas, and parks should be designed to discourage negative and criminal activities.



Enhanced pedestrian mews, lanes and connections through blocks that connect to parks and open spaces will encourage walking and biking throughout the Town



STREETS, GATEWAYS, PARKING AND TRANSIT

Objectives

- 1. Provide a high degree of connectivity within the Town and between transit facilities and the Downtown.
- Provide a safe and pleasing pedestrian environment that encourages walking and biking.
- Design developments for effective access and egress of automobiles, service and emergency vehicles.
- 4. Provide adequate parking for new residential and commercial uses that also encourages transit use and walking.

Guidelines

1. Streets and Parking

- A. Traffic-calming measures and pedestrian mews (access limited to service and emergency vehicles only) should be provided in the design of the Downtown area to create a safe and attractive pedestrian environment.
- B. Streets should be designed to accommodate bicycles and bicycle parking should be abundant and obvious.
- C. A variety of parking options –surface behind buildings, structured, and street parking should be provided to maximize choice and convenience in the Downtown area.
- D. Short term street parking should continue to be provided (with storefront parking reserved for short term customers).
- E. Where possible, parking should be shared by users with staggered peak hours of demand.
- F. Service and emergency response vehicles should have clear and effective access to the Downtown area.
- G. Parking, loading, and passenger drop-off areas should be easily accessible and designed to minimize pedestrian-vehicle conflicts (preferably to the side or rear of the buildings).
- H. Potential traffic impacts on adjacent roadways resulting from development should be designed for in advance and minimized where possible.

2. Integration with Transit

- A. Clearly defined and attractive pedestrian connections should be provided between the various parts of the Downtown area (see Mobility Plan) and adjacent neighbourhoods to provide safe and attractive access to transit.
- B. The existing Railway Station should be considered as a transit station and linkage to the transit line.

3. Gateways

A. There are two primary town gateways or entrances to the Town via Highway 2A at Highway 543 and 12th Avenue at 20th Avenue. The Downtown gateways are at 1st Street and Macleod Trail, 3rd Avenue and 4th Avenue, and 5th Avenue. To define these town gateways, the preferred design would be a significant sign on the side boulevard — "Welcome to High River" and entrances to the Downtown via a overhead gateway "Old Town High River" with background foundation planting (shrubs and accent perennial flowers). One primary Downtown overhead gateway may be enough initially at 4th Avenue and 1st Street.

B. These areas will have special paving and sidewalk treatments to announce arrival at the Downtown area. A special "rumble strip" across the pavement in the roadway could also announce a decrease in speed (40km/hr) through the Downtown area.



Fig. 44: Example of Town of High River Gateway at North Entry



5.0 ACTION PLAN

5.1 Organization

The overall structure and organization for implementation will be important for jump-starting the new downtown redevelopment process. It is recommended that the Town of High River form a High River Action Team (HRAT) to coordinate the Plan's implementation. The Downtown Implementation Team could consist of senior Town staff, Chamber of Commerce representatives, and other business representatives.

The development community will be a very important component of this redevelopment strategy, especially when significant resources, expertise and commitment will be required for the larger projects in the Town.

5.2 Community Leadership

The High River Action Team (HRAT) could:

- Actively support the idea of "Community Stewardship" of streets through a recommended Beautiful Streets and Storefronts program;
- Develop a "Tree Trust" program and obtain sponsorship (e.g., Trees
 Canada and other local businesses) to plant street trees in the Downtown
 and elsewhere in coordination with the Town of High River; and
- Coordinate submissions to the "Communities in Bloom" annual awards program that recognizes outstanding community beautification programs across Canada.

Further work needs to done to more precisely define the nature of support, sources of funding, and specific mandate of the HRAT.

The long term development capacity of High River will have a major impact on municipal services and infrastructure. The existing water, drainage, and sewer systems require further study to define what specific upgrades of infrastructure will be required. The projected streetscape and improvements will be a cost that will have to be planned for in association with new development and existing development.









5.3 FUNDING PILOT PROJECTS, INFRASTRUCTURE, AND PUBLIC AMENITIES

Other revenue sources could be considered to aid in redevelopment. It is anticipated that the infrastructure improvements will be paid for through a number of means such as Development Levies, General Tax Revenue, Tax Abatement, and other potential measures that could be considered:

Development Levies: Development Levies are a means to assist local governments in paying the capital costs of installing certain municipal services, the installation of which is directly or indirectly affected by the development of lands and/or the alteration/extension of buildings; - Note: a credit is only used if they fund a development levy project; off-site costs directly related to the development should be borne by the developer.

Development Levy Credit: A Development Levy credit to the developer can reduce costs in situations where the required improvements are already provided on site or are provided in a form that reduces off-site requirements. It should be noted that a credit is only used if a developer funds a project. Any off-site costs directly related to the development should be borne by the developer.

General Tax Revenue: Tax Revenue generally pays for service improvements such as fire and police associated with the additional service coverage in the area;

Tax Abatement: A Tax Exemption Bylaw could be investigated as an incentive for redevelopment especially in the Downtown area. This Bylaw "freezes" the assessment value (and therefore the amount of taxes) of a property, allowing for an incremental increase to the full assessment value over a 5 to 10 year period. The challenge of equity arises if other similar residents outside the area pay more and therefore creates unfair advantage.

Cash in Lieu of Parking and Parking Structure Development: The developer, instead of providing parking or park space on site, provides cash, especially where reduced parking is required for seniors or structured parking is provided to replace existing parking loss. The money is collected and pooled for upgrading, acquiring, or developing other land or in this case a Downtown Parking Structure Fund.

The increase in traffic outside the downtown is relatively minor and will not trigger any major roadway expansion requirements. This analysis is based on a macro level travel demand model that is used to identify major transportation system requirements at a broad level. As planning for the downtown progresses a more detailed traffic impact assessment will be required to identify minor roadway improvements at individual intersections.

Amenity Bylaw: A community amenity bylaw or a similar tool could be considered that lists specific requirements as part of redevelopment that the Town may require including: non-market housing, street greening/greenways, cultural and/or art facilities, and other community amenities are part of a "shared" provision of community services as the Town of High River grows. The City of Vancouver uses a special Community Amenity Contribution (CAC) to fund future community amenity requirements associated with residential and other growth. A specific contribution is based on a per square meter allocation depending on use. A specific value (e.g., City of White Rock \$20.00 per square meter) of total gross floor area has to be determined and eligible amenity costs should include hard costs and soft costs as well as land costs (by a third party appraiser) where land containing the amenity is to be transferred to the Town or other agency. An ongoing "Maintenance" budget reverse should be calculated as part of this amenity contribution.

The following amenities eligible for consideration in an application could include:

- Structured or underground publicly accessible parking;
- Outdoor Public Art;
- The provision or improvement of publicly accessible open space and/or pedestrian routes, either through dedications, easements or covenants;
- Off street landscaping, including improvements to lanes or mews that are publicly accessible and improve pedestrian and bicycle access to the Downtown area (Green Links Program);
- Road or lane dedications;
- Community meeting or convention space;
- Public observation deck;
- Transportation or transit support (free shuttle/car share program); and
- Special needs and/or affordable housing.



5.4 PLAN PHASING AND PRIORITIES

This Plan is about affecting changes in the Town of High River over the next 20 years. To make minor and major changes over the short and longer term, the Town of High River has to work closely with developers, businesses, and residents. Pilot Projects should start right away to build successes, ownership, and momentum. The recommended plan priorities are based on perceived ease, support, cost, and biggest impact for the investment. Each of these public and private projects requires further detailed analysis before implementation is considered.

PHASE 1: NOW PLAN: ORGANIZATION, COMMUNICATION, AND PILOT PROJECTS

NOW Plan (0-1 year)

(Lead: High River Action Team (HRAT), Town of High River with Chamber of Commerce, MD of Foothills, Calgary Regional Partnership, and Province of Alberta)

- Highway 543 extension to Highway 2 (funding approval, tender preparation)
- Begin North Gateway Beautification Plan along Highway 2A from Highway 543 to the Highwood Bridge;
- Pursue the CPR Railway right-of-way acquisition in liaison with the Province of Alberta (Provincial task due to price);
- Initiate the Charles Clark Park improvements;
- Begin the Pioneer Square enhancement/redevelopment;
- Continue to develop Parking Strategies for the Downtown (in progress);
- Develop a Downtown Historic Walk and Murals program;
- Start a weekend outdoor Farmers Market; and
- Complete Municipal Development Plan Amendments, and Land Use Bylaw Amendments that reinforce the Corridor And Urban Design Plan.
- Initiate planning for "Who Has Seen The Wind Trail".
- Develop signage and wayfinding programs;
- Initiate beautification program in the East Industrial lands.

Short Term (1-5 years)

(Lead: High River Action Team (HRAT), Town of High River with Chamber of Commerce, MD of Foothills, Calgary Regional Partnership, and Province of Alberta)

 Begin to design and build the "Who Has Seen the Wind Trail" along 12th Avenue;

- Build the Bus rapid transit (BRT) line and associated improvements;
- Build the Museum Park Gardens and washrooms (north of museum redevelopment of parking lot);
- Design and build the North Gateway Tourism Centre and the East Gateway Tourism Centre:
- Complete the new highway extension of Highway 543 from Highway 2A to Highway 2;
- Relocate Municipal Works Yard;
- Complete a North Gateway Beautification Plan along Highway 2A from Highway 543 to the Highwood Bridge;
- Examine the feasibility of a free downtown summer shuttle (based on business support and student employment opportunity).
- Develop a local transit network and Bus Rapid Transit (BRT system)

The following components add further details to the **NOW** and **Short Term Plan** in terms of organization, communication, infrastructure, parking, transportation, beautification, and policy/design guidelines tasks:

Organization and Communication:

- Review opportunities to form a High River Implementation Team (Town, business, and residents members);
- Develop a way finding program for the Town that includes signage, information, and other progressive communications (e.g., web-based network);
- Reconsider the "Branding" for High River so the Town has a unique "signature" in the Region;
- Consider further acquiring key parcels in the Downtown to improve image and help stimulate positive redevelopment (e.g., vacant sites);
- Ensure that Universal Access to all is included in any Downtown improvement; and
- Create a Town Vision Package for potential developers.

Infrastructure, Parking and Transportation

- Complete an Infrastructure Assessment Study to determine what upgrades are required to facilitate development based on short, medium and long development capacity;
- Undertake a Local Transit Feasibility Study;
- Consider undertaking a Comprehensive Mobility Plan (combining bicycles, pedestrians, transit, and single occupancy vehicles);



- Complete a Parking Strategy building on the Parking Inventory work; and
- Expand the Downtown Parking Structure Fund as part of cash in lieu parking policy.

Beautiful Streets, Places and Storefronts Core Pilot Projects:

- Complete a Heritage Inventory of significant buildings in the Downtown and search sponsors (Province, and Federal Funding) to support heritage conservation projects including landscapes and cultural elements; and
- Develop a "Historic Trail and Murals" loop in the Downtown with interpretive signage and appropriate guide materials available on the City's website, at City Hall, or through guided tours.
- Work with the Chamber of Commerce, and businesses to initiate a "Beautiful Streets and Storefronts" project in the Downtown core that can be used on specific streets (e.g., 3rd, 4th, and 5th Avenues); and
- Develop Funding Sources: Source Trees Canada funding and other potential funding (Rotary Clubs) to focus on greening the streets in the Core in liaison with the businesses and development interests.

Policy and Design Guidelines:

- Create a Heritage Overlay District that will provide a framework for funding Downtown improvements with the financial and technical support of the Provincial and Federal Governments;
- Create Revitalization Tax Exemption Boundaries (or other Facade improvement incentives) to match the Downtown boundaries;
- Complete a Street Tree and Signage/Orientation Master Plan for the Downtown as part of a Green Streets program that incorporates lighting, tree planting and other street furniture;
- Refine the Green Links Plan program for the downtown and connect it to street and trail associated with new development as development comes on stream:
- Complete Design Guidelines for the Town to direct quality compact development;
- Review the current Land Use Districts to ensure conformity with the suggested densities, uses and accompanying regulations, and adjust accordingly; and
- Review the Municipal Development Plan and amend to incorporate the Downtown Policies, Guidelines, and Regulations, or alternatively, recognize them as directly associated policies that are in force.

Medium Term (5-10 years)

(Lead: High River Action Team (HRAT), Town of High River with Chamber of Commerce, MD of Foothills, Calgary Regional Partnership, and Province of Alberta)

- Develop the new museum, library, and culture centre;
- Develop the permanent Farmers Market building on the Centre Street boulevard;
- Develop the Transit Oriented Development (TOD) at the southwest corner of 12th Avenue and Centre Street;
- Secure the location of a post secondary institution and/or trade school in a central High River location;
- Complete the Highwood Bridge redevelopment;
- Continue to develop residential, commercial, and industrial development in the designated areas;
- Consider the Chamber of Commerce relocation to Adam's garage;
- Complete the East Gateway Roundabout on 12th Avenue and 20th Street;
- Complete the improvements along 12th Avenue (four lanes/roundabout/ commemorative park);
- Infill existing neighbourhoods with compact residential development where appropriate; and

Long Term (10-20 years)

(Lead: High River Action Team (HRAT), Town of High River with Chamber of Commerce, MD of Foothills, Calgary Regional Partnership, and Province of Alberta)

- Convert the (BRT) to Light Rail Transit (LRT) between High River and Calgary;
- Develop the Performing Arts Centre on the Centre Street boulevard;
- Consider the possible expansion of the Municipal Complex and Annex on the site as part of a Civic Precinct;
- Provide support services and amenities in concert with the other improvements;
- Continue to develop residential, commercial, and industrial development in the designated areas;
- Infill existing neighbourhoods with compact residential development where appropriate; and
- Further develop a local transit network.
- Design and build the Highwood River Gateway Park and Interpretive Centre (associated with bridge design and reconstruction);



PLAN MONITORING AND EVALUATION

The Annual Report Card

- Review actions list periodically through a specific annual report card;
- Modify action lists based on changing priorities and sources of funding;
- Amend plans, policy, and regulations to respond to changing demands;
- Seek Council's advice on applications that do not conform to design guidelines, policies, and regulations.





Senator Riley teacher a semifinalist for Excellence award.

FRIENDSHIP RUN The seventh annual High River to Okotoks run a success.

done properly was the message residents heard at a presentation last Thursday on the future of downtown and the Centre Street

The Town of High River has contracted MVH Urban Planning and Design to facilitate public planning sessions and come up with ideas for the design and development of key locations in High River. About 60 people participated in a plan-ning workshop on Mar. 30, and the outcomes of that session were presented in the form of a concept plan to the public last Thursday.

plan to the public tast Inursols.

The community planning session comes at a time when the Town of High River is preparing for a number of changes, which include taking control over Centre Street and 12th Avenue from the province, the divestment of the CPR rail corridor and the adoption of the Calgary Regional Plan that projects a local population of 50,000.

"This is about growing right, in the right places, at the right speed," said Michael von Hausen, one of the hired consultants."This is your plan, not ours."

The presentation focused on

changes that could take place at the north gateway, along the Cen-tre Street and railway corridor and in the downtown core. The consul-tants stated that change can occur in such a way that allows the town to hold onto its western heritage. Ideas included the addition of

up to 300 parking stalls, more trees along Centre Street, an emphasis on pedestrian accessibility, and an

river museum, and an arts and cul-ture corridor were also included in

Once the Canadian Pacific Railway divests the rail corridor and the town gains control over Centre Street, the land could be home to a new library and performing arts centre, Culture Centre and related retailers to create a strong arts and culture hub.

Residents Bob and Connie Pike, who own Pike Studios, thought that was an excellent idea. "We need to bring more attention to arts here," Connie said. "If

you have the plan, the people will Bob said the corridor would strengthen the local art industry as

Debbie-Layne MacLeod of the High River 4C Coalition, said the concept plan still needs to be tweaked, but overall she liked the

"The pedestrian emphasis is excellent. It will contribute to a healthy community because it gets people walking and helps the social connections,"she said."I also liked how (the plan) is a melding of the historic with the progressive. "I'm excited about it because it's

positive progress for the town, while maintaining that historical character we all love."

Not all those in attendance, wever, thought the consultants had gone far enough in preserving the town's rural roots. The concept plan celebrates the Highwood River, the Happy Trails, the grain Wagner said.



MINIMARATHONER — On Saturday morning,
Bennett Gill, 2 1/2, runs alongside his mother Carmen Gill and father Alec Bennett Call, 2.92, runs alongsoe his mother Carrier Call during the start of the seventh annual Friendship Run between High River and Okotoks. The Gill family is from Okotoks and is a member of the Big Rock Runners Club. See Page 15 for coverage.

elevator structure and other historical sites, but resident Greg back in High River in two weeks Wagner said those aren't the only make revisions to the plan. T ortant icons.

Wagner said longtime High Riverites value people like the Snodgrass family and places like the Hitchin' Post and the old Centre Street bridge. "That's the real High River,"

The consultant team will public is invited to attend a sec presentation and revision w shop at the Highwood Mem-

Centre at 7 p.m. April 20.

The final plan for downto and the Centre Street corridor be presented to the public t following day at 5 p.m. April 21.

Keeping the public informed throughout the implementation is an important aspect of a transparent process



APPENDIX A: ECONOMIC REPORT



DRAFT-JULY 2009