



Town of Cochrane Parkland and Recreation Master Plan

April 2022



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Introduction to the Master Plan

1. Introduction to the Plan

1.1 What is a Parks and Recreation Master Plan?

This Master Plan is a municipal guidance document, designed to establish a comprehensive multi-year framework, which provides guidance for municipal investment to enhance the Town’s parkland and recreational assets and services. The Plan draws upon the strengths of the Town’s existing parkland and recreation service provision in terms of facilities and amenities / features, while addressing gaps and opportunities to enhance the local recreation offer.

This Parkland and Recreation Master Plan provides a comprehensive, multi-year framework with a 10-year horizon for the development of facilities, programming, and services. It provides a 10-year capital plan, consisting of short (1-3 years), medium (4-6 years), and longer-term (7-10 years) priorities to sustain and grow the recreation and leisure offer of the Town of Cochrane in an integrated manner (to be developed in the Implementation Plan following the public consultation).

The actions identified within this Plan represent a balanced assessment of existing community needs weighed against fiscal and implementation realities, as well as considerations of projected demand and future needs for servicing. Many of the recommendations provided in this Plan are stand-alone and can be implemented separate and apart from decisions required to implement other aspects of the Master Plan.

1.2 Purpose and Scope of the Master Plan

Reflecting Cochrane’s communities needs the Master Plan outlines goals and strategies and provides direction for the next 10 years.

This Plan aims to promote active living/healthy environments; seek to increase physical activity among all age groups; enhance the overall community quality of life and place; and enhance volunteer opportunities and participation.

| Indoor Recreation | Outdoor Recreation | Parkland & Open Space | Programming & Events |
|---|---|--|---|
| <ul style="list-style-type: none"> •Community Centres •Arenas •Pool •Gymnasiums | <ul style="list-style-type: none"> •Sports Fields •Courts •Beaches / Aquatics Facilities •Docks & Boat Launches •Playgrounds | <ul style="list-style-type: none"> •Active & Passive Parkland •Natural Open Space •Trails | <ul style="list-style-type: none"> •Inclusive Programming •Partnerships •Service Delivery •Special Events |
|  |  |  |  |

The Master Plan provides:

- An assessment of the current inventory and adequacy of indoor and outdoor facilities and recreation programming;
- An evaluation of existing and projected population trends and the anticipated impact on facility needs;
- An assessment of gaps in existing programs and facilities based on the Town’s current inventory, emerging recreation needs, and relevant population and participation-based standards;
- A prioritized suite of actions to ensure the successful implementation of recommendations over the planning period and beyond; and
- A comprehensive implementation plan which identifies priorities in terms of capital expenditures/investment in infrastructure.

The recommendations of this Master Plan offer a framework for the provision of quality and sustainable access to a range of recreational opportunities in the Town of Cochrane, both for residents and visitors.

Recommendations included within this Master Plan are in line with and help to achieve Council’s strategic objectives as outlined in the Town of Cochrane strategic documents and plans summarized in the following section.

1.3 Aligning the Plan to the Town’s Strategic Priorities

The Plan takes into consideration the Town of Cochrane Strategic Priorities outlined in the following guiding and strategic documents:

- ❑ Growth Plan for Northern Ontario (2011) – Directions for 25 years
- ❑ Official Plan for the Cochrane and Suburban Planning Area (Consolidation, 2018)
- ❑ Town of Cochrane Community Improvement Plan (2018)
- ❑ Town of Cochrane 2020 Strategic Plan.

The Growth Plan for Northern Ontario (2011)

The Growth Plan for Northern Ontario a 25-year plan that provides guidance to align provincial decision-making and investment for economic and population growth in Northern Ontario.

is intended to guide decision-making in Northern Ontario communities in key development areas: economic development, infrastructure investment, labour market, and land-use which. The Growth Plan’s timeframe 2011-2036, aligns with the 10-year Parks and Recreation Master Plan horizon.

The Growth Plan objectives relevant to the Parks and Recreation Master plan are: a) economic, social and environmental sustainability; b) accommodation of the diverse needs of all residents, now and in the future; c) optimized use of existing infrastructure; d) a high quality of place; and e) a vibrant, welcoming and inclusive community identity that builds on unique local features.

The Town of Cochrane responds to the Growth with its Official Plan and long-term Strategy (2020).

The Town of Cochrane Official Plan (Consolidation 2018)

The following Official Plan objectives are relevant to the Parks and Recreation master Plan:

- encouraging economic growth and development in the Planning Area, including resource-based tourism and recreational development;
- provision of physical services and community facilities within the financial capability of the municipality;
- provision of adequate parks, open space and recreation facilities.

The Town’s Official Plan defines public parks as “publicly owned lands that are or will be developed for active and passive recreation, and may include indoor or outdoor recreation facilities.”

Primary uses in areas designated as “Parks and Open Space” (Schedule A of the OP) are “active and passive parks, open space, conservation areas, natural wilderness areas, playgrounds, golf courses and recreation facilities, and tourism facilities and outdoor events and related commercial activities”.

Open Space uses include land for conservation, forested areas, lakes, parks, shorelines, water courses, wetlands, and associated activities. Open Space lands may be protected for open space for conservation purposes.

The OP permits some secondary uses in the areas designated as “Parks and Open Space” that do not interfere with the primary activities. Permitted secondary uses include restaurants and docks and rentals associated with the primary uses”.

The OP outlines “the public open spaces corridor concept”, which envisages further development of trails and walkways, development of access points and trail signage. The Concept will contribute to the development of a healthy community and enhance tourist infrastructure. The OP further specifies the development of an open space corridor between the north of the built-up community and the south around Hector Lake: “Special efforts will be made to create an open space link from the north of the existing built up community to the south around Hector Lake.” The OP supports land uses that promote or support parks, recreation and tourism; specifically:

- The public or private sector may develop recreation and tourist facilities such as “shoreline parks along the Frederick House or Abitibi Rivers, boat launches, nature trails and wildlife reserves and other...”
- The development of TransCanada's right-of-way is for passive parkland or open space uses subject to TransCanada's easement rights.

The OP permits the development of recreational and tourist commercial uses that can be integrated with existing rural uses and can take advantage of scenic views and other natural amenities.

Town of Cochrane 2020 Strategic Plan

The 2020 Strategic Plan is rooted in a vision for the community focused on five objectives: population retention; fiscal health; strengthening Cochrane’s unique blend of cultures; self-sufficient community; and physically healthy community.

Strategic Plan’s desired objectives that are central to the future development of parkland and recreation facilities in the Town objectives include *Objective 4. Strengthen and celebrate our unique blend of cultures* and *Objective 5. Build a community that is in good physical health*.

| | |
|---|---|
| Objective 4. Strengthen and celebrate our unique blend of cultures | |
| Maintain the Services | - to collaborate with other organizations who provide valuable services for our residents - to strengthen our existing services |
| Better Active Transportation | - to allow people from the entire community options for accessing basic needs including walking and biking. |
| Objective 5. Build a community that is in good physical health | |
| Growth That Keeps Us Healthy | - to ensure development contributes to our health |
| Access to Healthy Amenities | - to encourage our citizen to move as a key way to maintain person health - to have access to healthy amenities that promote healthy lifestyles. |
| Plan For More Parks and Playgrounds | - to prioritize more parks and playground space for Cochrane residents |

The Town of Cochrane Community Improvement Plan

The CIP identified needs for better signage and improved wayfinding to different recreation facilities; more public seating at Lake Commando; the need for public gathering spaces and additional parks within downtown core apart from Lake Commando.

The CIP identifies potential for recreation-oriented businesses to support activities at Lake Commando; potential for community and local business uses of the new event space at Lake Commando (e.g. local dining, weekly seasonal Farmer’s Market).

The Community Improvement Plan (CIP) points to the role of Lake Commando area for the development of “a cohesive and vibrant Downtown District teeming with local services, shopping, recreation, and tourism opportunities”. The CIP makes several specific recommendations that could be implemented as a part of a Waterfront Development Master Plan or a Town-wide Recreation Master Plan:

- *Enhancing Lake Commando waterfront facilities*, including washrooms, changerooms, public areas and other recreation facilities.
- *Organize more programs on the lake and at the Commando Pavilion*. Examples provided in the CIP include waterslide program and animated beach days in the summer and public skating in the winter, and weekly farmers market.
- *Improving access to the Lake Commando pathway* at the eastern end of Forth Street;

- *Continue the implementation of active transportation infrastructure* (bicycle lanes and parking) in the Downtown area and creating connections to the Tim Horton Event Centre and other recreation facilities and destinations.
- *Re-purposing some parking spaces on the Sixth Ave* to install bicycle racks, seasonal café seating or patios.
- *Supporting recreation-based businesses* in Downtown. Such business could locate in vacant downtown properties to build on and enhance tourism and recreational opportunities.



Lake Commando

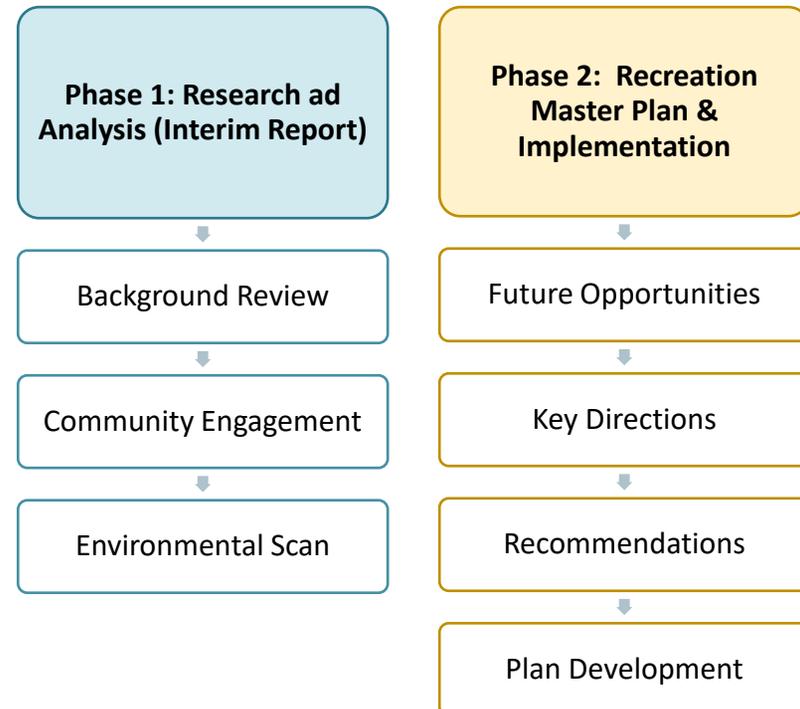


Band Stand

1.4 Process Guiding Plan Development and Implementation

The Master Plan was developed within a two-phase process, consisting of a comprehensive public engagement process. This was complemented by a thorough analysis of current and projected community needs and best practice as it relates to parkland, recreation facilities, services, and programs.

Key directions and opportunities for all Plan elements were developed as part of Phase 2, as well as detailing recommendations and developing the implementation plan.



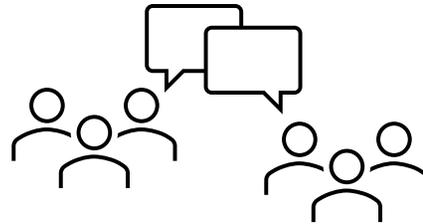
Community and Stakeholder Engagement

Internal Stakeholder Consultation:

- Town Departments
- Mayor and Council
- Boards
- Master Plan Advisory Committee

Community Consultation

- Public Meeting, October 2021
- Public Survey, November 2021



External Stakeholder Consultation

- User Group Online Survey, November 2021
- External stakeholder interviews

Public Consultation to Present Key Directions of the Parks and Recreation Master Plan

An in-person public meeting was held at the THEC on March 21, 2022. Boards with key directions were presented providing opportunities for comments, suggestions and feedback.

**Town of Cochrane Parks & Recreation
Master Plan: Public Survey**

**Plan directeur des parcs et des loisirs
de la Ville de Cochrane:
Sondage public**



Public survey was conducted in
November 2021

Languages: English & French



English: 274 responses
French: 27 Responses



Context, Trends & Community Needs

2. The Context of Local and Regional Community Needs

2.1 Cochrane’s Role in the Broader Region

The Town of Cochrane is one of the most vibrant and fastest-growing municipalities in Northern Ontario. Situated on Highway 11 midway between Toronto and Thunder Bay, Cochrane is an important junction and distribution point for road, rail and air transport. As the Northern Ontario mining industry continues to grow, Town of Cochrane is as an important service centre for the region and a much larger area within Ontario’s Golden North.

Cochrane offers plentiful business opportunities and pursues a growth agenda. Its economic base is resource exploration, mining, forest products harvesting and processing, farming and government services. Key industries and businesses include the largest gold mine in North America, two forestry mills, regional green energy initiatives and an assay lab, a growing rail sector, and a significant tourism sector.

Job opportunities are emerging in all sectors. In 2018, the Town’s employment base was 2,595 jobs; this number is expected to increase to 3,640 in the next 10 years (Town of Cochrane Official Plan). Along with the growing job market, Cochrane offers a high quality of life and opportunities for youth, adults and seniors.

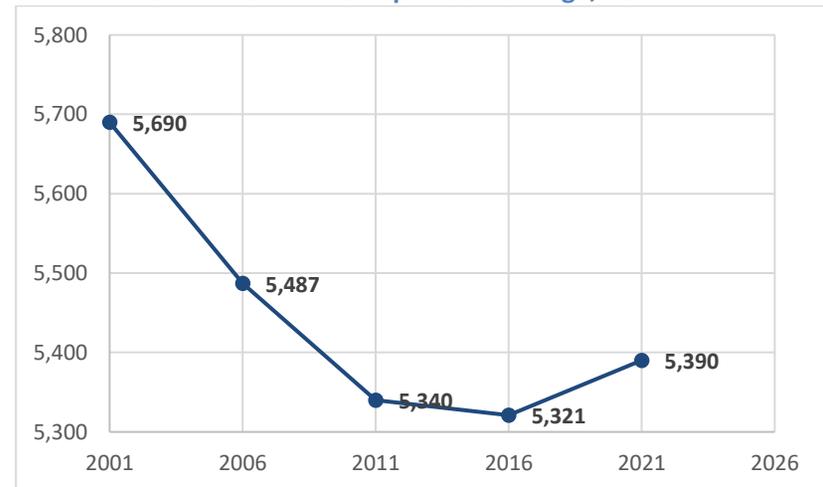
2.2 Community Dynamics

The community dynamics that inform the Master Plan include population and income trends.

2.2.1 Population Change

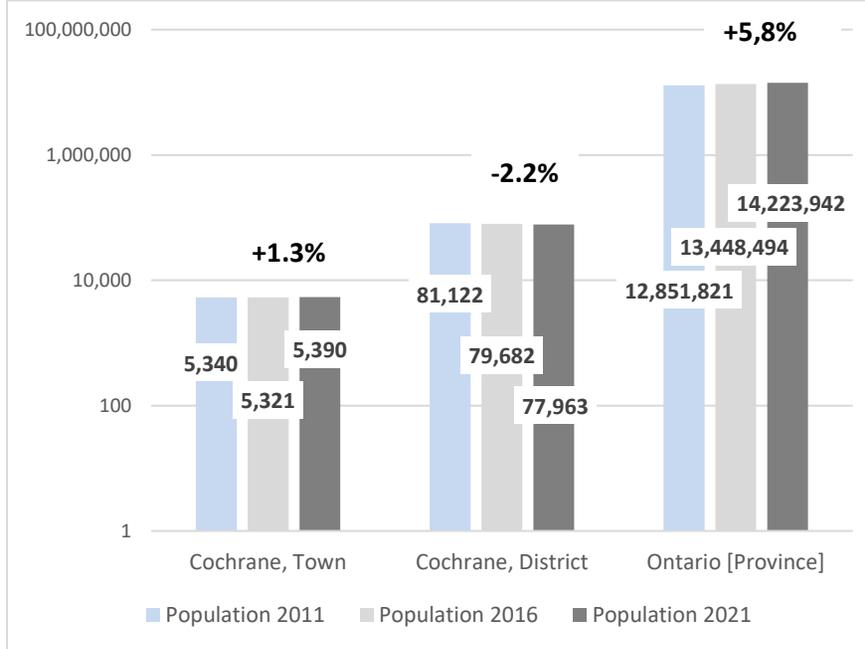
The Town of Cochrane population was 5,390 in 2021. Similar to other municipalities in the Cochrane District, Town of Cochrane population experienced decline between 2001 and 2011. Between 2011 and 2016 the rate of decline slowed down. Between 2016 and 2021, the Town of Cochrane population increased by 1.3% for the first time in the past 20 years.

Exhibit 1. Town of Cochrane Population Change, 2001-2021



Population trends in Cochrane are different from the Cochrane District, where population has been decreasing since 2011; and similar to the Province of Ontario, where population has been increasing in the same period.

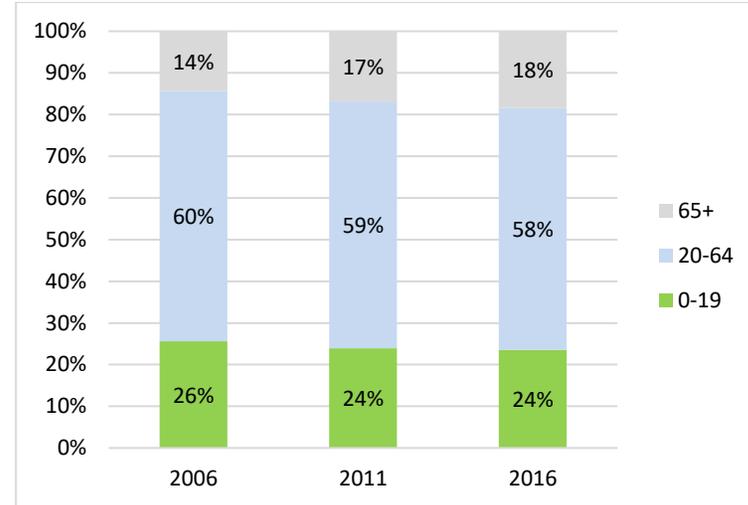
Exhibit 2. Population and population change in 2016-2021



**Population data presented using logarithmic scale*

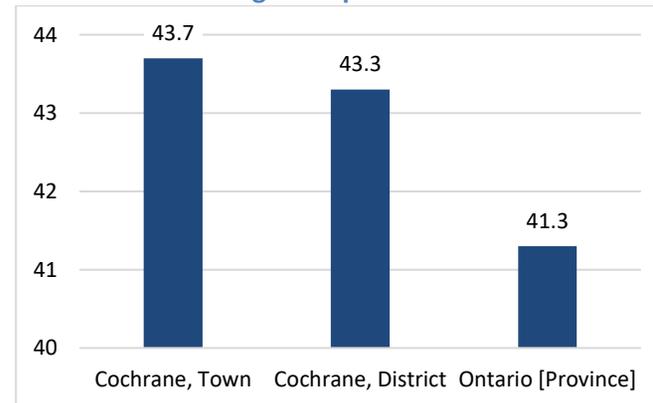
Between 2011 and 2016, distribution (%) of population in broad age groups did not change significantly. The working age population represents 58-60%, youth (0-19 years old) – 24%, and seniors (65+ years old) – 17-18%. Overall, the population age pyramid shows a healthy distribution of broad age groups.

Exhibit 3. Cochrane Population Change by Age Group, 2011-2016



Median population age in the Town of Cochrane (43.7 years old) is close to the median age in the Cochrane District (43.3 years old) and higher than in the Province of Ontario (41.3 years old).

Exhibit 4. Median Age Comparison



Compared to Ontario, Cochrane population has somewhat larger share of the younger and older populations and smaller share of the working age but the difference in any cohort share is not significant.

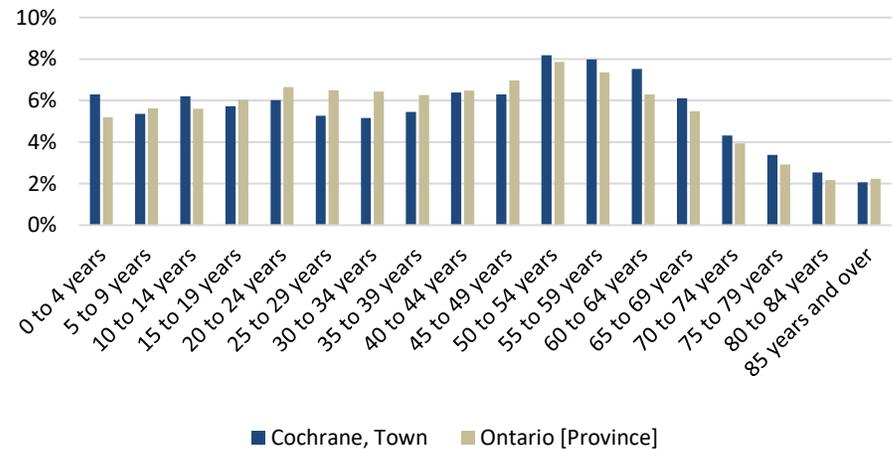
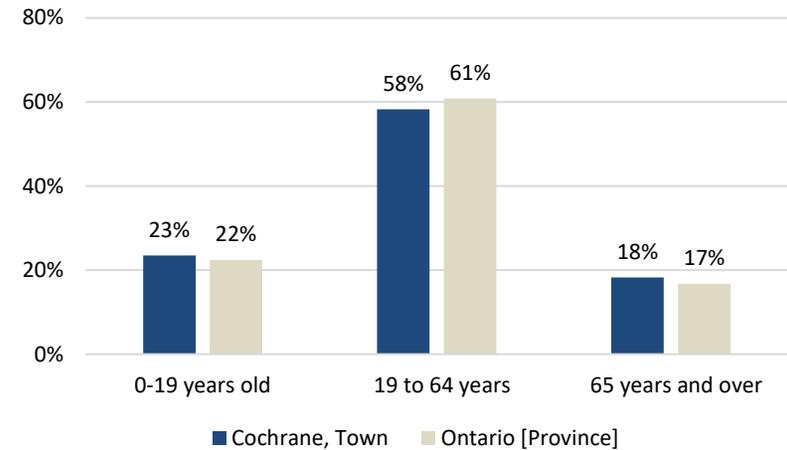
Compared to Ontario, Cochrane has:

- Higher share of residents under 19 years old (23% compared to provincial 22%);
- Higher share of residents 65 year old and over (18% compared to provincial 17%);
- The difference between Cochrane and the province in the distribution of broad age groups is not significant.

Comparing Cochrane’s working age population to the Province:

- Overall Cochrane has a smaller share of 19-64 year old residents (58%, compared to provincial 61%);
- Share of age groups between 20 and 40 years old is smaller in Cochrane than in Ontario; while
- Share of the 50 to 65 cohort larger in the Town compared to the Province.

Exhibit 5. Population by Age Group, Town of Cochrane and Province of Ontario, 2016



Source: Statistics Canada Census, 2016

Population is concentrated in urban areas, mainly in the Town of Cochrane area (as shown on the map below).

Presented as density by dissemination area, population is concentrated in the urbanized areas of the Town of Cochrane areas as shown on the Town and the Downtown maps below.

Exhibit 6. Cochrane Population, 2016

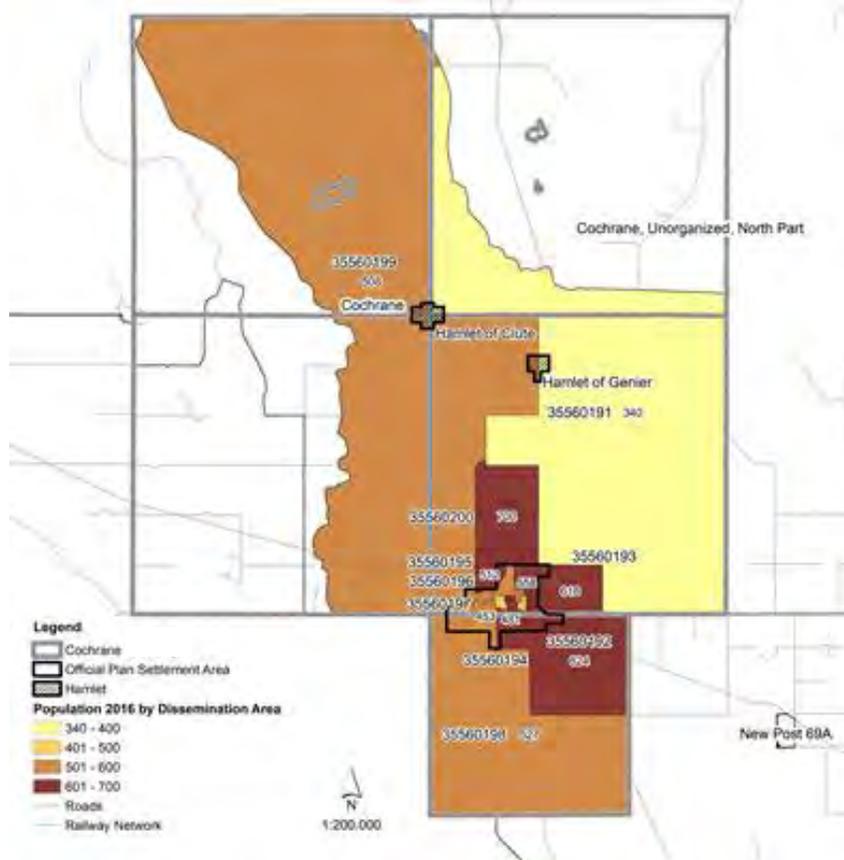
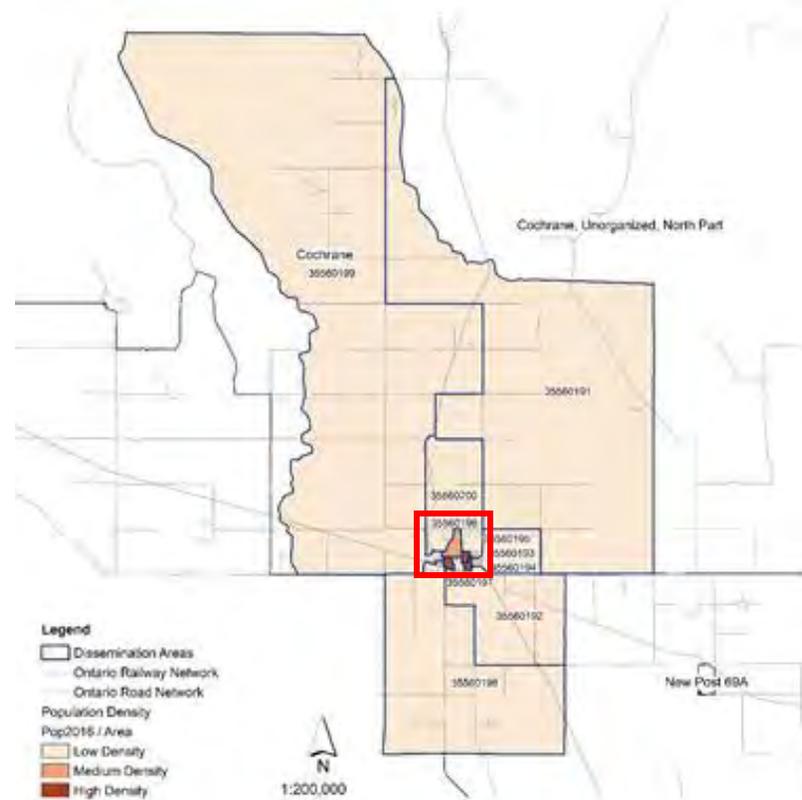
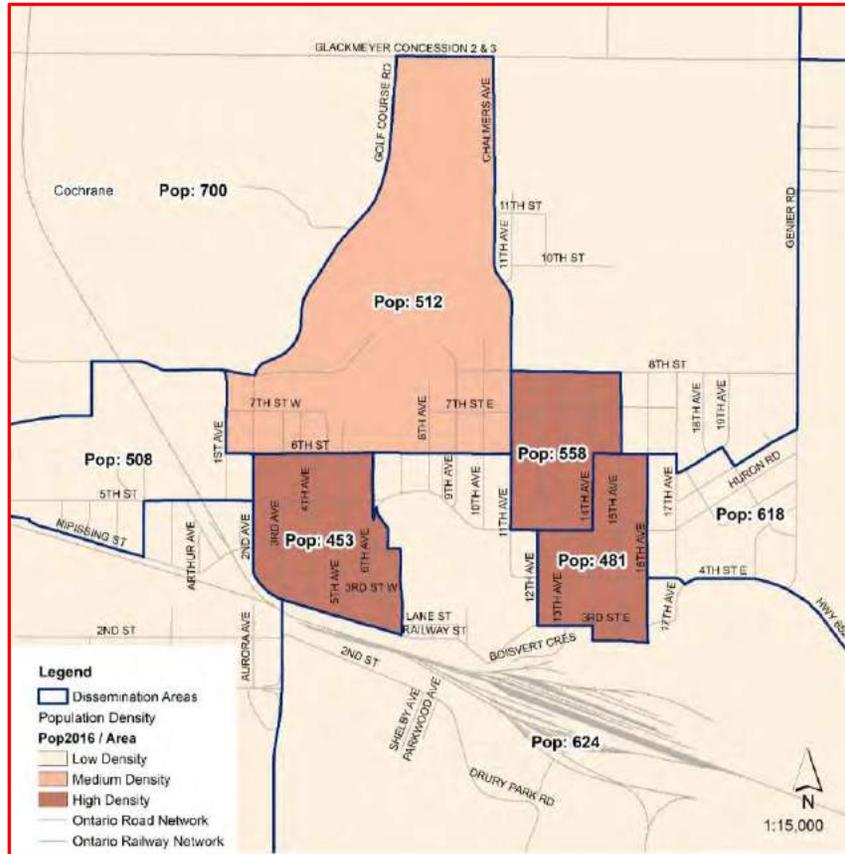


Exhibit 7. Cochrane Population Density by Dissemination Area, 2016



 - Insert map on Exhibit below

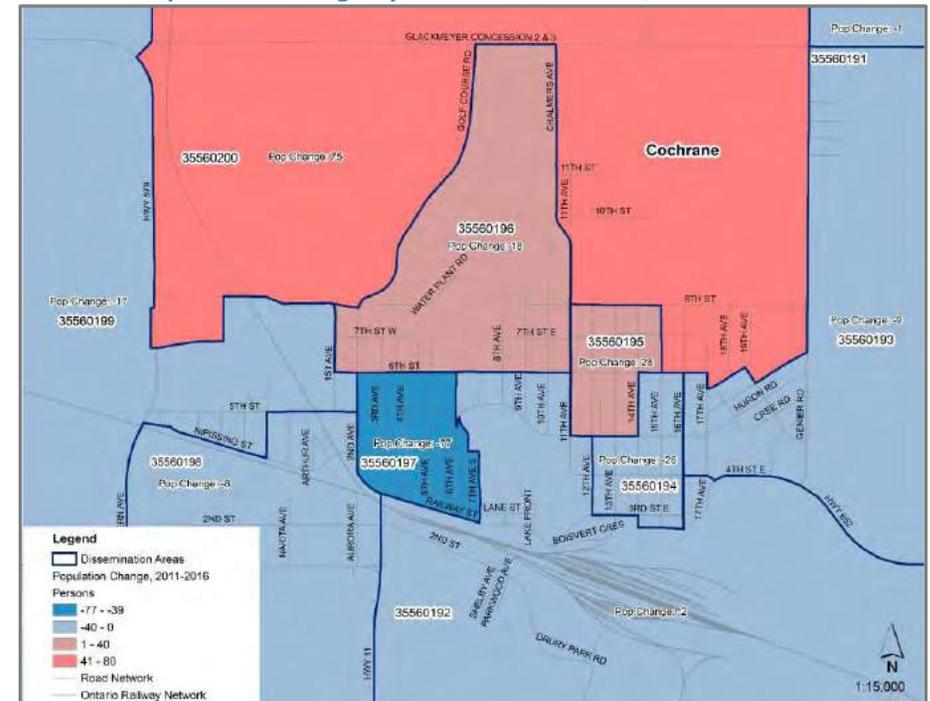
Exhibit 8. Population in Town of Cochrane by DA



Population density by dissemination area is high in the Downtown and Central parts of the Town of Cochrane (darker brown areas on the Exhibit above).

Between 2011 and 2016 population decreased in the Downtown dissemination area more than in other areas. increased in the southern areas of the Town.

Exhibit 9 Population Change by Dissemination Area, 2011-2016



The following Exhibits show prevalence of younger and senior populations in Cochrane.

Exhibit 10. Population under 19 years old, 2016

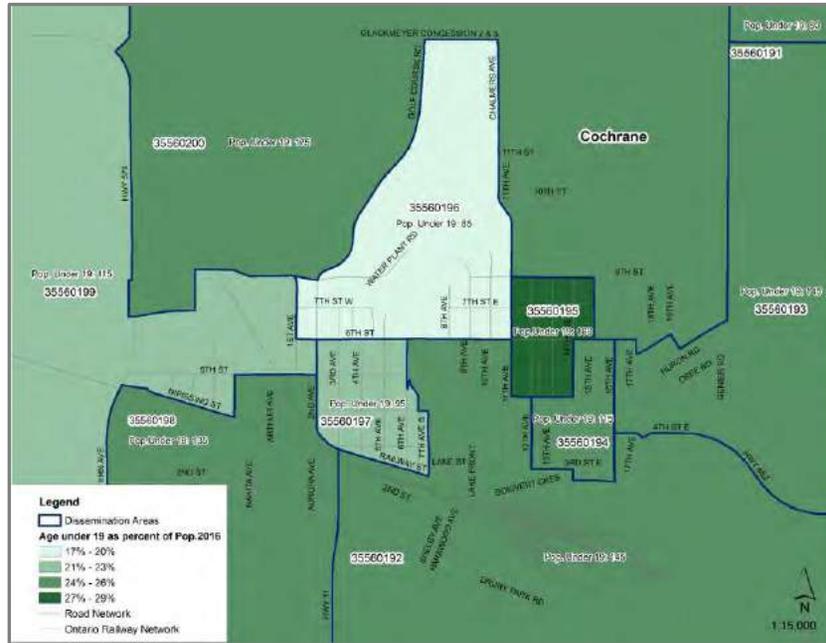
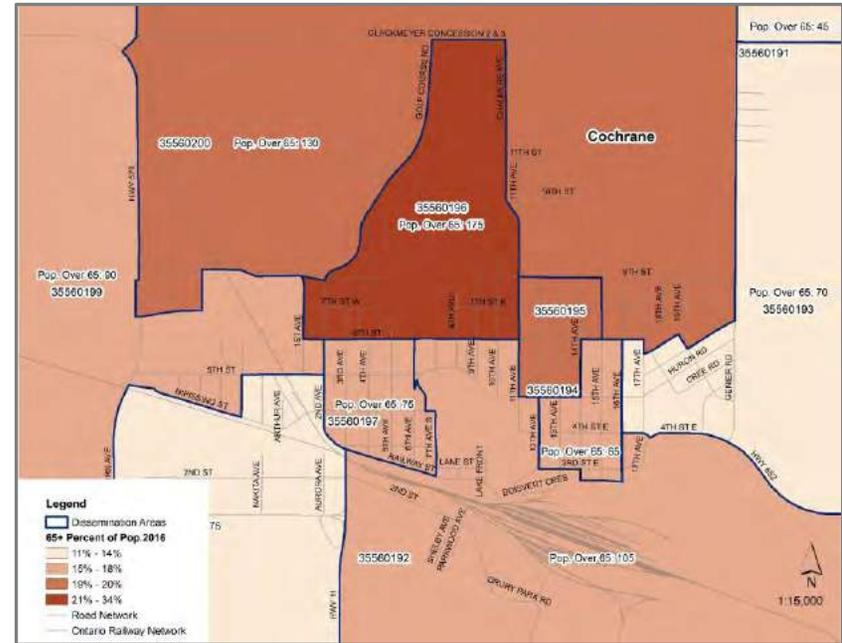


Exhibit 12. Population over 65 years old, 2016



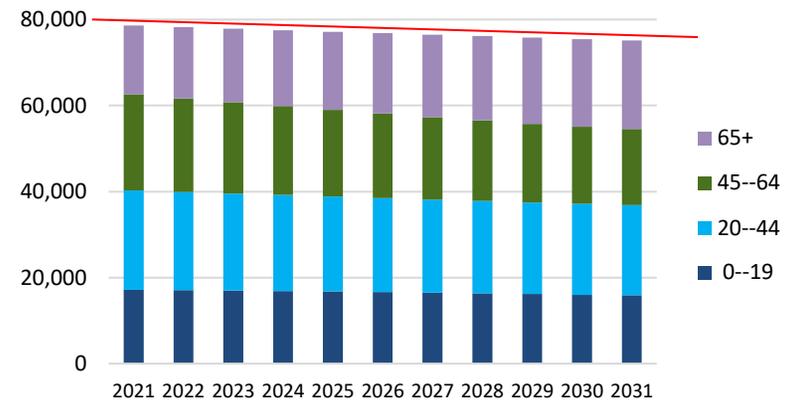
Overall population of Cochrane District is projected to decrease in the next 10 years. Exhibit below shows Cochrane District population projections based on the Ontario Ministry of Finance data that indicate a downward trend or population decrease in the District. It is important to note that recently released 2021 Census data demonstrate growth in some Ontario communities, including the Town of Cochrane. Once revised, population projections may demonstrate different trends in Cochrane District.

Exhibit 11. Town of Cochrane Population Projections

| Year | 2021 Census | 2026 | 2028 | 2030 | 2031 |
|-------|-------------|--------|--------|--------|--------|
| Total | 77,963 | 76,828 | 76,147 | 75,469 | 75,134 |

SPM, Source: Ontario Ministry of Finance

Exhibit 13. Cochrane District Population Projections by Age Group



2.2.2 Income Trends

Median After Tax Income in Cochrane is somewhat lower than income in the District and the Province.

Exhibit 14. Median Income, economic families 2015

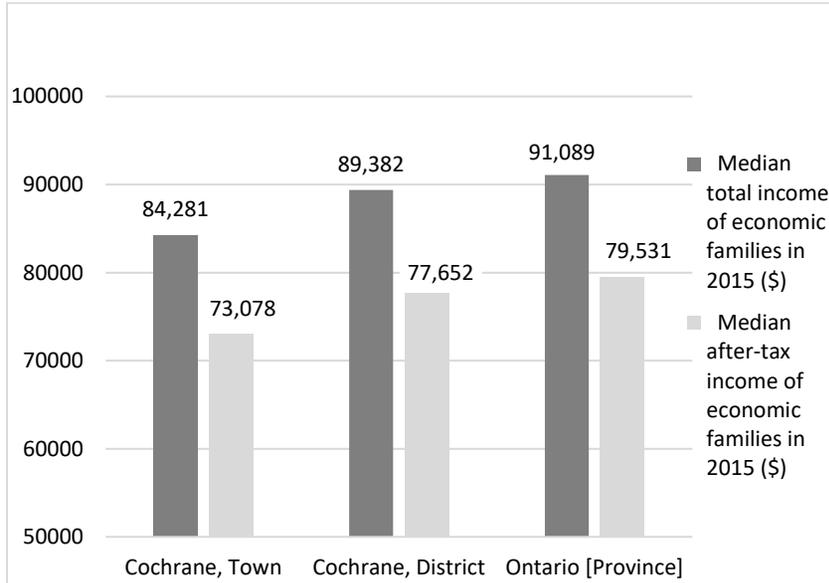
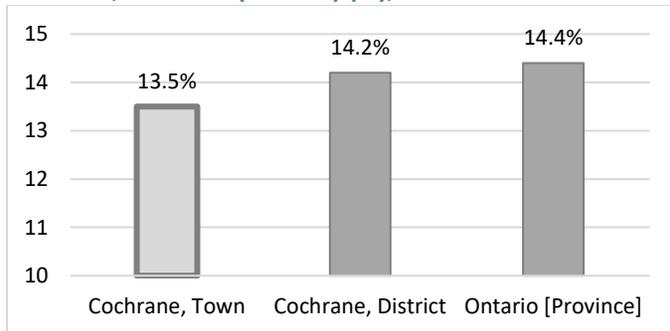


Exhibit 15. Prevalence of low income based on the Low-income measure; after tax (LIM-AT) (%), 2016

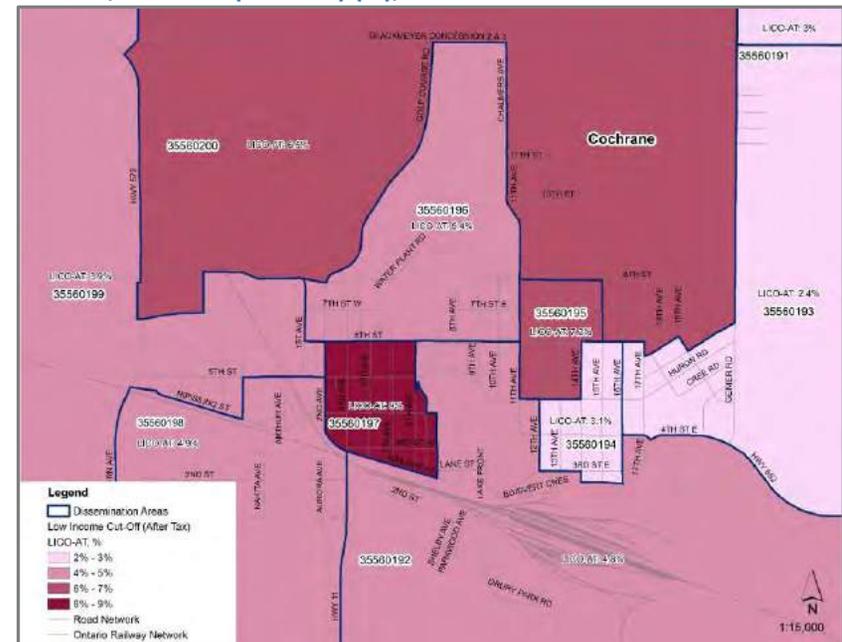


At the same time low income prevalence rate is lower than regional and provincial.

Based on the 2016 low-income prevalence data, Cochrane Downtown area has the highest low income prevalence and the North of the urban area; Central and Eastern areas – lower prevalence.

The average Household Size in Cochrane (2.3) is the same as in the Cochrane District (2.3) and somewhat smaller than in Ontario (2.6). The difference is not significant.

Exhibit 16. Prevalence of low income based on the Low-income cut-offs, after tax (LICO-AT) (%), 2016



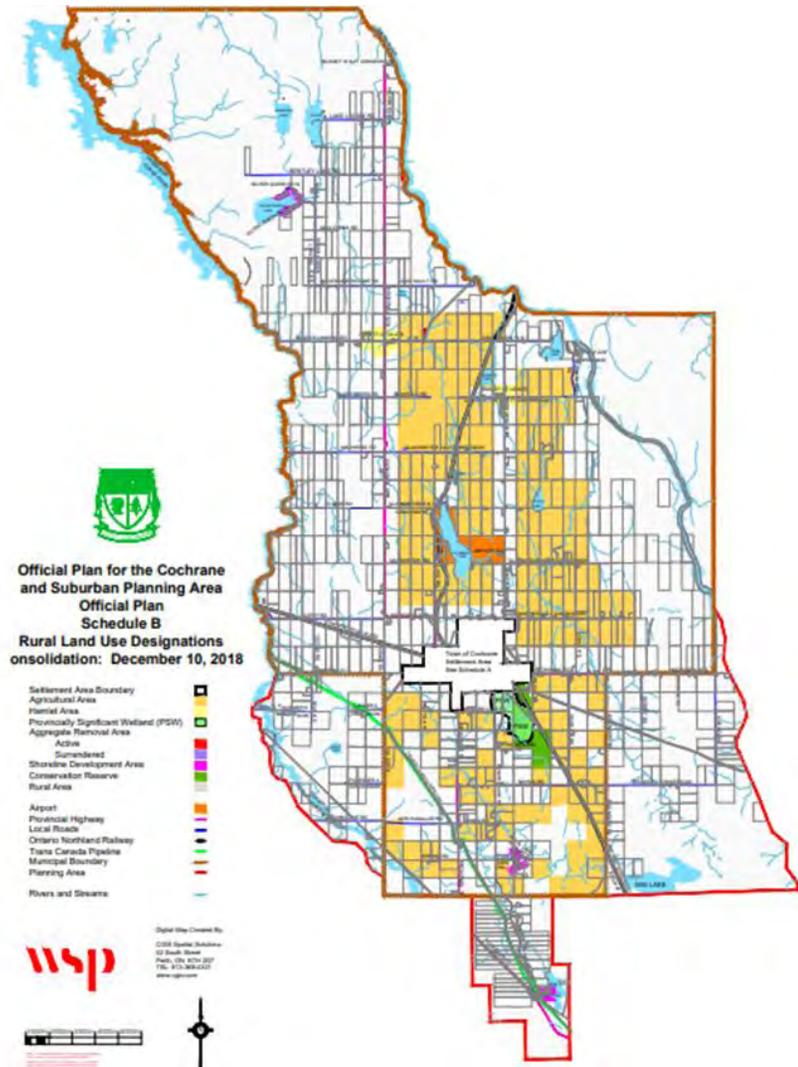
2.3 Urban and Rural Communities

The Town of Cochrane comprises of urban and rural communities. The Town’s Planning Area includes Cochrane and Suburban area including unincorporated townships: Township of Fournier lying east of the Frederick House River; Townships of Brower and Kennedy lying west of the Abitibi River; and Township of Hanna (Official Plan 2018).

A large portion the Town is designated as a Rural Area. Current uses and future development in the rural area are primarily related to agriculture, natural resources (forestry and mining), and tourism and recreational activities.

The Town allows the development of recreational and tourist commercial uses where they can be integrated with other rural uses where they can take advantage of topography, scenic views, and other natural amenities. Recreation and tourist commercial uses include marinas, golf courses, campgrounds, bed and breakfast establishments, antique outlets, tent and trailer parks.

The Official Plan discourages urban growth beyond the Cochrane Settlement Area, with the exception of limited opportunities for a rural lifestyle.



Source: Town of Cochrane Official Plan, Schedule B

2.4 Trends in Recreation and Sport Planning

2.4.1 Trends in Recreation and Active Living

In addition to demographic trends, this Master Plan recognizes that recreation demand for programs, activities, and facilities have shifted over the last few decades. Important emerging trends in recreation, magnified by COVID-19, are the focus on health and health equity, accessibility, active recreation and transportation, and coping with social isolation and mental health issues.

Some of the key trends that are to be considered in the planning and development (or redevelopment) of recreation facilities, parks, trails, and open spaces are outlined below.

Active Living - *“Enable people of all ages to participate in recreation. Address constraints to participation faced by children and youth from disadvantaged families and older adults who are frail and/or isolated” (Framework for Recreation in Canada 2015).* Participation in sport and recreation activities through the life course is an important trend in recreation.

Inclusion and Access – *“Increase inclusion and access to recreation for populations that face constraints to participation” (Framework for Recreation in Canada 2015).* Municipal sport and recreation facilities, parks, trails, and open spaces should be designed as inclusive spaces. The amenities and services provided in recreation facilities, within parks and open spaces should be accessible and welcoming to all, regardless of age, race, ethnicity, gender, sexual orientation, socio-economic status, or physical and cognitive abilities.

Supportive Environment – *“Ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities” (Framework for Recreation in Canada 2015).* Creating supportive physical environments means supplying accessible, inclusive, and affordable recreation facilities and creating built environments that enable physical activity integrated in daily activities - recreation and transportation. Modes of active recreation and transportation include walking, biking, wheeling and skating. Multipurpose trails encourage walking, cycling and wheeling as a part of daily commute to work, school and other destinations. Well-maintained outdoor environments support higher levels of physical activity among residents of all ages and, importantly, encourage older adults to engage in social activities.

Accessible Design Standards – With the introduction of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA), the Provincial Government legislated standards for all levels of government, the private sector and non-profit organizations related to providing services and spaces that are more accessible to people with disabilities.

Active Recreation and Transportation - Active Transportation (AT) refers to non-motorized modes of transport such as walking, cycling, rollerblading, etc. AT supports sustainable and equitable commute and year-round active living. AT infrastructure increases share of active transportation users and enhance access to recreation facilities and other destinations.

Walking and cycling can be year-round activities in municipalities that provide safe and convenient infrastructure and winter maintenance. Winter cycling is an emerging trend in European and Canadian Northern communities.

Both Canada and Ontario have AT Strategies that encourage promotion of active transportation and development of AT infrastructure. Infrastructure Canada provides funding for local municipalities to plan and build active transportation.

Celebrating Local History and Culture

Integrating elements of Indigenous and other local cultures in the design of parks, trails, and recreation facilities serves educational and cultural purposes. Examples include:

- Preserving and promoting history and cultural aspects of the Town parks through bi-lingual signage and interpretive plaques/panels.
- Creating historical murals on large wall spaces in recreation centres and other facilities.
- Preserving and promoting heritage and cultural aspects of parks through signage and interpretive plaques/panels.
- Using traditional Indigenous place names.
- Providing gallery space and allowing Indigenous artists to showcase, and potentially sell their works.
- Creating Indigenous gardens featuring plant materials that were traditionally used for material, food and spiritual purposes.
- Creating spaces suited to staging of Indigenous cultural events and games.

Local Indigenous Communities are the experts on how to share traditional knowledge and stories in creative ways and create interpretive spaces and educational opportunities.

Engaging the Community

In the planning and delivery of parks and open spaces, having established municipal policies and processes in place that clearly outline the standards for Community Engagement is vital. Community engagement provides an opportunity for the Town Representative and its Residents and/or Stakeholders to meaningfully engage in constructive interactions associated with the clear communication of community values, priorities, and expectations.

A well-defined Community Engagement Strategy should provide the following benefits to the park development process:

- Provides transparency to design and development processes.
- Builds trust with the community.
- Generates project specific priorities, goals, and objectives.
- Allows for data driven decision making and more effective design solution.
- Generates project momentum and support.
- Increases the likelihood that implemented projects will be positively received.

The effectiveness of community engagement may be enhanced through a variety of support programs such as:

- Park Ambassadors – Town Staff who go to local parks and engage with the community directly.

- Playground Ambassadors who engage with children at local schools to gain input specific to playground and spray pad design, equipment, materials, and colours.
- Supplementary engagement / outreach to community groups who are not well represented at project public engagement sessions.

2.4.2 Key Trends Influencing Participation

In addition to demographic trends, this Master Plan recognizes that recreation demand for programs, activities, and facilities have shifted in the Town of Cochrane over the last decade.

The development of the Plan included an assessment of the needs and desires of Cochrane residents, user groups, key community stakeholders, staff, management, and elected officials.

What We Heard from the Public

Participation trends in Cochrane mirror national and provincial trends in that accessible and/or informal recreational activities are becoming increasingly popular over formal or organized activities and sports.

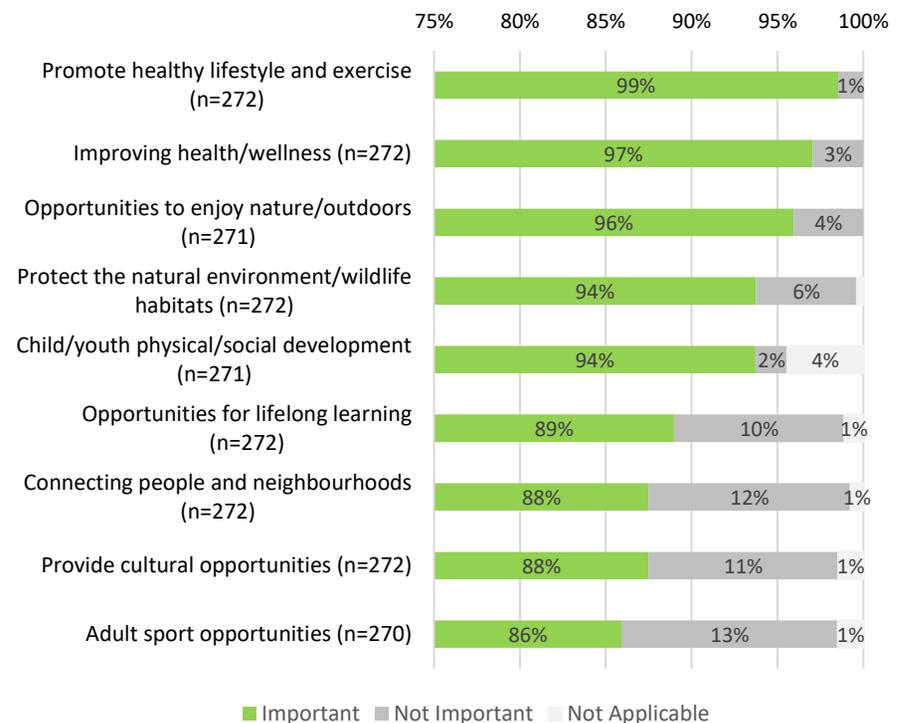
Importance of purposes / benefits of parks and recreation facilities, program for Cochrane residents include:

- Promote healthy lifestyle and exercise;
- Improve health and wellness;
- Opportunities to enjoy nature and engage in outdoor activities;
- Protection of the natural and wildlife habitats in urbanised areas;
- Opportunities for life-long learning;

- Opportunities to connect with other people and neighbours;
- Opportunities to engage in cultural activities and sports.

The categories are ranked based on the number of responses and percentage of responses that indicate that a category is “important”; the results are shown on the graph below.

Exhibit 17. Importance of purposes / benefits of parks and recreation facilities

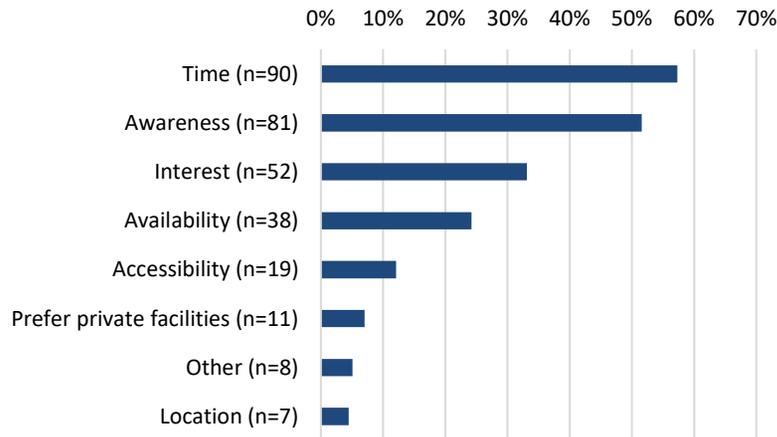


With everyone leading increasingly busy lives, finding the time to participate in organized sports is becoming more difficult for people. Public survey respondents indicated **that less than 50% of their recreation needs related to parks, trails, open spaces, sports and indoor recreation are met.**

66% agreed with the statement **that parks and recreation opportunities are affordable** in the Town of Cochrane are affordable.

Major barriers to participating in Town’s recreation programs are time, awareness, interest and availability.

Exhibit 18. Barriers to participating in Town’s recreation programs



Providing spaces and program options that offer greater flexibility for people to participate in programs and activities will be important going forward.

What We Heard from User Groups

Participation in organized sports is often reflective of recent events, pop culture, and/or the success of a sports team or the emergence of a Canadian star within a sport. Therefore, participation trends in organized sports tend to fluctuate accordingly. The following provides a picture of the trends in participation in Cochrane, as experienced by the local user groups between 2017 and 2020.

Most Cochrane user groups and clubs have been operating in the Town for many years.

The majority of the user groups that participated in the survey reported stable and some growing membership.

| User group | 4 Year Participation Trend |
|-------------------------|----------------------------|
| Healthy Living Programs | Growing |
| Figure Skating | Growing |
| Curling | Stable |
| Golf | Stable/Declining |
| Hockey | Stable |

For user groups the following trends were important:

- 1) Capacity to maintain and expand programs dependent on
 - availability of volunteers
 - effective communications and public outreach
- 2) Indoor facilities: user groups are largely satisfied with indoor facilities that they are using;
- 3) Outdoor facilities: focus on improved parks and expansion of trail network;
- 4) General recognition that better services can equate to higher user fees;
- 5) Desire for partnership with the Town ranging from capital investment to program marketing and public awareness;
- 6) User groups are generally satisfied with the Town’s service and staff support and suggested some improvements:
 - Include information about user groups/clubs on the Town's webpage to keep the community informed;
 - Financial or other support with replacing/ maintaining older infrastructure;
 - “An investment in hiking and pedal biking trails in nature would be very beneficial to everyone in town as well as newcomers moving in or even those trying to decide if this would be a good place to live.”

Exhibit 19. How satisfied are you with the quality of the facilities that your group used? (Answered 6)

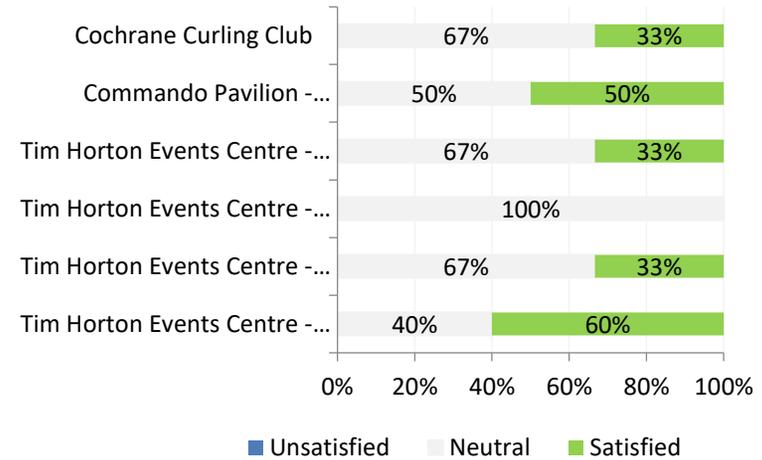
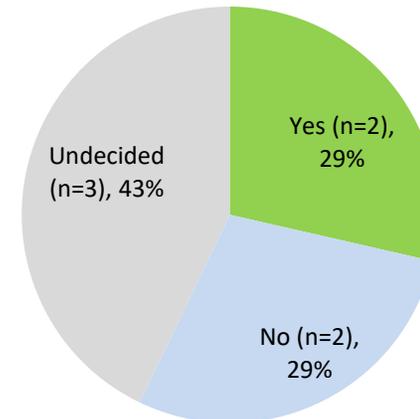


Exhibit 20. Would your group be willing to pay increased user fees to help contribute to the cost of facility improvements?





Indoor Recreation and Sport Facilities

3 Current Facilities, Services, Programs and Organization

3.1 Quality, Quantity and Distribution of Indoor Facilities

3.1.1 Emerging Trends – Indoor and Outdoor Facilities and Activities

Indoor Facilities

Key trends that have emerged in the development of indoor recreation facilities include:

- **Flexible multi-use, multi-generational** – Increasing focus on creating flexible multi-use “destination” facilities as recreation, entertainment and family centres and community hubs.
- **Sport tourism** – Throughout Canada, sport tourism represents a growing market and providing facilities to accommodate this is an important consideration.
- **Aquatics** – Emerging aquatic facility designs (fitness and leisure swimming, therapeutic programs for seniors, and splash pads/water parks for children).
- **Sustainability** – Increasing focus on the overall sustainability of a facility (e.g., net zero/carbon neutral) overachieving a specific certification program status (e.g., LEED). Key considerations include building orientation, massing, and envelope.

Accessibility - the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) applies to all public facilities and spaces that are being newly construction or significantly renovated.

Many municipalities have created their own Accessibility Guidelines for development that exceed the minimum standards – looking for ways to optimize inclusivity and eliminate barriers for individuals with a wide range of disabilities.

Outdoor Facilities

Recreational activities are constantly evolving. These activities tend to emerge based on one or more of the following contributing factors:

- The activity becomes more widely practiced – there is a natural growth in participation rates and therefore increased demand for supporting facilities.
- Interest and participation in an activity is re-energized based on recent events - such as the success of a sports team or the emergence of a Canadian star within a sport.
- The activity is popularized – interest is spurred by pop-culture.

Outdoor Activities and Facilities

New or emerging outdoor recreational activities that are gaining in popularity and becoming more widely programmed by municipalities across Ontario include:

- Pickleball,
- Tennis (established but growing in demand),
- BMX / Pump Tracks,
- Skateboarding,
- Basketball (established but growing in demand),
- 3v3 Basketball,
- Disc Golf,
- Geocaching - real-world, outdoor, treasure hunt games using global positioning system (GPS) devices, and
- Cricket (established but growing in demand),
- Cycling, walking (and other activities integrated in daily transportation and recreation).

These activities were echoed by respondents from the public survey who provided suggestions for new outdoor facility types including pickleball courts, basketball courts, rugby fields, disc golf courses, obstacle courses, beaches, non-motorized boat launches, and community allotment gardens.

3.1.2 Inventory

Municipal facilities are Commando Park Pavilion and Tim Horton Event Centre.

Commando Pavilion

The Commando Pavilion is a special events venue for community gatherings, concerts, weddings, the local farmers’ market, Live at the Lakeside, Winter Carnival, Summerfest, and other events.

Facilities:

- an indoor community hall (5000 sqft. community hall),
- a full kitchen facility and bar,
- Commando Park Outdoor Stage and bar area,
- Outdoor space and parking.

Commando Pavilion hosts Farmers Market, Concerts, Summerfest, Winter Carnival, and offers space for community gatherings.



Commando Pavilion, Photo: Town of Cochrane

Tim Horton Event Centre

The Town’s recreation complex was constructed in 2006. The Centre’s amenities include:

- Arena - 1 NHL size rink with 500 seats plus box seating for 80,
- Aquatic Centre – a Caribbean themed indoor leisure pool,
- Fitness Gym,
- Community hall that can accommodate up to 500 people,
- Media Centre,
- Board Room, and
- The Tim Horton Museum.



Tim Horton Events Centre, Photo: Town of Cochrane

3.1.3 An Overview of Condition

WGD Architects evaluated conditions of indoor recreation facilities in the Town of Cochrane.

- Tim Horton Centre Ice Arena
- Tim Horton Centre Community Pool
- Tim Horton Centre Community Rooms
- Tim Horton Fitness Centre and Hall of Fame
- Tim Horton Community Centre Office
- Commando Community Hall and Band Stand

The assessment focused on compliance with [Accessibility for Ontarians with Disabilities Act, 2005](#) (AODA) requirements. Accessibility at the facilities is generally very good and in compliance with AODA enabling people with different abilities to use the complex.

Indoor Facilities Condition Assessment Methodology:

The assignment includes for a general review of community recreation facilities with an emphasis on accessibility. A visual non evasive review of municipal buildings was conducted by WGD Architects.

Tim Horton Centre amenities and Commando Pavilion are in good condition. Ice Arena and Indoor Pool are in excellent / good condition. Community rooms are in generally good condition. The report makes suggestions about improving accessibility. Summary assessments are provided below; a detailed report is provided in Appendix A.

The following Table summarizes the WGD Architects’ building rating methodology.

COMPONENTS RATING

| Rating for Building Systems & Components | | DEFINITION |
|--|-----------|--|
| A | Excellent | Functioning as intended; as new condition; limited (if any) deterioration observed. |
| B | Good | Functioning as intended; normal deterioration observed; for most infrastructure assets, this implies that no repairs are anticipated within the next five years. |
| C | Fair | Functioning as intended; normal deterioration and minor distress observed; minor repairs will be required within next five years to maintain functionality. |
| D | Poor | Not functioning as intended; significant deterioration and distress observed; significant repairs required, within the next year to restore functionality. |
| E | Expired | Not functioning as intended; significant deterioration and major distress; major repair or replacement required to restore function. |

Exhibit 21. Condition Assessment – Summary

Condition Assessment – Summary

| Assessment Category | Tim Horton Centre - Arena | Tim Horton Centre - Pool | Tim Horton Centre – Community Room |
|--------------------------|---|---|---|
| Structure | A | A | B |
| Shell | A | A | B |
| Interior construction | A/B | A/B | B |
| Accessibility | A / B | B | B/C |
| Overall Condition | A | A | B |
| |  <p>Locker room entrance width to be checked</p>  <p>Ramp is accessible and generous</p> |  <p>Ceramic tile pool deck</p>  <p>Washroom counter requires under cut</p> |  <p>Concession area and concession path through – not accessible</p>  <p>Accessible elevator and washrooms</p> |

| Assessment Category | Commando Community Hall and Band Shell | Tim Horton Fitness Centre and Hall of Fame | Tim Horton Community Centre Office |
|--|---|--|--|
| Structure | B/D | B | A |
| Shell | B/D | - | A |
| Interior construction | B | B | A/B |
| Accessibility | B/C | - | B |
| Overall Condition | B | B | A |
|  |  |  |  |
| Accessible Entrance of Building | Outdoor Bathroom Facilities | View of gym facility | View of Meeting Room |
|  |  |  |  |
| Front of Bandshell Stage | Accessible Entrance, Ramp | View of gym facility | Carpet / painting – good condition |

The Polar Bear Habitat and Heritage Village

The only facility in the world dedicated purely to the care of polar bears. A large polar bear statue (named Chimo) is the Town of Cochrane brand.

Polar Bear Habitat is a world renowned conservation and rehabilitation facility for polar bears. The Habitat is a major research facility and tourist attraction. The centre is a significant part of Cochrane's identity and the major tourist attraction. Activities include visits for adults and children to see bear-residents.

The Habitat Centre features large enclosures for polar bears with a lake and attracts international and Canadian tourists. Provides information and education to tourists and local residents. The Heritage Village features a pioneer main street themed village which is also utilized to host special events.



The Habitat Centre, Photo: Polar Bear Habitat

3.1.4 What We heard

The majority of survey participants (94%) have used arenas and/or community recreation centres in the Town of Cochrane.

When asked if survey participants are satisfied with the indoor facilities, most users (82%) are satisfied with the newer Commando Pavilion.

Respondents are generally satisfied with Tim Horton Arena (76%), its indoor pool (74%) and Event Centre

Only 40% of respondents shared their level of satisfaction with the Fitness Centre; of them, 23% were satisfied and 17% were not satisfied with this facility.

Most respondents (73%) or their family members **use indoor recreation or sports facilities outside the Town of Cochrane.**

69% respondents indicated that **other indoor facilities needed.** (As the graph below shows.)

Exhibit 22. Are Other Indoor Facilities Needed?

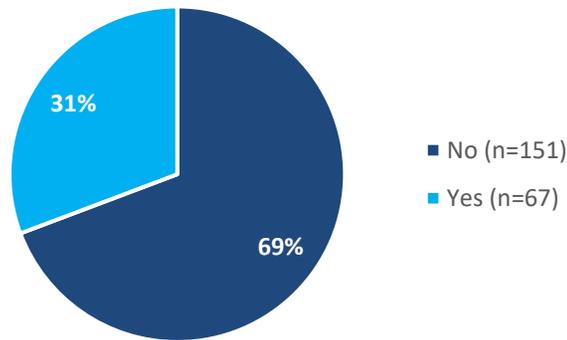
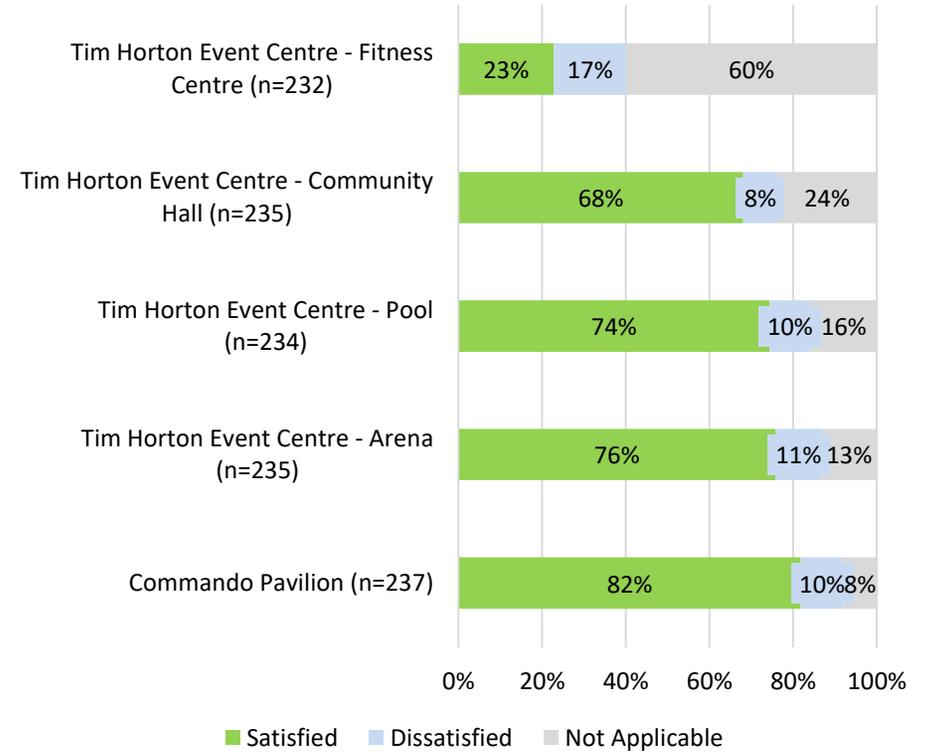


Exhibit 23. Level of Satisfaction with Indoor Facilities



Indoor Facilities top priorities

Survey participants were asked to identify 3 main priorities for future investments in indoor facilities.

Priority #1 Combined categories indicate the need for indoor sport facilities: equipment-based fitness centres, gymnasiums, and indoor sport fields / courts; walking track; fitness programs.

Respondents also indicated the as priority for future investments in arenas, community meeting rooms, indoor aquatic facilities, older adults centre and youth centre.

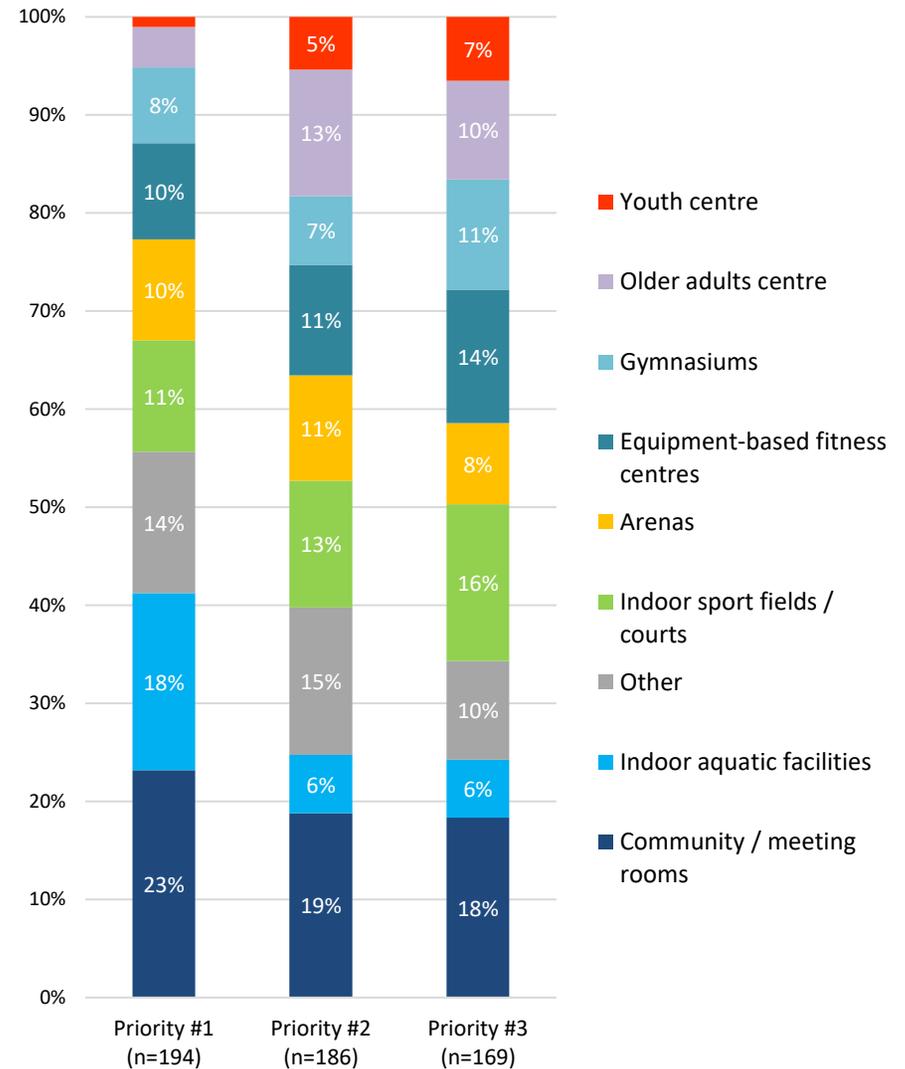
These priorities indicate the importance of maintaining existing facilities (such as community meeting rooms, indoor aquatic facilities, and arenas) as well as the need for new or additional facilities (such as indoor sport fields and courts, a walking track, additional paces and programming for youth and older adults).

Exhibit 24. Indoor facilities priorities ranked by weighted average:

| | | |
|----------|---------------------------------|------|
| 1 | Community / meeting rooms | 37.2 |
| 2 | Indoor sport fields / courts | 21.7 |
| 3 | Indoor aquatic facilities | 21.3 |
| 4 | Arenas | 17.7 |
| 5 | Equipment-based fitness centres | 17.0 |
| 6 | Older adults centre | 13.8 |
| 7 | Gymnasiums | 13.7 |
| 8 | Youth centre | 4.7 |

Other priorities mentioned were
Curling club, programs, kids, indoors walking track.

Exhibit 25. Please indicate your top three priorities for future investments in indoor facilities.





Outdoor Facilities, Parks and Trails



3.2 Outdoor Facilities – Sport Fields, Courts, Playgrounds

Inventory

Sports Fields and Facilities near the Tim Horton’s Centre:

- Glackmeyer Field of Dreams Ballpark
- 2 soccer pitches
- Outdoor skating rink
- Hillcrest Playground
- Skateboard park

TENNIS COURTS:

- Two tennis courts located at **Ecole Secondaire Cochrane High School**
- The tennis courts are free to use and open 24/7, however there are no lights for after dark.

GEORGE ASH PARK: Baseball diamond open to the public.

Ecole Secondaire Cochrane High School Athletic Field

Operated by the DSBONE school board. Facilities include:

- *a running track,*
- *soccer/football field,*
- *baseball diamond, and*
- *two tennis courts.*



View of Seating at Baseball Stands & Storage



View of Seating at Baseball Field

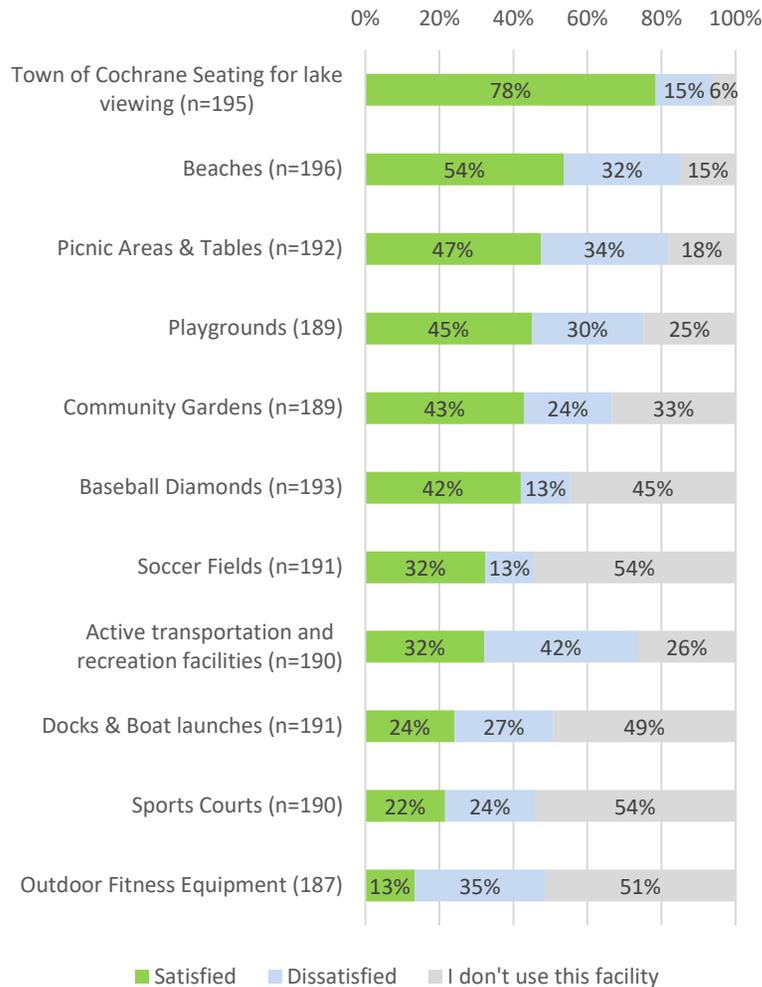


Baseball Diamond & Fencing



High School Athletic Field

Exhibit 26. In general, how satisfied are you with the quality of the Town's outdoor recreation facilities that you use in the SUMMER?



Respondents who use outdoor facilities in the Summer are generally satisfied with recreational amenities by the lake (lakeview seating, beaches, picnic tables and areas).

More respondents are satisfied than dissatisfied with playgrounds, community gardens, baseball diamonds and soccer fields.

Based on the level of satisfaction, additional attention may be needed to improve active transportation and recreation facilities, sport courts and docks and boat launches.

3.3 Outdoor Facilities – Parks and Trails

3.3.1 Key Trends for Parkland Design

In addition to the key trends in recreation outlined above, some of the key trends that are to be considered in the planning and development (or redevelopment) of parks, trails and open spaces are as follows:

Age-Friendly Approach - Given the rise in the nation’s 65-and-older population, an increased emphasis on designing for inclusivity by providing multi-generational amenities within parks and open spaces. This includes looking at specific opportunities for programming that support older adults in leading independent, active, and healthy lifestyles in the planning, design and delivery of parks and open spaces.

Accessibility – looking for ways to optimize inclusivity and eliminate barriers for individuals with a wide range of disabilities when planning parks and trails.

Connecting People and Nature - *Help people connect to nature through recreation (Recreation Framework 2015).* Parks, trails and

open spaces can serve as restorative environments providing opportunities for being active in nature (walking or cycling), observing plants, gardens, pets, and wildlife.

Sustainable Design Strategies – Sustainable design strategies are increasingly included in planning and implementation of parks, trails and open spaces. Planning contributes to improving stormwater management and other town-wide systems. Low Impact Development (LID) focuses on techniques for the localized storage of stormwater quantity and improvements to stormwater quality have become more prevalent within park landscapes. Techniques include bio-retention areas (both at grade and below grade); bio-swales, infiltration galleries, rain gardens, permeable pavements and soil amendments that allow for increased water absorption.

Inclusion

Municipal parks and open spaces should be designed as inclusive spaces. With this, the amenities and services provided within parks and open spaces should be accessible to all, regardless of race, ethnicity, gender, sexual orientation, socio-economic status, or physical and cognitive abilities. While most municipalities design and deliver parks and open spaces that target a wide variety of populations, every community has population groups that are either underserved or at risk for exclusion.

Unfortunately, the planning and delivery of truly inclusive parks and opens spaces has many significant challenges, including:

- The identification of population groups that are underserved or at risk for exclusion.
- A lack of understanding of the needs / requirements of underserved populations.

- A lack of resources and funding for municipal outreach – actively engage, understand, and build relationships.
- A lack of partnership opportunities with third party agencies to assist with outreach.
- The lack of formal municipal policies, guidelines, or inclusion standards.

Many municipalities are pro-actively developing municipal policies, protocols and programs that are focused on eliminating the risk of exclusion to underserved populations and improving the overall ‘inclusive’ approach to the planning and delivery of parks and open spaces.

3.3.2 Inventory of Parks and trails

Eight municipal parks provide recreation opportunities to Cochrane residents and tourists. Hillcrest Park, Commando Park, Memorial Park, Queen Elizabeth Park, Silver Queen Park, George Ash Park, Sara’s Dog Park, and the Train Museum Park.

COMMANDO PARK

The Commando Park was developed as an active recreation area. The park offers two community spaces – the Commando Pavilion and Interpretive Center and the Commando Park Outdoor Stage.

These two buildings provide indoor and outdoor space for recreation and community functions, including weddings, special celebrations, markets, and the like, while adding a scenic resting spot stretching over the lake on a café style deck. The Pavilion, the Stage and the park area celebrate local arts and culture. Local artists designed the tri-cultural motif to reflect the Cochrane community proudly displaying its anglophone, francophone and Indigenous heritage.



Commando Park Entrance



Front of Bandshell Stage

The Commando Park amenities include, accessible walking trails, scenic lookout points, vegetation and trees, and gathering places were organized around the lake.

LAKE COMMANDO BEACH

Local downtown park and beach area. The beach is open to the public from July 3rd to September 4th. The beach is unsupervised and parents and guardians are responsible for the welfare of their children.

Lake Features

- canoe, kayak, paddle board rentals
- pedal boat rentals (*from 12:00pm-7:00pm, summer*)
- beach volleyball court
- charcoal barbecues
- picnic tables
- Memorial Park
- walking & cycling trails (2.2km)

QUEEN ELIZABETH PARK

On the East side of Lake Commando, Queen Elizabeth Park is an open area for walking and relaxation. Amenities include picnic area and an area for tobogganing in the winter months.

HILLCREST PARK

Hillcrest Park is located close to the Glackmeyer soccer fields, baseball diamond and skate park. Park amenities include a playground, basketball courts, and portable toilets.

SARA'S DOG PARK

Located centrally in Town, Sara's Dog Park is the only leash free dog park in Cochrane. It is a fenced area for dogs to freely run and socialize. We ask all owners to use their best judgement and understanding of their furry friends when deciding if their dogs will be able to interact in a friendly manner while at the park.

SILVER QUEEN PARK

The Silver Queen Park amenities include a boat launch for those looking to fish.



Photo: Town of Cochrane

PLAYGROUNDS

Town of Cochrane offers four playgrounds. Playground locations are as follows:

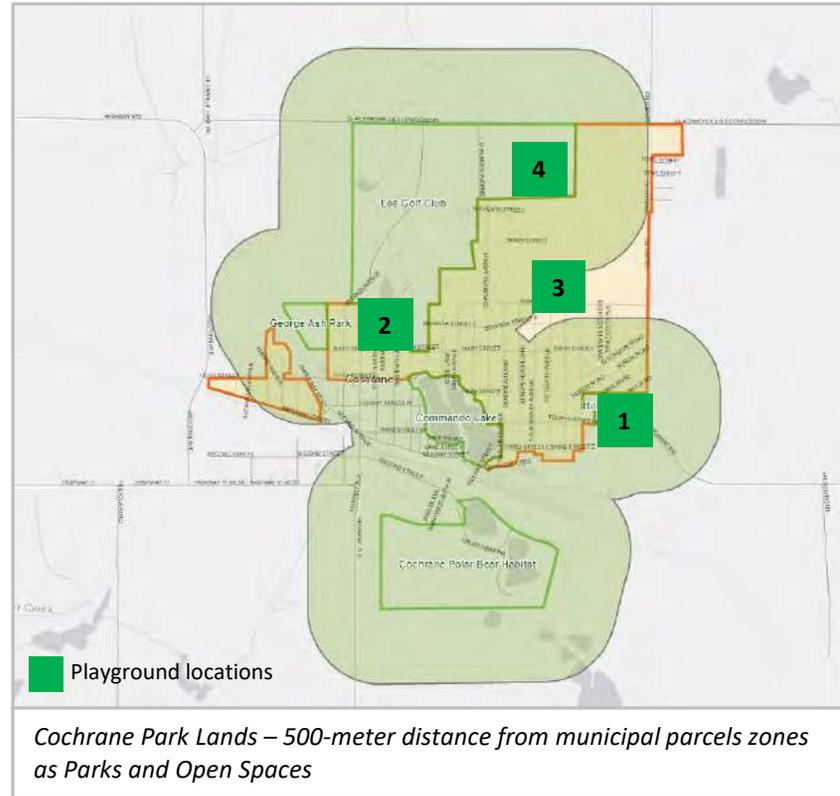
1. Hillcrest Park playground (equipment, swings, sandboxes);
2. Aileen Write English Catholic School (75 6th Street);
3. Nouveau Regard (399 8th Street);
4. Ecole Secondaire Cochrane High School (1-453 Chalmers Avenue).

Parks are not equipped with splash-pads.

The map below shows playground locations relative t to Municipal Park and Open Space areas and the 500-meter buffer from these municipal parcels.

Supply of playgrounds seems to be somewhat limited in Western and Central parts of the Town.

Exhibit 27. Cochrane Park Lands and Playgrounds - Geographic Distribution



What We heard

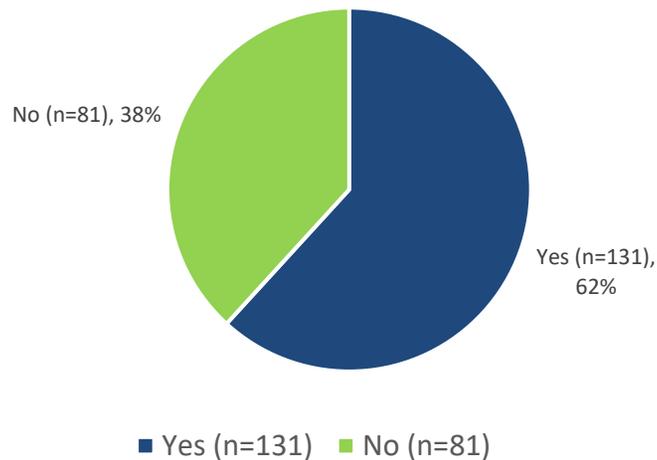
What we heard about PARKS:

86% of survey participants use parks in the Town of Cochrane (Answered 221)

82% respondents use parks at least once a month (Answered 211)

62% percent agree that there are enough parks in Cochrane, while **38%** indicate that the current supply of parks is not sufficient.

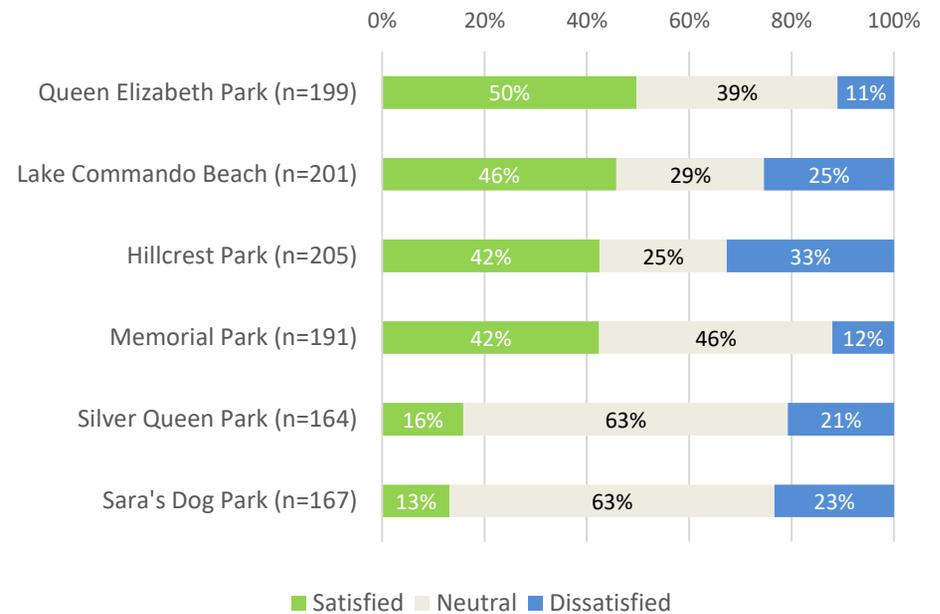
Exhibit 28. Are there enough PARKS that you can access in Town?



Respondents are generally satisfied with the Queen Elizabeth Park and Memorial Park. Level of dissatisfaction with Hillcrest Park and Lake Commando Beach is somewhat higher. Fewer respondents indicate using Silver Queen park and Sara’s Dog Park and the level of general dissatisfaction among respondents is higher compared to the other parks.

The level of satisfaction indicates that all parks require some improvements. Below is a summary of themes from the comment section to this question.

Exhibit 29. Level of Satisfaction with Parks



Survey respondents were asked about their experiences with the Town’s parks and what needed improvements. The following is a summary of most often mentioned issues and potential improvements to Cochrane parks.

General condition, applies to all or specific parks:

More and better park amenities, suggestions include:

- additional washrooms;
- better lighting to improve safety (e.g. “Memorial park near bandstand poorly lit”, “Path and lights are not safe”);
- installing drinking water fountains;
- making parks more family friendly;
- upgrading and improving park amenities and equipment;
- add signage;
- maintaining trails connected to the parks;
- improving cleanliness of all parks.

Silver Queen Park and Hillcrest Park received many comments with suggestions to upgrade and improve.

Another specific suggestion was to improve the dog park: “Larger and better cleaned dog park.”

These suggestions point to the need to maintain and clean existing parks, monitor and upgrade park existing amenities. Also mentioned that additional parks and trails could be organized in the Town. The map below shows Municipally owned parcels that provide opportunities for the development of parks and trails.

Beach

- Life guards for safer swimming (mentioned many times):

“We need life guards back at Commando Lake. It was the light of most of our childhood and not everyone is able to afford to pay the price to go to the pool every day all summer...”

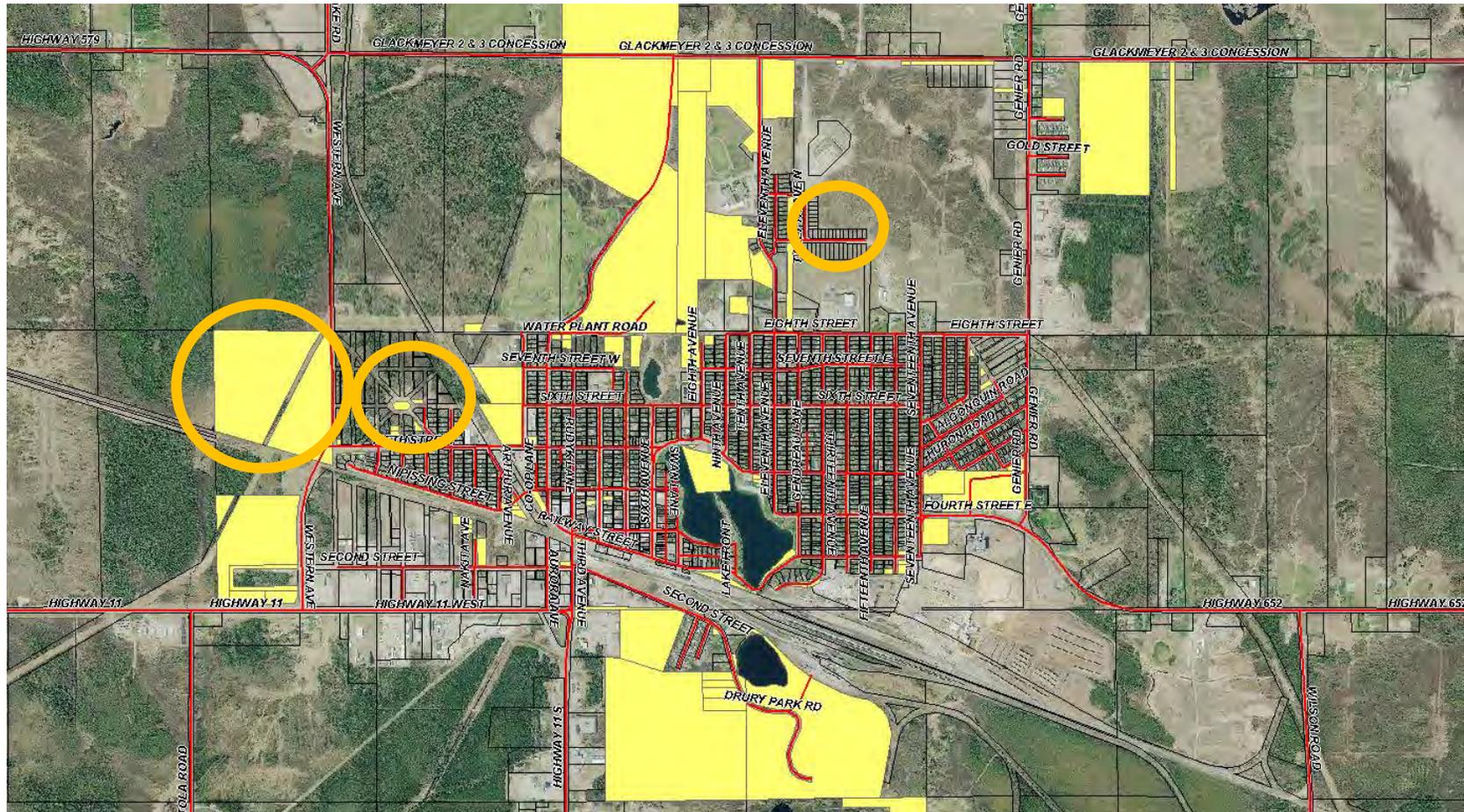
- More shade structures and vegetation for shade;
- Testing water quality (complaints about skin irritation);
- Improving waterfront facilities;
- Waterpark Commando Lake;
- Docks.

Playgrounds

- Upgrade or replace older playground equipment (swings, slides, play structures)
- Better play equipment for kids: *“most parks are designed for younger kids. Kids aged 10+ are not challenged enough and get bored fast...”*
- Hillcrest Park and Silver Queens should get updated equipment.
- Hillcrest Park: A splash area would be a great addition.

Exhibit 30. Municipal Parcels - Opportunities for the Development of Parks and Trails

- - New Subdivisions
- - Municipal Parcels



TRAILS

Developed trails around Commando Lake connecting with Downtown with further opportunities for expansion within the surrounding area. The Commando Park trails pass over the Commando bridge and by the bandstand, connect in the center of Commando Lake and connect the park and the Downtown.

These trails connected with the Downtown cycling network offer further opportunities for expansion and better walking and cycling connections to the Lake and its parks.

Public open spaces corridors approach, outlined in the Town of Cochrane Official Plan, envisages further development of trails and walkways, development of access points and trail signage to contribute to a healthy community and enhance tourist infrastructure. The OP further specifies the development of an open space corridor between the north of the built-up community and the south around Hector Lake. Creating this open space corridor with expansive walking, biking and touring trails is an important opportunity to expand Cochrane's network of trails and create natural trails connecting Cochrane residents and tourists with the Town's important tourist destination.

What we have heard about TRAILS:

Many open-ended responses mention the need for more trails, more natural trails, and trails for different types of activities - walking, hiking, cycling, and mountain biking.

"What is considered a trail in Cochrane? We have no hiking trails. I assume the boardwalk counts as the only real trail within the town."

"Other than the cross-country ski trails there are very few actual trails in/near town."

More nature trails and trails accessible in the winter:

- *"We need more trails to enjoy nature, I love the boardwalk but I want to see it plowed in the winter months."*
- "More trails in unlandscaped parts of town I.e. more natural surroundings."
- More trails and better care;
- More bicycle and walking trails;
- More hiking and walking trails;
- Better signage and accessibility;
- More paved/gravel trails;
- Spring and fall clean up;
- Mountain biking trails;
- More safe biking opportunities.

What we heard about TRAILS

64% of survey participants use TRAILS in the Town of Cochrane (Answered 211)

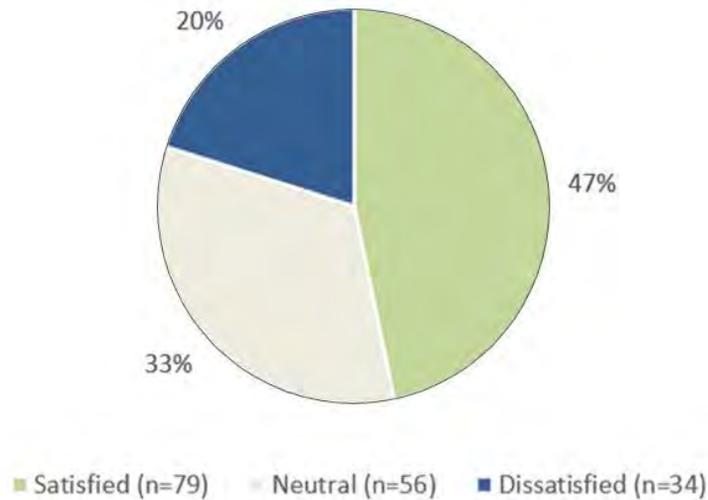
73% use trails at least once a month

47% are satisfied with trails or their availability

20% are not satisfied with trails or their availability

Exhibit 31. Level of Satisfaction with Trails

Are you satisfied with the trails that you can access in the Town?

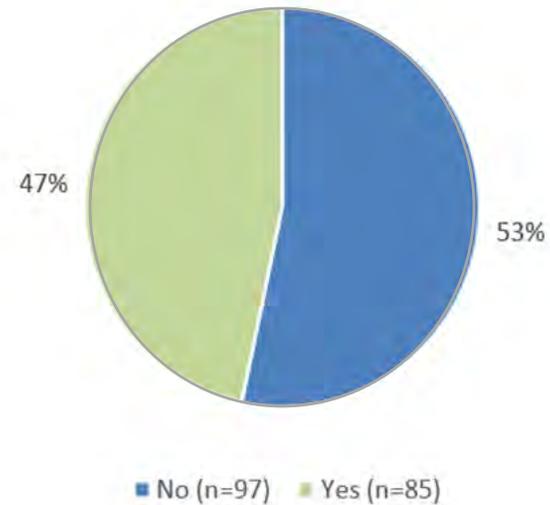


47% respondents agree with the statement that there are enough trails that they can access in Cochrane.

53% responses indicate that there could be more trails.

Exhibit 32. Accessibility of Trails

Are there enough trails that you can access in the Town?

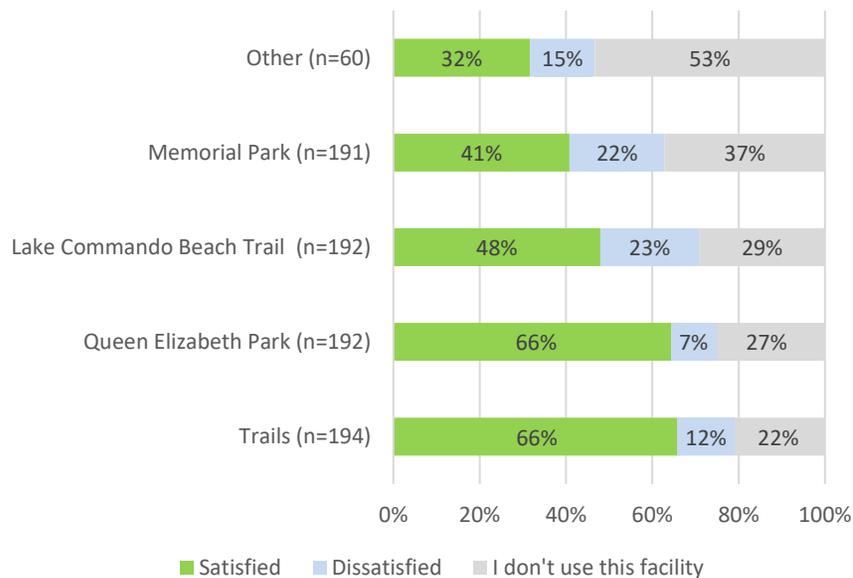


Recreations Facilities in the Winter

Survey participants were asked how satisfied they are with the quality of the Town's outdoor recreation facilities that you use in the winter, considering amenities, condition and maintenance.

Respondents who use facilities are satisfied with trails and Queen Elizabeth park. While respondents were generally satisfied with Memorial Park and Lake Commando Beach Trail, these amenities received higher share of dissatisfied responses.

Exhibit 33. Level of Satisfaction with Outdoor Recreation Facilities in the Winter



3.3.3 Active transportation

Town of Cochrane has been developing and improving pedestrian and cycling connections to create more options for healthy and active recreation and transportation.

In 2014, first painted sharrow bike lanes were installed along 6th Avenue and 3rd Street. Cycling infrastructure was built to improve safety and convenience for people using bicycles to reach their destinations and amenities in Downtown and in the Commando Lake area.

Following the installation of the bicycle lanes, Cochrane in partnership with 8-80 Cities launched a public bike share system (Doable Neighbourhood Project Report). A bike share station was organized near Tim Horton Event Centre.

In 2017, the Town allocated funding and received funding from Infrastructure Canada for the expansion of the Town of Cochrane Bicycle trails under The Canada 150 Community Infrastructure Program (Town of Cochrane By-Law 1202-2017).

In 2018, to develop a plan for commuter cycling network the Town signed a funding agreement with the Ministry of Transportation for the Province of Ontario for funding under the dedicated Ontario Municipal Commuter Cycling Program (Town of Cochrane By-Law 1290-2018).

Town's CIP recommends further improving AT connections:

- a pedestrian connection / view point to Lake Commando at western end of Fourth Street and
- connection between downtown and Tim Horton Events Centre for pedestrians and cyclists.

3.5 Overview of Program Offer

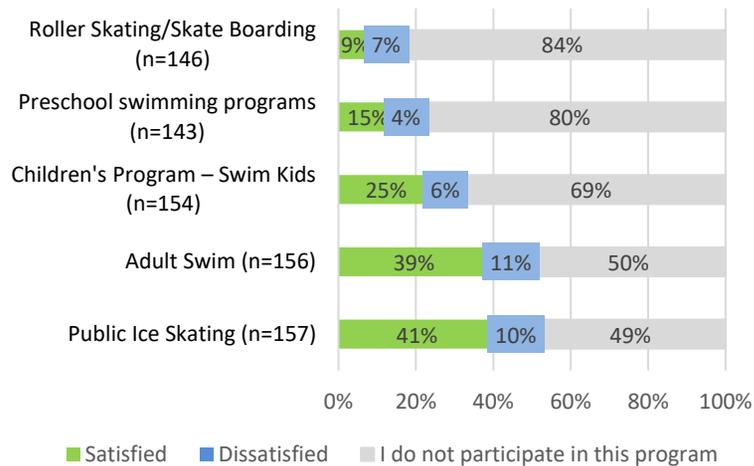
The Town of Cochrane offers municipal programming including aquatics programs and fitness classes. Some of this programming is offered as registered programs, other programming is offered as drop-in opportunities which do not require registration.

Suggestions by respondents to the public survey for improving the overall experience with Town-run recreation programs included:

64% survey respondents have participated in recreation programs offered by the Town (answered 187).

Respondents are satisfied with public ice skating, adult and children swim programs. Responses by those using skate park (skaters and roller-skaters) show nearly equal level of satisfaction and dissatisfaction.

Exhibit 34. Level of Satisfaction with Programs



Survey participants were asked about programs that they would you like to see offered in the Town of Cochrane. Suggestions include:

- More options for free or lower cost programs
- Programs for different ages (kids, youth, seniors)
- Bike trails
- Swimming
- Aqua fitness
- Pickle Ball
- Squash court
- Rock climbing, air soft courts
- Martial arts / kids Karate / gymnastics
- Soccer/ Baseball, volleyball, badminton
- Water park, new kids park
- Public Yoga program
- Better timing: *“Free programs for elderly after work hours...”*
- *“Public skating when the kids can actually go”*



3.6 Non-Municipal Suppliers of Recreation Activities

Other facilities that provide cultural and recreation services include sports clubs – curling and golf clubs; Ininew Friendship Centre - cultural and educational centre and a Healing Garden; Cochrane’s Rail Museum.

Cochrane’s extensive network of trails offers opportunities for snowshoeing, cross-country-skiing, snowmobiling in the winter and walking and cycling in the summer.

3.6.1 Sport Clubs and Community Groups

A variety of sports and recreation clubs organize sport, recreation and community activities in Cochrane:

Exhibit 35. Sport Clubs and Community Groups

| Group/Club Name |
|--|
| Aboriginal Peoples Alliance Northern Ontario (APANO) |
| Agricultural Society |
| Cadets |
| Cochrane Board of Trade |
| Cochrane Cricket Club |
| Cochrane Curling Club |
| Cochrane Figure Skating |
| Cochrane Golf Club |
| Cochrane Minor Hockey |
| Cochrane Sportsman Club |
| Cochrane Victim Services |
| Cross Country Ski Club |
| Ducks Unlimited |
| Derby Gurlz Club |
| Filles D'Isabelle |

| |
|-----------------------------------|
| Girl Guides |
| Great White Swim Team |
| Horticultural Society |
| Knights of Columbus |
| Legion |
| Lion's Club |
| Minor Softball League |
| Oltimers 55+ Hockey |
| Polar Bear Riders Snowmobile Club |
| Richelieu Centre: |
| - Club Amical de Cochrane 50 + |
| - Rayon Franco |
| - Richelieu Club (Men's) |
| - Richelieu Club (Women's) |
| Scouts |
| Second Mile Club |
| Youth Bowling Council |

Several user groups participated in the user group survey and provided additional details about their group/organization, activities and membership. These clubs and organizations have been serving the community for a long time – from over a decade to several decades.

Exhibit 36. Information about User Groups based on the User Group Survey

| Name | Year - established | Activities | Members |
|---|--------------------|--|---------|
| Cochrane x-country ski club | 1972 | Classic skiing, skate skiing, snowshoeing events we have are night skis, night walks, night bon fire, teaching skiing, | |
| Cochrane Minor Hockey Association | 1957 | Hockey | 210 |
| Lee Golf Club | 1930 | Golf | 130 |
| Men's Oldtimers Hockey League | 10 plus years | Hockey | 22 |
| Cochrane Scout Group | 1921 | Scouts participate in a variety of activities to help youth become well rounded community and worldly citizens | 30 |
| Healthy Living Program, Ininew Friendship Centre | 1972 | Hiking, snowshoeing, biking, walking | 20 |
| Mens league | 1990 | Hockey | 4 teams |
| Cochrane Curling Club | 1965 | Curling | 70 |
| Cochrane Figure Skating Club | 50 plus years | Figure Skating | 30 |

3.6.2 Ski Trails

COCHRANE CROSS COUNTRY SKI CLUB

Privately owned and operated Cochrane Cross Country Ski Club offers groomed cross-country skiing in the winter months. The Club operates a large area featuring 22.5 kilometers of ski-trails and 7.5 kilometers of snowshoe trails. Each ski-trail is assigned one of three categories: beginner, intermediate and expert. The land is zoned as agricultural and privately owned. The landowner has made the land available for public use for several decades.

| SKI Trails | Snowshoe Trails |
|---|--|
| Squirrely Cut – 1.5km (Beginner) Poplar Crescent – 2.5km (Beginner) | Loop A – 1km Loop B – 2km Loop C – 2km Loop D – 2.5km |
| Poplar Bear Link – 3km (Intermediate) Beaver Fever – 3.5km (Intermediate) Jackrabbit Jog – 3km (Intermediate) | |
| Grosbeak Hollow – 4km (Expert) Foxy Lady – 5km (Expert) | |
| Ski trails: 22.5km | Snowshoe trails: 7.5km |

3.6.3 Golf and Curling

COCHRANE CURLING CLUB

The curling club leases property from the Cochrane Agricultural Society. The Cochrane Curling Club has four sheets of ice. It is active with a variety of leagues from November until March.

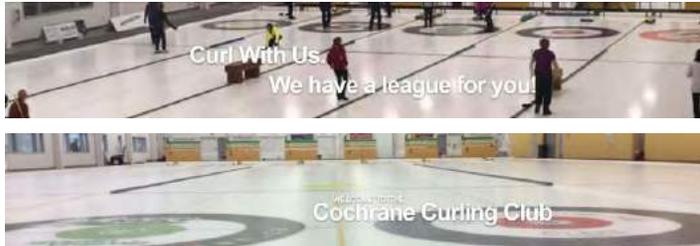
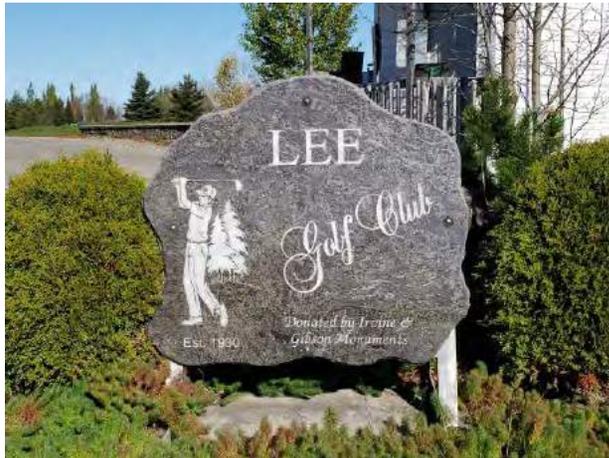


Photo: Cochrane Curling Club

LEE GOLF CLUB

Lee Golf Club features a nine-hole public golf course that operates in the summer months. The club owns land and has over 100 members.



SPM, 2022

3.6.4 Cultural / Educational

Ininew Friendship Centre

The Ininew Friendship Centre offers a wide range of programs and activities to children and families, youth, 2SLGBTQ+ community, and to the Cochrane community. All activities are based on traditional knowledge and culture. Many activities support healing, health and well-being of urban indigenous children and youth, their families and the broader community. Select programs are described below to demonstrate the important input of the Centre in the Cochrane community health and well-being. The list of all activities is available on the Ininew Friendship Centre [website](#).

The Akwe:go program - providing a sense of belonging for urban Indigenous children ages 7 – 12 supporting social skills, educational intervention, individuals with disabilities, violence prevention, children in care or at risk of being in the care of the Children’s Aid Society, 2SLGBTQ+ **supports, and positive nutrition and physical activity practices**. An added component - **the Student Nutrition Program (SNP)**.

The Indigenous Mental Health and Wellness Program (IMHWP) was developed by the OFIC as part of the Open Minds, Healthy Minds Strategy. The IMHWP provides wholistic and culture-based supports through peer counselling, sharing circles and other traditional and land-based activities that support the achievement of a Good Mind.

Healthy Living program is offered to improve the health and wellbeing of urban Indigenous people, and preventing the development of health issues, such as diabetes, obesity, and heart disease. The program is community-based and inclusive to all.



Ininew Friendship Centre Murals. *Photo: Ininew Friendship Centre*

The Healthy Kids Program provides education on healthy nutrition and increasing physical fitness levels for children, youth and families. Four components of the program are:

- Sport activities, physical fitness activities, and physical recreational activities;
- Healthy nutrition education and promotion activities, to develop and support healthy eating practices and behaviors;
- Commercial tobacco smoking cessation/smoke-free living component; and
- Youth leadership component.

Healing Garden is operated in partnership between the Ininew Friendship Centre, Metis Nation of Ontario and the Minto Counselling Centre, the facility serves as a community garden for members and occasionally as a venue for outdoor activities.

3.6.5 What we heard

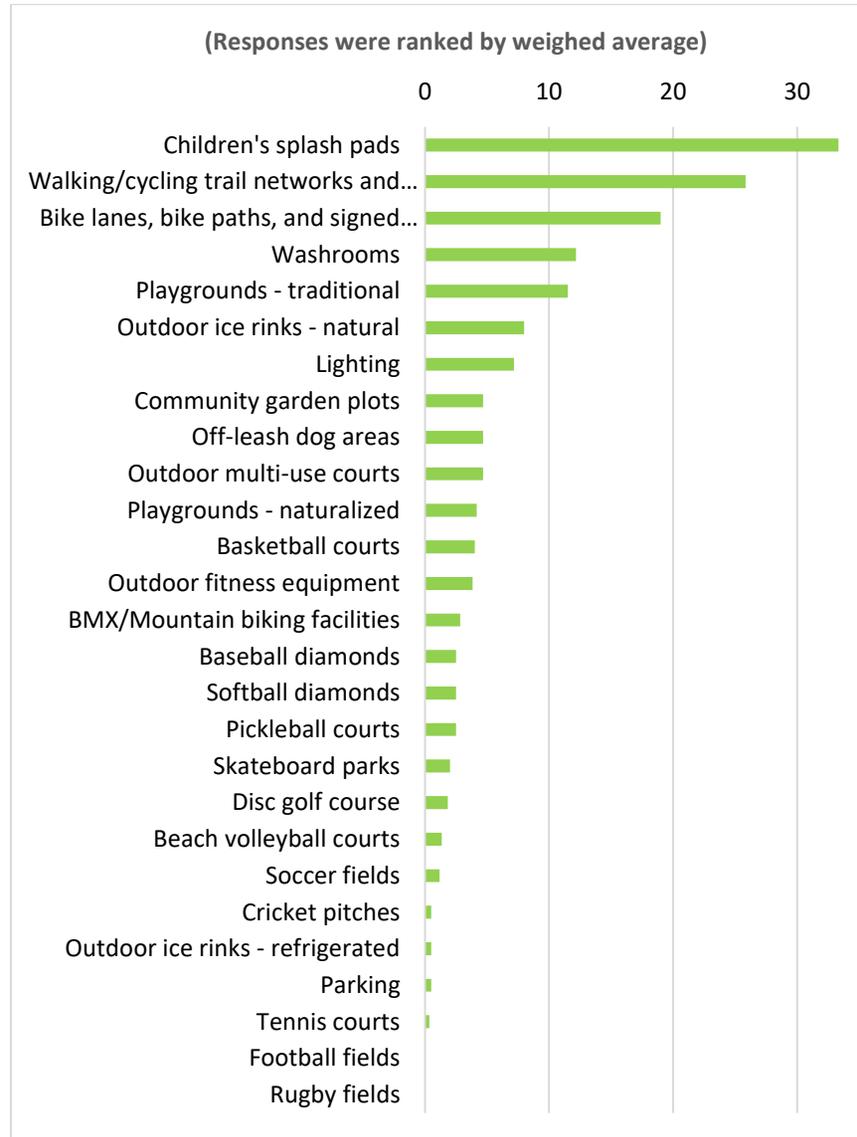
Survey participants were asked to indicate their top three priorities for investment in outdoor facilities in Cochrane. Responses (ranked by weighed average) show that the top 10 priorities are:

1. Splash pads for children
2. Walking/cycling trail networks and connections
3. Active transportation network (bike lanes, paths, routes)
4. Washrooms
5. Playgrounds - traditional
6. Outdoor ice rinks (natural)
7. Lighting
8. Community gardens
9. Off-leash Dog Area
10. Outdoor Multi-use Courts

Other categories indicated as important by survey participants include various outdoor sport fields; a skateboard park; BMX Mountain Biking facilities; and basketball, pickleball/tennis courts.

All categories and responses are provided in the Exhibit below.

Exhibit 37. Outdoor Facilities Needs



3.7 Municipal Service Delivery Model

The Town of Cochrane is a direct provider of recreation facilities, programs, and services through the Community Services Department.

The Community Services Department is responsible for administering parks and recreation services, including recreation programs. Recreation Supervisor is situated within the Community Services Department. The Department’s organizational structure is detailed on an Exhibit below.

In 2019, the Town of Cochrane established a Recreation, Events & Culture Board (the REC Board). The REC Board replaced The Recreation and Events Board that existed between 2012 and 2019. The REC Board consists of 9 members recommended by the REC Board and appointed by Council resolution. At the discretion of Council, up to 2 members may be Council members.

The Goals of the REC Board are as follows:

- Ensure appropriate community involvement and public participation on applicable social, cultural and recreational programming and to support and/or recommend related policy development;
- Assist other private and/or separately organized recreational, social and cultural and special events programs by providing assistance with the coordination and promotion of sponsored special events and programs; and
- Lead as a Municipal Board recreation and special events within the context of these terms of reference.

Additionally, in 2019 the Town of Cochrane has established The Youth Council “to provide advice and insight to the Mayor and Council regarding the needs of youth and the young adult population in Cochrane.” The Youth Council is comprised of representative from both the Public English High School and Separate French High School elected by their peers and appointed by school administrations, representation from three other youth related organizations within Cochrane, and a member of Council appointed as the chair. (Town of Cochrane By-Law # 1391-2019).

4. Master Plan Framework

4.1 The Value of Investment in Parks and Recreation

The Town of Cochrane provides a range of facilities and services under the umbrella of Community Services. The Town is also supported in important ways – some direct, some less direct – by other providers of facilities, programs, and activities. The recommendations of this plan cannot bind those non-municipal providers, but they speak to the symbiotic relationships that do exist and the need for reinvestment in the partnership model of recreation service delivery.

In financial terms, recreation is a subsidized activity, with tax support provided to those community activities and places that are considered important to meeting the goals of community well being, health and equality in access to services across age groups, income brackets and gender.

The value of recreation is therefore more than financial and reflects the importance that the community places on capital investment in facilities (outdoor and indoor), and the operating costs associated with services.

This master plan is based on an understanding of the community vision for recreation as well as the particular strategies and actions that are called for as a result of the stakeholder and public engagement.

As a northern town, the connection to the natural and scenic beauty of the region is fundamental. The enjoyment of outdoor pursuits – during all four seasons and both on land and in the water – is a defining community characteristic and for many, a foundational aspect of community life.

The impact of this culture is felt in terms of the take-up of Town-operated facilities and services. In contrast to more urbanized communities, the demand for active sports fields is far more specific and limited to certain periods of the summer season; whereas the interest in self-organized pursuits – whether it is comprised of passive or more active recreation and leisure – is more apparent.

The master plan is operationalized through a hierarchy of policies – commencing with an agreed vision, key principles that guide decision-making in matters of recreation, a series of goals and objectives and within each of these, a range of recommendations which comprise the “plan in action”.



Master Plan Framework and Recommendations

4.2 A Vision for the Future

The 10-year vision for parks and recreation in the Town of Cochrane is as follows:

“A community that proudly welcomes, that offers recreational service excellence, a connection to nature, and a culture of inclusion for all residents and visitors.”

4.3 Guiding Principles of the Plan

Principles, otherwise known as value statements, upon which this Master Plan (goals, objectives, and recommendations) are based are as follows:

1 Invest in What We Have, but Plan for New Services to Maximize Quality of Life in Cochrane

This is a recognition of the high quality of some indoor facilities, the lower quality of some outdoor assets and the need to provide services and programming for a changing population that includes the hamlets as well as the Urban core.

2 Adopt Asset Management

practices As a basis for all future capital planning to ensure the quality of existing facilities is maintained, and replacement investment planned for.

3 Policy-Driven Decision Making

Commencing with the Master Plan, develop the necessary policy justification and processes, supported by implementing by-laws as needed to guide operations and investment in parks, open space and facilities.

4 Sustain the success of the Tim

Horton Event Centre This principle of decision-making impacts not only capital investment, but the benefits of direct programming by the Town in recreation services, and the need to sustain volunteer based user groups as

clients of the Centre. The high service standard that is reflected in this facility necessitates an operating model for all recreation services which maximizes the use of the centre. As engagement suggested the Town “*has the infrastructure but not the organizational capacity*”.

5 Invest in Municipal Leadership

With a large recreation footprint, the Town must invest in its own leadership and organizational capacity to plan, manage and execute the parks and recreation master plan.

6 Connect Active Transportation, Recreation and Urban Planning

Adopt an integrated approach to the improvement and planning of parks, open space, transportation corridors, off-road trails and amenities.

7 Expand Outdoor Amenities

Supporting the development of more parks within walkable distance of all residents, rejuvenation of the existing parks and improving the amenities in the hamlets.

8 Expand health, wellness, and recreational tourism opportunities.

4.4 Master Plan Goals and Objectives

4.4.1 Primary Goals

The general principles which reflect desired outcomes of this plan are supported by the following goals. These address the importance of municipal capacity building, particularly in outdoor services, the need for alignment with non-municipal service providers and the economic development gains of investing in recreation services.



4.4.2 Objectives

Effective Planning for Non-Municipal Providers

Under this goal, the longer term goals include the following:

1. Working collaboratively with funding partners and others, achieve the long-term sustainability of the Lee Golf Club.
2. Over the longer term but within the horizon of the plan, develop a west-end recreation hub which leverages the privately owned X-Country trail lands, the golf course and the potential for a rejuvenated George Ash Memorial Park.
3. In the medium-Term (by year 6 of Plan) develop Curling at the THEC, as part of a broader rejuvenation of the Town's central hub.
4. Maximize community user groups access to, and benefit from, Town facilities for growing programs, revenues and volunteerism.
5. Achieve demonstrable results in sustaining and growing the volunteer base in the community, including attraction of service providers from elsewhere.
6. Development policies of effective partnership with the private sector to include sponsorships, naming rights and program support including education and interpretive opportunities.
7. Municipal recognition of the contribution of volunteers through volunteer appreciation events, communication and marketing, and technical resources.

8. Through support of direct providers, increase the range of programming for indigenous, francophone and community youth and elders.

Municipal Capacity Building

The Town has important facilities which represent a higher than average level of service. Some of these facilities are in very good condition. The office of the Director of Community Services should determine the appropriate balance between direct programming and support for community-led programming. However, as a minimum:

1. Improvement over the plan period in defined areas of recreation programming;
2. Processes and budgets in place to ensure additional staff and effective succession planning for program staff in defined program areas;
3. Invest in staffing to enable longer opening hours for pool, gymnasium and other services in THEC as appropriate;
4. Plan for "Whole of Life" costs for municipal capital facilities. As a condition of any investment indoor or outdoor facilities, approve annual operating plans and lifecycle replacement plans for approval alongside initial capital funding plans;
5. Budget development for higher level of municipal operating support;
6. Achieve a user fee model for recreation that ensures an effective cost recovery model and support for community partners.

Investment in Open Space and Trails

The goal of expanding the Town's parks, open spaces and trail connections forms a backbone to this plan. Open space planning represents a defined master plan component that can be implemented at many different levels and on an incremental basis. Individual projects can be itemized and funding can be phased.

Open Space objectives include:

1. An integrated approach to investment in open spaces and trails alongside investment in indoor venues;
2. Improve access to open space throughout the Town including the hamlets;
3. A parks amenity replacement process founded on community consultation, neighbourhood needs assessment and best practice in northern communities;
4. Innovation in the range of in-park amenities which respond to the growing demand for unstructured and self-organized play;
5. A policy environment that provides clear decision-making frameworks for parkland acquisition, dedication, parkland and open space hierarchy, and parks design;
6. An operational plan that informs annual municipal budgets and accurately reflects the staff resources needed to maintain facilities as-built;
7. Communications and marketing of the Town's parks and trails, active transportation corridors and access to nearby wilderness that enhances Summer and shoulder season tourism;
8. A Master Plan that balances a strong commitment to winter season tourism and snowmobile trail access through Town and the desire of local residents for safe access to lakes and trails in the urban area.

A Tourism Lens on Recreation

The Master Plan should be viewed as a central element of any tourism plan for the District because of the importance of the Town as a service hub. The parks and recreation master plan should enhance the tourism capacity of the Town. Objectives of this plan include:

1. Maximizing the ways in which investment in recreation facilities can stimulate tourism year-round; Tourism is the opportunity to prioritize 4 –season recreation and cultural sector development
2. Effectively integrate the Town Recreation Master Plan with Regional Tourism Promotion and strategies (Tourism Cochrane);
3. Invest in Parks as Economic Development. While local parks and trails are, in many jurisdictions, viewed as non-revenue generating; in-town/edge of town trails are part of the tourism milieu and should be prioritized as such. Example: Gillies Lake and Mine Tailings Trail/Environmental Interpretive Network (Highway 655);
4. Stronger consideration of Winter Use potential of in-town spring-fed lakes, the rail corridor trails and the open space connector system;
5. Summer Use of X-Country Ski-Trails.

Goal 1: Building Municipal & Community Capacity

5. Policy Supports for Effective Decision-Making

5.1 Effective Organization

The Town has an effective organization of departmental resources within the Community Services Department, supported by the advisory committees of Recreation and Special Events Board and Cochrane Child Care Board.

With the exception of maintenance of the public realm itself which is the purview of Infrastructure Services, all direct and indirect costs associated with recreation and parks are contained under one department. With the added service of municipal childcare within the department, the organizational structure reflects services which are appropriately grouped and will enable effective policy integration.

Notwithstanding, the sentiment on display through public consultation is one of sufficient infrastructure but insufficient organizational capacity. As it pertains to the municipal role in achieving recreation delivery, this should be carefully supported through annual operating budgets, capital expenditure planning and outreach to community partners. The latter itself requires internal resources to ensure that community partnerships are effective over time.

5.1.1 Departmental Coordination

The Master Plan should build on the investment made thus far in organizational capacity and ensure that there is continued corporation-wide support for recreation services as a driver of quality of life in the community, and hence long-term economic health:

Leverage the significance of the Community Services Dept to expand recreation programs and events, and deliver facility renewal over the life of the plan.

Continue to build effective corporate planning in collaboration with Infrastructure Services.

Create and maintain strong ties between Tourism and Community Services. It is often said that where tourism is done well, it first meets the needs of residents. Maintaining and growing the quality of recreational infrastructure in the Town is critical to tourism development, alongside downtown beautification, visitor services and broader destination development.

Future planning for neighbourhood level recreation services will necessitate effective co-ordination between Community Services and the Planning Division. The changing nature of communities, expected rates of growth, housing form and tenure are all matters that impact the provision of recreation services, including any updates of this plan.

There is merit in having parks planning, design and operations integrated in terms of process so that a clear strategy of parkland development can be achieved, supported by effective use of parkland dedication policies and park design standards.

In this way, the prescriptions of this plan can be more effectively implemented through integrated development control planning.

Recommendations:

1. Maintain the current organizational structure in place for the delivery of parks and recreation services. Encourage continued collaboration and enhanced integration between Community Services, Infrastructure Services and the Planning Division to effectively plan for and deliver community-level recreation opportunities.
2. Develop clear internal processes to ensure that Community Services staff have appropriate and timely input to decisions related to parkland acquisition/dedication, parks design, and active transportation planning.

5.1.2 Service Standards to Include Staffing Capacity

As additional infrastructure is created, rejuvenated and re-programmed, it is expected that additional demands will be placed on staff for maintenance and operations, customer relations management, and program administration. Additional facilities and services will generate additional direct and indirect operational costs, as well as potentially an increase in corporate overhead costs (the time and cost of senior management and other services).

Regardless of the cost recovery metrics associated with these services, operational efficiency, staffing capacity and customer satisfaction are key determinants of sustainability.

Current staffing-related constraints should be taken into account so that future expansions of service to meet community needs includes

a realistic assessment of additional full-time and part-time staff, as well as the additional contracted services.

The Master Plan includes an implementation framework (see Section 12) which enables continued success through effective co-ordination across municipal departments.

Recommendations:

3. Continue to monitor the impact of internal and external pressures on staffing requirements linked to the maintenance of appropriate levels of facilities and service delivery. This includes both indoor and outdoor facilities and services.

5.2 Communications and Outreach

From the perspective of this Master Plan, the provision of customer service and accessible opportunities moves beyond the policies that regulate delivery but also involve the online interface and marketing mechanisms that support parks and recreation service; and which, in many instances, are the first point of contact or information for residents and visitors; and the customer service interface for parks and recreation.

The Activity Guide is one of the primary marketing mechanisms through which individuals are informed of parks and recreation activities and pursuits.

Recommendations:

4. Re-establish community guides on a seasonal basis (last was 2018). Ensure digital availability on the Town’s website and access via appropriate social media outlets.

5.3 Standards Based Planning

The Town should also adopt the service standards identified in this Plan, including those related to open space standards, policies governing parkland dedications, parkland amenities, walkability, etc., and incorporate these standards into the high-level policy documents as relevant.

The Town currently has little in the way of documented service standards for recreation facilities, parks and trails. Current municipal lands zoned as Parks and Open Spaces (estimated 238 hectares) offer ample supply of municipally owned parkland and opportunities for the development of parks and trails in the Town of Cochrane.

The Town's Asset Management Plan, 2013, outlines a number of relevant level of service considerations for parks including the following:

- That all residents should have access to recreational facilities (and a range of other community services) within a 25km distance;
- All infrastructure should be accessible as per the Accessibility for Ontarians with Disabilities Act (AODA), 2005; and
- Limit liability through proper maintenance.

These are high level attempts to set service standards which are measurable. The Master Plan develops more precise service standards by which to measure both the quality of service and the quantity of service. These are provided as part of the recommendations for specific classes of asset, later in the document.

5.4 Asset Management

The Town's Asset Management, prepared in 2013, placed the Town at the front of the class in Ontario Municipalities in providing a policy-based approach to understanding and planning for the maintenance of existing infrastructure and funding necessary replacement and additions in the future.

Like most plans of this date, the focus was principally on hard infrastructure including water and wastewater services, roads and bridges, sanitary and storm sewers, curbs and sidewalks, buildings and fleet.

A number of municipalities in recent years have expended their asset management frameworks to include detailed inventory and lifecycle planning for outdoor recreational spaces, including urban parks, open space and trail corridors.

Town of Cochrane should develop a similar approach, building on the engagement and field review of outdoor facilities conducted for this Master Plan.

Whereas buildings that were reviewed as part of this plan are generally considered to be in good condition, the range of open spaces are more variable in terms of quality and, as noted in this plan, require a more equitable distribution across the Town. These findings are supported by public consultation undertaken.

Recommendations:

5. Update the 2013 Asset Management Plan. This should include a full review of the Town's open space assets. This update should be undertaken in year 1 of the Master Plan.

6. Review the progress of Asset Management Planning that is detailed in the Town’s Strategic Asset Management Policy (July 2019 – approved by Bylaw 1378-2019). Subsequently update the Strategic Asset Management Policy according to the timelines set out in the plan.

The Asset Management policy sets targets as follows:

- A 5 year annual Review;
- Expansion of the plan to include all infrastructure under municipal control by July 2023;
- The development of lifecycle management strategies and 10 year capital forecasting; and
- The potential development of infrastructure improvement plans.

The implementation of these AMP policies is fundamental to the successful implementation of the parks and Recreation Master Plan. The asset specific recommendations of this plan pertain to a range of measures related mainly to improvement, ensuring State of Good Repair (SOGR), and appropriate new development. The priorities for capital spending, as outlined in this plan, should be informed over time by the updated AMP.

5.5 Other Policy Frameworks

Parkland Acquisition, Design and Operation Standards

5.5.1 Cost Recovery and Equitable Access

The Town does not have a use fee subsidization policy per se. The fee schedules are structured to reflect different access priorities such that youth and senior citizen fees are moderated compared to those of adults and special purpose events (such as private leagues, hall rentals with alcohol, and corporate use).

The Town should review the municipal user fee model and cost recovery targets for different services as a basis for decision-making with regard to expansion of programs and identification of those programs or services that can achieve direct cost recovery.

A review of fees and cost recovery based on a municipal subsidization policy is likely to be of greater importance should the Town enter into a business arrangement to support curling and the Lee Golf Club.

With regard to the inclusion of current non-municipal recreation services into a municipal service model, the Town should adopt an “Enterprise Model” of recreation services management which balances subsidization, revenue generation (fees), efficiency of delivery in public recreation services, and public (community) benefits.

Recommendation:

7. As part of wider plans to expand recreation services, the Town should undertake a review of existing user fees, and establish a detailed user fee policy based on cost recovery targets by activity and by type of user.

5.5.2 Parkland Dedication Policies

The Town of Cochrane Official Plan (2014, consolidated to December 2018), Section 9.1 (Parks, Open Space and Trails) contains appropriate language in directing the treatment of parkland needs arising from development. Consistent with the Planning Act, the assessment of dedication requirements must exclude natural heritage and hazard lands, and stipulates conditions under which cash in lieu (CIL) of parkland dedication is reasonable.

The Master Plan identifies the need for an appropriate geographic distribution of parkland to serve residential needs as well as a hierarchy of parks ranging from neighbourhood to Town-wide. It is important that the Town adopt a strategy of parkland development and renewal which meet the intended level of service based on a 500 metres walkability radius.

A commitment to developing larger parks and trails serving the entire town may benefit from a cash in lieu approach and hence the recommendations of the Master Plan on the nature and location of future park improvements should inform the choice of dedication versus cash-in-lieu. Current legislative provisions which enable the creation of a Community Benefits Charge (CBC)¹ are also relevant and would be a consideration where dedication is not required.

Parkland Dedication By-laws are often accompanied by a Parkland Dedication Policy which provides a framework for parkland dedication requirements and details of how cash-in-lieu payments are calculated. Typically, these policies include:

- Statutory requirements of the Planning Act;

- Parkland dedication requirements, protocols, and calculations;
- Conveyance requirements and cash-in-lieu of parkland dedication calculations;
- Valuations, credits, and exemptions.
- Gratuitous conveyance of undevelopable open space (e.g., stormwater ponds, woodlots, valley lands, floodplains, hazard lands, etc.).
- Trails as a component of parkland dedication.
- Preferred location and configuration of parkland.
- Allocation of cash-in-lieu payments to a reserve fund.

Recommendations:

8. Building on the provisions of the Official Plan, the Town should develop a parks dedication and cash-in-lieu of parkland dedication by-law (and associated policy) to apply common principles and practices to development approvals as it relates to the choice of dedication of land versus cash-in-lieu of parkland dedication.
9. The Town should seek to maximize the supply of available parkland through a range of strategies, including dedication by development, but also by accessing grants, land trusts, conservation easements, land exchanges, partnerships, agreements, and direct purchase.

¹ Requires a community benefits strategy to be completed prior to the development of a community benefits charge policy. Such policy can be

used as an alternative to Planning Act provisions for parkland dedication/ cash-in-lieu.

5.5.3 Surplus Property Disposition Policy

The Town has an ample supply of municipally owned land for purposes of developing additional outdoor recreation amenities. Notwithstanding, all municipalities benefit from an articulated policy that addresses the conditions under which the disposition of municipally-owned or controlled property is appropriate. The implementation of the Master Plan will benefit from the development of such a municipal property disposition policy.

Recommendation:

10. Create a Disposition Policy for municipally owned properties based on a process of analysis to determine whether a parcel or property improvements are reasonably deemed to be surplus. The policy should set out the steps involved prior to a decision to designate the land as surplus. This should include public consultation and reference to municipal policies including the Parks and Recreation Master Plan. Further the plan should determine the required process where the Town is proactively considering disposition versus those circumstances where the town is reacting to a proposal for purchase of lands.

Other policy supports are addressed under the recommendations related to specific recreation facilities.

6. Service Direction: Municipal Service Delivery

6.1 Approach to Service Delivery

The Town of Cochrane employs a blended two-tier service delivery model. The Town is a direct provider of recreation facilities, some programs, and services through the Community Services Department. Other programs and opportunities are provided through community groups.

In addition to being a direct program provider, the Town supports the delivery of recreation programs and services by facilitating a range of volunteer and community-driven activities within its facilities through rentals and leases. This defines the Town's role in indirect delivery.

The Master Plan is based on the continuation of this community development-based model. In order to meet the diversifying needs of the resident base, the Town should use its organizational capacity and facilities footprint to further engage selectively in direct programming.

At the same goal of this service delivery model is not to provide programs and services that are in competition with private and other providers, but rather complement their offer and provide a different service.

Recommendation:

11. Continue to employ Community Development Model for the municipal delivery of parkland and recreation services, supported by targeted direct programming and continued support for volunteer service providers.

6.2 Strengthening Service Delivery Through Partnerships

The Town should expand its commitment at a policy level to considerations of municipal-non-profit partnerships to most effectively meet the needs of residents. This can include a range of measures, all of which can be expected to be developed in response to specific opportunities for support.

By way of example, the Town could leverage its own built assets to provide greater access for service providers to develop programs, manage events and grow community volunteerism.

Based on feedback to this plan, there is an interest in maximizing the value associated with Greenwater Provincial Park, currently a non-operational park. While located outside of the Town, this is a regional asset that can provide a range of benefits to the Town.

Recommendations:

12. Build capacity for serving the needs of residents, as well as the potential for sport tourism, and related hosting capacity through leveraging municipal partnerships.
13. Work with Ontario Parks to determine an appropriate use strategy and future plan for the Greenwater Provincial Park. Developing a plan for a park currently listed as non-operational will require detailed feasibility and business case development. The Town should work with its District municipal partners, the Regional Tourism Organization and Tourism Cochrane to establish a proposed business model for operational status.

14. Continue to maintain strong relationship with Ontario Parks in planning for the effective access to, and management of, the Greenwater provincial park within the Town. Make it a priority of this plan to ensure demonstrable results in developing trail links, improved off-road parking, signage and comfort amenities for visitors to encourage visitation to the PPs.
15. Develop a Municipal Service Policy to address unplanned, new, and emerging, outdoor facility requests as they are brought forward. This should include a set of criteria for evaluating community-based project proposals (i.e., consideration as to whether the level of facility development is scaled appropriately to the level of community benefit and demonstrated sustainable operating model). Examples include emerging sports such as Cricket, Disc Golf, BMX/pump track installations.
16. Continue to maintain a strong partnership with the Porcupine Public Health Unit as it relates to advocating for community health and the value of recreation.

As it relates to the other providers including private land owners, the Town should consider ways to ensure that access to private lands for recreation (where this currently exists) is maintained.

6.3 Community Use of Schools

This inherent partnership between the Town and the schools, as well as Northern College, requires formalization through the implementation of this plan. These facilities are significant assets with considerable community use potential. The students attending these schools are also users of the Town’s recreational assets and with it the potential for effective reciprocal use and closer forms of partnership are possible.

The Town is home to the following elementary schools:

- Aileen-Wright English Catholic Elementary School
- Cochrane Public Elementary School
- Ecole-Catholique Nouveau Regard - Pavillon St. Joseph

The Town also has two High Schools:

- Ecole Secondaire Cochrane High School
- Ecole Catholique Nouveau Regard - Pavillon St. Joseph

Currently, users of school facilities arrange their access to the school gymnasias and other facilities through direct contact with each school. Given the importance of the schools to the community, their location and land base, the Town should actively pursue a more formalized partnership with the schools. Recognizing the challenges faced in accessing schools for community use as a result of the pandemic, developing the terms of a partnership can assist in future access and facility planning.

The public engagement conducted as part of this master plan identifies a community desire for an indoor sports venue separate and apart from the traditional arena-based model. As part of any future study of such a facility, the following should be explored: a) use of existing school facilities such as gymnasias and b) use of school board land for partnership development

Recommendations:

17. Invest in reciprocal use opportunities with the elementary and high schools in the Town.
18. As a long-term goal, assess the potential associated with school board-municipal partnership in the planning for new recreational assets.

6.4 Investment in Volunteerism

The range of local service clubs that undertake community outreach for a range of households – from services directed to the benefit of all residents, to those geared to improve the lives of at-risk members of the community – are a critical backbone to the community development model of recreation services. Continued support and assistance for these clubs and community advocates is a fundamental aim of the Master Plan.

Some of these groups may benefit from specific assistance to manage their operational costs associated with properties. This includes the Ininew Friendship Centre, the Second Mile Club and the Richelieu Centre (Club Amical).

As examples of potential partnership, the Ininew Friendship Centre recognizes the benefit of expanding its recreation programming, including curling, hiking and biking opportunities; the Cochrane Scout group is a regular user of Town-owned facilities and the seniors clubs promote the use of the Town's outdoor trails. These activities coincide with the aims of this plan and accordingly investment of staff time and resources is needed to continue to assist these groups in terms of:

- Access to facilities
- Support for events
- Communications and outreach (using the Town website and other media).

Recommendations:

19. Prioritize the sustained involvement of the local and regional service clubs in the recreation service delivery. Emphasis should be placed on supporting the development of volunteers and the programs of outreach to meet the needs of year-round residents for a greater array of recreation and cultural pursuits, access to trails, and access to the water. Continue to support the efforts of the local clubs in event development, utilizing the built and other assets of the Town.
20. Develop a Town Volunteering Training and Opportunities Program;
 - a. Research best practices in this regard across Ontario;
 - b. Commit budget, staff time and develop metrics to measure success of a volunteer capacity building project;
 - c. Canvass local user groups for their specific needs, including the volunteer Boards of these groups;
 - d. Develop online, public-facing information to attract, retain and celebrate local volunteers in recreation and community development;
 - e. Priority focus on a volunteer development strategy combining incentives for accreditation/certification with access to facilities and administrative supports.

6.5 Programming and Special Events

Direct programming by the Town is bolstered by the existence of the indoor aquatics centre. This is a good example of the positive impact that such investment in “heavy” operational infrastructure creates – staffing and capacity to run the programs associated with the pool complex. Drop in programming, lessons, and aquafit represent a solid base on which to expand direct programming where this makes sense.

The opportunity exists to integrate services that the Town is best able to perform, including expansion of programs that meet the needs of people moving to the region, programs designed to attract professionals and hosting such programs in the higher quality spaces operated by the town. This also includes a range of outdoor classes at the Commando Pavilion and Stage site.

Where expansion makes most sense is in the programming of the THEC for a range of fitness and other such studio classes, responding to the needs identified in consultation and trends in lifestyle.

More general programs related to outdoor team sports can be readily facilitated through rental of fields rather than direct programming, as can emerging sports that are community-driven.

In certain areas of programming, such as gymnastics and other clubs geared to minors, the Town should prioritize access for these groups within its facilities.

Recommendations:

21. Continue to monitor community demand for programming and support the expansion of direct indoor programming at the THEC where appropriate.
22. To that end, ensure that sufficient staff resources are in place to develop and oversee new programs.
23. Review the opening times of the THEC and the pool complex in particular to ensure that the community is provided with the maximum opportunity to access the facilities. Staff should develop the appropriate business case to support additional staff resources.
24. The Town should continue to offer the soccer program and re-evaluate the cost-benefit of this program at the end of year 3 of the Master Plan. As a sport with low barriers to entry for area residents, the presence of a number of soccer fields, retaining this program is important.

6.6 Staffing Recommendations

The historic practice of operating the lake beach with life guards was terminated. While some residents have indicated a strong desire to have life guard services return, the greater priority in terms of staff resources is the continued capacity to offer effective programming for residents.

The current organizational framework of one recreation supervisor is supported by part-time staff for aquatic programs and a full-time customer service clerk and marketing officer.

Recommendation:

25. Increase the staff complement in support of the Recreation Supervisor by one (1) FTE dedicated to program management and by one (1) FTE dedicated to community festivals and events planning and management.

7. Service Direction: Indoor Facilities

7.1 Urban and Rural Levels of Service

While the current population is focused in the urban area, the hamlets still accommodate a portion of the overall population. The importance of providing parkland and recreational amenities within proximity of these rural residents is important.

The Master Plan recognizes differences in urban and rural levels of service and the established standards already in place. The recommended level of service within the rural hamlets is premised on reasonable access to facilities and services located in the Town urban area. This includes ensuring that the principle of connectivity between the urban area and the two hamlets is achieved through:

- Active transportation corridors;
- Motorized vehicle trails (snowmobile and ATV); and
- Hiking trails and loops accessible in the northern parts of the urban area.

Recommendations:

26. Adopt a level of service criteria for the urban and rural areas whereby the Town will:
- a. Maintain the existing practice of the urban area servicing the major indoor recreation needs of the rural area.
 - b. Develop future indoor recreation infrastructure in the urban area where there is proximity to the largest concentration of the population base.

- c. Undertake further consultation with hamlet residents to identify potential actions to improve the public realm in these communities and provide public amenities such as parkette and potentially playground equipment.

7.2 Indoor Facility Standards

As discussed above, Town of Cochrane offers indoor recreational facilities, including:

- community rooms and halls at the Tim Horton Centre and the Commando Pavilion, and
- an arena with an NHL-size ice pad equipment-based fitness centre and a themed recreational indoor aquatic facility at the Tim Horton Events Centre.

Exhibit below shows supply of ice pads, indoor pools and gymnasiums at the regional level. Regional facilities serve the Town of Cochrane as well as nearby communities including nearby Iroquois Falls, Smooth Rock, and Timmins. Although it is quite some distance from Cochrane to Timmins, facilities in Timmins can be used for tournaments and special events. 229822

Exhibit 38. Supply of Indoor Recreational Facilities in Cochrane

| Facility Type | Public | Private or Schools | Total | Population Based Standards of Provision | | | Comparable Level of Provision | | |
|--|--------|--------------------|-------|---|--------|-----------|---|------------------|-----------|
| Indoor Facilities | | | | Population, Town of Cochrane, 2021 5,390 | | | | | |
| | | | | Regional Population*, 2021 52,153 | | | | | |
| Community Centres/Halls (Tim Horton Events Center/Commando Pavilion) | 2 | | 2 | 1 per | 2,695 | residents | Urban: 1 per 15,000 Rural: 1 per 5,000 | | residents |
| Arenas / Ice Pads – Regional Supply | 6 | 1 | 7 | 1 per | 7,450 | residents | 1 per | 5,000 to 10,000 | residents |
| Indoor Pool - Regional Supply | 3 | 0 | 3 | 1 per | 17,384 | residents | 1 per | 20,000 to 35,000 | residents |
| Gymnasiums** - Regional Supply | 8 | 0 | 8 | 1 per | 6,519 | residents | 1 per | 15,000 to 20,000 | residents |
| Curling rink | 0 | 1 | 1 | | | | | | |

* Regional population includes Cochrane, Timmins, Iroquois Falls, Smooth Rock

** Cochrane - 1 gymnasium at Tim Horton Arena; Timmins - 7 gymnasiums based (Timmins Recreation Master Plan, SPM).

Data Sources: Statistics Canada Census 2021

7.3 Maintaining the Quality and Value of the Tim Horton Events Centre

The Town of Cochrane has an enviable level of service for indoor ice and no new net additional indoor mechanical ice is required during the plan period.

There are a number of items of consideration to ensure the continued success of the THEC. This includes:

- A commitment to effective lifecycle investment in building systems as the facility ages (the facility was opened in 2006); and
- Appropriate consideration of reconfiguration of space.

7.3.1 Commitment to Lifecycle Investment

Commonly referred to as a capital reserve contribution policy, the Master Plan recommends the formalization of an Average Annual Lifecycle Investment contribution for all of the Town's built recreation assets. The Federation of Canadian Municipalities has reported that annual investment in municipal recreation facilities is currently at around 1.3% of replacement value against a recommended targeted rate of investment between 1.7% and 2.5%.

Recommendation:

27. Pursue the asset management practice of identifying the lifecycle replacement needs of the THEC and other Town-owned built assets and create a Lifecycle capital forecast for annual budgeting purposes. The capital forecast should have a 10 year horizon.

7.3.2 Renovation Possibilities

Several discrete projects will add value to the THEC. These are in addition to any plans to potentially expand the facility to include curling ice and a new multi-use flex space room.

The existing fitness gymnasium located on the ground floor is in need of renovation. This was identified both by staff and the public through the master plan engagement exercise. Specifically, the space is considered small, particularly in light of the pandemic-influenced expectations of physical distancing, and uninviting. Customers expect a more expansive offering that reflects best practices as demonstrated by other providers (public and private) in other communities.

The development of the Commando Pavilion has created a high quality public space for events, meetings, and potentially recreation programming. While the hope is that overtime community program will grow and ensure full utilization of Town facilities, currently the preference for using the Pavilion has lessened the interest in the existing upper floor community hall located at the THEC. Rather than tolerate continued underutilization of this space, we recommend the following:

Recommendations:

28. Conditional on the monitoring of demand for Town meetings rooms and community space post-pandemic, consider the potential for repurposing the Community Hall at the THEC. Repurpose to a gymnasium contingent on Town's feasibility study.
29. This should include a review of the potential range of improvements to enable better utilization. Part of this should include the potential for developing a more modern and

expansive fitness studio that better meets the expectations of fitness members.

30. Consider the repurposing of the existing ground floor fitness centre for alternative community access. Undertake the necessary public consultation and complete a design charette to consider the potential range of uses.

31. Undertake necessary accessibility improvements as part of any renovation of the THEC.

Should the Town further consider the recommendation to expand the THEC, the assessment of renovation requirements should be undertaken as part of the larger project design review. Once complete, the renovations can occur in advance of the larger, longer term project.

7.4 Indoor Aquatics

The service standard for the community is high and no additional aquatics facilities are required during the life of the plan. However, with a facility that is now 16 years old, over the 10-year life of the plan, consideration should be given to renovations to improve operational efficiency and customer experience.

The Town should adhere strictly to the requirements for lifecycle investment in this facility to ensure that the Town maintains its reputation as a significant provider of modern aquatic services.

7.5 Commando Pavilion

The Town's latest municipal capital facility is well located and has significant potential along with the park system, stage and other assets to effectively accommodate a wider range of events, festivals and tourism activities.

At the community level, the recognition that the facility can be better utilized should translate into opportunities for improving access to it by user groups that can better attract participation in a modern, attractive venue.

7.6 The Longer Term Opportunity for Facilities

Public consultation has suggested that there is potential interest in a modern community centre that provides for a range of community recreation, leisure and gathering. This can take a range of forms and include a municipally operated gymnasium, field house, or a combination of gymnasium, meetings rooms, studio space and other services. A standalone facility is not recommended. However the community desire for such a facility should be considered in any plans to expand the THEC or redevelop the Lee Golf Club house to a more multi-purpose facility.

7.7 Accessibility of Existing Town Facilities

Recommendation:

32. The Town should adopt the conclusions of the building condition review and any recommendations for barrier-free improvements.

Goal 2: Effective Planning for Non-Municipal Assets / Non-Municipal Providers

8. Service Direction: Supporting Non-Municipal Providers

8.1 Curling

The Town of Cochrane has for several years worked in association with the Curling Club and other groups to plan for a sustainable future for a number of non-municipal operated recreation assets. The membership profile of the Curling Club supports the likelihood

Curling Club

- **Membership:** Since 1965; currently 80 members, membership holding steady 2017-2021.
- **Current facilities:** Curling Club (condition – see Consultant Review of conditions)
- **Program emphasis:** Little Rocks; Learn to Curl (Community program); High School classes
- **Challenges:** Facility condition; clear lack of volunteer capacity to focus on curling programs for youth
- **Desired investment:** Curling wants and needs to be part of the Master Plan recommendations for facility investment and partnership – either through renovation or new build addition to THEC.
- **Service Solutions:** Utilize Town webpage for Curling Club advertising of services, programs, membership opportunities)

that demand for the sport in Cochrane can be sustained – only a quarter of members are senior citizens. The facility is aged and while renovation is possible, comprising a new warm side section,

this does not represent the best value proposition for the Town as a likely partner.

| Age Group | Members | % Total |
|--------------|-----------|---------|
| 6-12 | 16 | 23% |
| 13-18 | 5 | 7% |
| 19-25 | 9 | 13% |
| 26-45 | 10 | 14% |
| 46-64 | 12 | 17% |
| 65+ | 18 | 26% |
| Total | 70 | |

A better value proposition is to develop a new curling facility (4 sheets) as an expansion of the THEC along with additional floorspace for general recreation purposes. From the municipal perspective the benefits are as follows:

- A long-term solution to retain curling in the community;
- Capacity to program the space effectively during the off-season to add event hosting capacity
- Enables investment in ice plant to improve its functioning for both ice sheets;
- Creates operating cost efficiencies; and
- Dedicated use during the season for the Curling Club can be achieved through a business agreement that minimizes the subsidy provided by the Town. The alternative of subsidizing the Club through municipal grants to sustain the current building and membership base is not recommended.

A solution that includes the development of a new curling facility as part of a combined facility operated with the Lee Golf Club is unlikely to represent a lower cost option, in either capital or operating terms, and would not therefore improve the overall sustainability of the Club.

Recommendations:

33. As a priority of this plan, undertake a feasibility exercise to determine the design, capital costs and operating business case for the development of curling at the THEC. Analysis should include the options for developing other multi-use space to meet specific community needs; as well as the potential renovation options of existing program areas of the THEC;
34. Subject to the results of this exercise, establish the terms of an operating agreement with the Curling Club which achieves the following:
 - a. Establishes the terms of dedicated use on a daily, weekly and monthly basis during the season, and shared use of other parts of the ultimate facility;
 - b. Addresses the Club's use of adjacent space as a member lounge and the requirements of the Town therein regarding operating of concessions;
 - c. Establish a fee structure for a long-term agreement including Town expectations for membership growth, range of programs, tournaments and other utilization requirements;
 - d. Establishes the responsibility for capital funding of the facility and any expectation for contribution by the Curling Club.

Should the Town subsequently implement the planned addition, the Master Plan contemplates the necessary future steps of design planning, funding approvals and construction within the next five years.

8.2 Lee Golf Club

Lee Golf Club has a long standing presence in Cochrane and provides an important local service to residents. Its land base is a strategic asset, located on the northwestern edge of the urban area, close to the expanse of X-Country trails, and the Town's land holdings in the vicinity.

The membership profile is typical of community based clubs in rural areas, albeit with an older profile than the Town population as a whole. The growth of the club over the long term is likely tied to its appeal to younger players. The existing clubhouse does not support flexibility in programming and is understood to have significant deferred maintenance requirements.

The master plan considers opportunities for the Town to assist in the sustainability of this and other community assets. As with the Curling Club, continuation of an arms length support for the club through the provision of occasional operating and capital grants is not likely to ensure long-term sustainability.

This plan contemplates a more interventionist approach which safeguards the Town in terms of its likely investment and offers the potential to achieve greater public use.

Recommendations:

35. Commit to the principle of an long-term partnership between the Town and the Golf Club to achieve a year-round community complex that includes golf in season and the potential for multi-purpose use of a new building as well as potentially additional outdoor assets including, by way of example, courts.

36. Undertake necessary due diligence to determine the most effective strategy for such a partnership including the following:
 - a. Potential for purchase of the golf course asset by the Town with continued operations by the Lee Golf Club by (lease) agreement;
 - b. Retained ownership by the Golf Club, leveraging the real estate for investment in a new building, supported by the Town as a guarantor;
 - c. A partnership restricted to a new club house complex that is developed as a year round facility owned by the Town.

The outcome of this process is the continued operation of the golf course by the community members, leveraging the expertise of the Town in operations, marketing, and access to government funding. The Town should not become the operator of the course and any assistance to the Club should be backed by necessary safeguards regarding commitment to operations and growing membership base.

Governance should be based on Town representation on the board and adherence to all Town policies with regard to

operational practices, customer relations, diversity, equity and inclusiveness, and other corporate policies as relevant.

Governance should be based on Town representation on the board and adherence to all Town policies with regard to operational practices, customer relations, diversity, equity and inclusiveness, and other corporate policies as relevant.

Lee Golf Club (9-Hole Public)

- **Membership:** Approximately 105 registered (2021) some junior membership; overall membership waning:
- 2019: 113; 2018: 125; 2017: 140
- **Current facilities:** 1930s clubhouse will require replacement eventually
- **Challenges:** typically operate at a deficit; plans to reinvest in facility require partners to fund capital. Prior plans with Curling Club for combined centre with seniors group not pursued.
- **Development Opportunities:** Club owns land which enables donation and partnership with Town if cost and community need feasible; Johnson Family-owned X-Country Ski trails offer potential for a 4- season community hub within which golf clubhouse is part.
- **Desired features for a new facility:** capacity to host events, grow membership with better amenities
- **Service Opportunities:** develop popular junior program and mixed-team tournaments; opportunity for partnership with Town in developing community events at course

8.3 Outdoor Winter Sports

8.3.1 Cochrane Cross-Country Ski Facilities

The Johnson Family lands represent an important land base for access to winter activities. The Master Plan recognizes the importance of these lands as well as their private ownership.

Recommendation:

37. The Town should address the ways that it can help ensure the long-term success of the trails network on private lands, working with the current owners and the X-Country Ski Club.

8.3.2 Snowmobiling

Management of the existing trails system that runs along the public rights of way is important, as is potential assistance to businesses that provide services to mobilers using trails.

The development of snowmobiling as a regional tourism draw can also help leverage funding to support local infrastructure improvements.

8.3.3 Winter cycling for recreation and active transportation

Winter cycling is increasingly popular in Northern communities around the world. Municipalities in Norway, Finland, and across Canada have been embracing winter cycling for recreation and transportation.

Findings from studies in Sweden, Montreal, Minneapolis and Calgary indicate that up to one-quarter population cycling continues to cycle in winter, and improved surface maintenance could lead to an additional up to 24% mode share retention ([Plan Canada Cycling Through Winter Report](#)).

Planning for winter cycling contributes to Cochrane's recreation goals of year-round active living and transportation goals of improved safety and maintenance. Winter cycling requires planning and maintaining cycling routes.

Recommendations include:

38. Consult with the Public and develop a winter cycling plan as part of the overall active transportation or a cycling plan.
39. Coordinate with other services to prioritize bicycle facilities and walking and cycling routes within Town's winter maintenance plans.

Coordinating efforts and operations between transportation and parks departments to achieve more efficient operations and cost savings.

8.5 Seniors Services

Seniors services are provided through several organizations including Club Amical and the Second Mile Club. The Town should continue to work alongside these groups to determine their future needs and the role of the Town in supporting these operations.

Richlieau Centre

- **Membership:** Since 1973 Club Amical (Francophone Seniors Club – around 200 members; Le Rayen Franco (700 newsletter recipients)
- **Current facilities:** Purchased in 2013 from Club Richeleau (wheelchair accessible)
- **Current usage:** Social: daily services, monthly suppers, occasional course offerings, room rentals
- **Challenges:** Need better resources and collaboration with Town on programs offered, available services to seniors etc. (e.g. A new community guide needed); francophone instructors (volunteer and paid) in short supply.
- **Anticipated growth:** estimated membership increase of 30% with indoor facility
- **Desired investment:** Emphasis on improved outdoor trails with accessible features and focus on seniors needs (type of surface, seating, etc.); Improved accessibility via paths between existing lake trails and Polar Bear Habitat.
- Improved indoor walking opportunities (e.g. part of any new facility)

Recommendation:

40. As part of the feasibility assessment of the expansion of the THEC, consider the potential for the development of a ground floor multi-purpose community space. This space should be utilized for different purposes but should be capable of providing a range of services to the older adults (age 55 plus). Utilization of the space should be subject to detailed allocation commitments to seniors groups to enable effective business planning by these groups.

Goal 3: Progressive Investment in Open Space and Trails Planning

9. Service Direction: Planning for Outdoor Recreation and Park Amenities

9.1 Investment in New Outdoor Recreation Hub

The current distribution of active sports fields is split between the Glackmeyer Field of Dreams Ball Park and soccer pitches adjacent to the THEC, and the George Ash Memorial Park in the Town's west end.

The maintenance of two west-west outdoor recreation hubs is encouraged. The George Ash Park diamond is adjacent to the Agricultural society lands and the existing Curling club. These Assets are in close proximity to the cross-country ski trailhead and the Lee Golf Course.

The Town would benefit from consolidation of the ball diamonds in one location in order to enable better organization of training and play, competition and tournament potential. The grouping of ball diamonds and the provision of associated higher standards of design, setbacks from residential, parking provision and spectator services are all best practices.

Diamond sports are an important activity in Cochrane and despite the short season (May-June), it remains a goal of this plan to actively support improvements to the diamonds in the Town.

Recommendation:

41. Undertake the necessary Site Master Planning exercise for the comprehensive redesign of the THEC sports fields complex, including improvements to site circulation, pedestrian priority, and accommodation of the impacts of future expansion of the THEC. Seek funding to implement the resulting plan.
42. Undertake a similar exercise for the development of a recreation hub at the George Ash Memorial Park including the potential partnership with the Agricultural Society for accommodating alternative development of the curling club site. Seek funding to implement the resulting plan.

At this western hub, the potential exists for a range of uses including a playground, accommodation of a farmers' market and additional, innovative outdoor recreation opportunities, such as skate and scooter design elements, and a pump track among other possibilities. The western hub should include improved off-road and on-road connections (potentially curbs and sidewalk) to connect the Park to the golf course and trailheads. This becomes necessary if the Town were to consider assisting the golf club in redeveloping its club house for broader public use.

43. As part of the master planning exercises, give consideration to consolidation of the Town-owned diamonds at the THEC.

9.2 Active Recreation and Transportation

The Town of Cochrane has implemented cycling planning and infrastructure in the past. New opportunities emerge with [the National Active Transportation strategy \(2021\)](#). Infrastructure Canada has established the [Active Transportation Fund \(ATF\)](#) for 5 years (2021-2026) to support promotion of active transportation, planning and building new infrastructure or enhancing existing AT infrastructure.

Municipalities can apply for both *capital projects* (e.g. bike lanes, multi-use pathways, footbridges, new lighting, and wayfinding signage) and *soft costs* for planning and programs that help communities create the necessary environment for active transportation to succeed.

Recommendations:

44. Conduct public and user group consultations to identify current needs, issues and gaps in the provision of active transportation as well as a vision for AT in the Town and future opportunities;
45. Coordinate recreation plans and existing active transportation plans to provide better connections across the Town;
46. Enhance and improve AT infrastructure to offer safety and connectivity to encourage active travel.

9.3 Rectangular Fields

The Town operates two soccer fields and based on our review of school properties, there is an additional field inside the athletic track at the High School. The standard of service is high by comparison to even larger, more populous urban centres. No net additional fields are required over the life of the plan.

The level of service is also a matter of quality and on this metric, the fields located adjacent to Hillcrest Park and the THEC are in relatively poor condition. The configuration of the fields is not ideal although the natural embankment at this site provides a useful amenity.

Recommendation:

47. As part of the redevelopment of the sports field complex in this location, reconfigure the soccer fields, achieving 2 junior size fields. These should be comprised of grassed surface
48. Standard field dimensions are as follows as a general guideline:

SOCCER FIELDS

Source: Soccer Academy Alliance Canada (www.academyfootball.ca)

| Field Size | Length (m) | Width (ft) |
|-------------------------|----------------|---------------|
| Senior (11v11) | 91.4m – 118.9m | 45.7m – 91.4m |
| Junior (9v9) | 60m – 80m | 48m – 60m |
| Mini (7v7 a side) | 50m - 60m | 35m – 40m |
| Micro (4v4, no goalies) | 20m – 25m | 30m – 40m |

SOFTBALL DIAMONDS

Sources: Official Rulebook, Softball Canada, 2017-2018.

| Field Size | Softball Bases (ft) | Softball Fences (ft) |
|------------|---------------------|----------------------|
| Senior | 60' - 65' | 225' – 325' |
| Junior | 45' – 60' | 150' – 225' |

Note: Junior includes U6-U12 and under; Senior includes U14-Masters. Includes both fastpitch and slo-pitch.

BASEBALL DIAMONDS

Sources: Constitution & By-Laws of Baseball Ontario, Baseball Ontario, 2012.

| Field Size | Baseball Bases (ft) | Baseball Fences (ft) |
|------------|---------------------|--|
| Senior | 75' - 90' | 235' - 325' (base line), 290' – 400' (centre) |
| Junior | 60' – 65' | 215' – 235' (base line), 265' – 290' (centre) |

Note: Junior includes T-ball. Rookie Ball and Mosquito series, Senior includes PeeWee, Bantam and Regulation Series.

As an alternative, the Town can consider the investment in a senior field, comprised of field turf and supported by lighting, to extend the season of play. The costs associated with this approach are relatively significant when viewed against the current utilization of the fields.

9.4 Diamonds

The level of service is higher than for comparable communities. There are improvements that should be considered to the fields, including the support spaces behind the fields and the fencing. The opportunity to develop a second field to the south-west of the existing senior softball diamond is an opportunity to improve the services (access, seating, dugouts and storage) between the fields.

Recommendations:

49. Retain the existing senior field at Glackmeyer Park and add a second field on-site with appropriate orientation and provision of centralized services between the fields.
50. Conditional on the results of site master planning exercises for both George Ash Park and the THEC fields, decommission the George Ash diamond contingent on consultation with softball user group.
51. Improve the lighting at the field complex as part of the redesign process.

The existing George Ash Memorial field can be described as a small senior field. Replacing this field as part of a complex at the THEC requires a design solution to ensure that the amenities and field size are the same or larger as currently provided. It is essential that any changes to both the George Ash Park and the THEC grounds ensure that the Memorial status of the community park is maintained and celebrated. We recommend detailed discussion with the appropriate parties and community fund raising organizations that were involved in the development of the George Ash Memorial Park.

9.5 Tennis Courts

The service standard is also high for tennis courts. However, these courts are not in municipal control and are also unlit. Any improvement to the courts as well continued access is determined by the school. The school provides free community access at this time.

Recommendations:

52. As part of a broader partnership with the school boards recommended elsewhere in this plan, the Town may consider joint funding of improvements as necessary over the course of the plan (for example, netting, fencing, surface treatment). The Town and School should give consideration to the addition of lighting at the courts.

9.6 Pickleball Courts

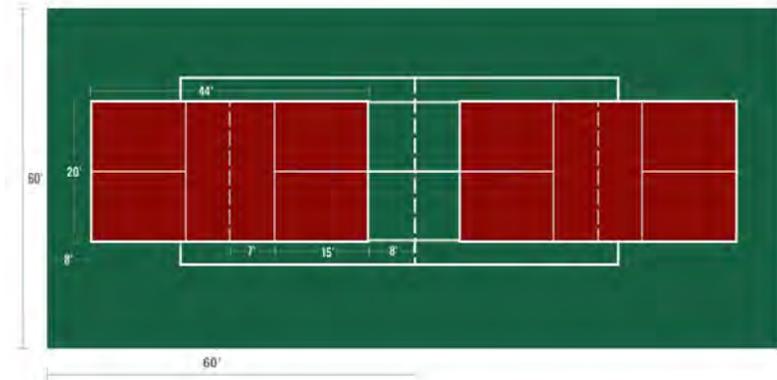
As the only tennis courts are those located at the school, any decision to accommodate pickleball lines on these courts is a matter for the school board to decide.

Pickleball is growing rapidly in many parts of North America and represents an excellent activity for fitness, agility, and social interaction. The Town should support the development of pickleball on outside courts as well as on indoor courts. As examples, any indoor gathering space of a reasonable size can accommodate pickleball courts.

In 2021, Pickleball Canada had 28,000 active members. At the national level, Pickleball Canada is managing the deepening presence of the game in communities. Its Strategic Plan 2021-2023

is predicted on a proactive approach to **Govern, Grow and Develop** the sport.

Research conducted by Ipsos-Reid has indicated that the number of people who play pickleball in Canada may be as high as 350,000. While this undoubtedly includes people who play only occasionally and are otherwise unaffiliated with organized play, this finding suggests that accommodating year-round pickleball is likely to become a priority in many towns and cities.



The urban standard for pickleball is in the order of 1 court per 5,000 population. In the Town of Cochrane an appropriate solution is a complex of two courts. These can be accommodated as a dedicated facility or, with the agreement of the High School, delineated on one or both of the existing tennis courts.

Recommendations:

53. Accommodate indoor pickleball by provision of court lines and the storage of equipment at Town facilities such as the THEC Community Hall and Commando Pavilion.
54. If the demand for pickleball rises, consider the potential associated with the development of a complex of 2 courts at an appropriate location, such as at the Lee Golf Club or as part of a renovated recreation hub in the west end of town.

9.7 Basketball Courts

The Town has an insufficient supply of outdoor basketball courts. The existing court at Hillcrest Park should be replaced as part of the renovation of that park. Additional courts should be considered either at the proposed west end recreation hub.

There are a number of options including the development of full courts, half courts, and multi-use courts.

The development of indoor basketball is also a need unless the community access to the schools is considered sufficient. The opportunity exists to consider basketball and other court sports as part of the expansion of the THEC.

Recommendations:

55. Develop basketball play as part of a west end recreation hub and include any combination of a full size court, or two half courts.

Consider the potential for additional half courts (3 on 3) for other locations where youth gather such as at the Commando Pavilion and Stage area and beach.

9.8 Playgrounds

The Town should develop a playground replacement strategy and assign funding commitments over the next 10 years.

The existing distribution of parks and open space demonstrates that most residential neighbourhoods in urban Cochrane are within 500 metres of a park or parkette. However, both the number of playgrounds (including school playgrounds) and their distribution results in a lower level of service. As a northern community, it is not expected that the provision of playgrounds will follow urban standards.

However, additional playgrounds should be considered in appropriate locations to improve accessibility within a reasonable walking distance from residential areas. A playground replacement policy should also be developed, with an updated Asset Management Policy providing the estimates of remaining service life of the playground installations.

Recommendations:

56. Develop a Playground Replacement Strategy comprised of up-to-date asset conditions reporting, consideration of best practices, and adoption of a public engagement process to determine community preferences for replacement amenities. Where the replacement of playgrounds is part of a larger park (re)development, the master plan process should ensure that these items are taken into account.

57. Develop additional playgrounds:

- At a new recreation hub in the west end; and
- At one central location within a public park (such as in proximity to the beach).

58. Ensure that design strategies include the adoption of accessible playground features.

9.9 Splash Pads

The development of a splash pad in the Town would respond to an existing desire for water play but raises the question of an appropriate service standard. A comparative service standard for a full splash pad is in the order of 1 per 2,500 children aged 0-9. As an alternate, spray pad facilities can be incorporated into the (re)design of existing Town parks as recommended in this plan.

9.10 Skate / Scooter Park

The existing skatepark is located as a fenced, asphalt pad with above grade ramps and other installations. The reconfiguration of the adjacent sports fields and the renovation of Hillcrest Park is an opportunity to re-asses and reconfirm the benefit of a skate park in this area.

In terms of the level of service, a single skatepark is required. However, this ignores the fact that most youth cannot drive to a park and therein an equitable distribution of such facilities becomes part of the expectation.

Recommendations:

59. Consult with the user base and determine the range of interests for skateparks that include in-ground installations, as well interest in smaller, skate-dots (smaller footprint installations that provide for active skateboarding above and below grade).
60. Refresh the eastern skatepark by decommissioning the existing location, and encompassing a skatepark as part of the redesign of Hillcrest Park.
61. In both the Hillcrest Park and a potential new park in the west end, explore opportunities for smaller scale active sport facilities such as skate dots or small track typologies such as pump humps, ledges and urban elements to support skateboarding, scooter, and freestyle BMX.

9.11 Redesign and Capital Upgrades to Hillcrest Park

The redesign of Hillcrest Park is an opportunity to address a number of these recommendations for improved outdoor amenities. Community engagement strongly supported the need to renovate the park as a Master Plan priority. The installations are dated, design standards reflect earlier preferences for curbs and asphalt walkways, and the range of amenities is limited for such a well used park.

The existing site is well located relative to existing fields and the THEC, but has a number of site constraints:

- Limited expansion room due to residential to the north and a private commercial land parcel to the south.
- The adjacent field complex, if renovated itself, will likely limit the degree to which the park can expand eastward.

With these limits in mind, a detailed site master plan for Hillcrest Park should occur in conjunction with a broader design exercise for the renovation and addition of sports fields, the expansion of the THEC, and associated site improvements.

Recommendations:

62. Commission a detailed site master plan design and consultation exercise for the THEC, fields and Hillcrest Park as an immediate Master Plan priority.
63. Work to secure the capital funding to implement the master plan as it relates to the sports fields and Hillcrest Park, with consideration to the future expansion of the THEC and related site works.

10. Service Direction: Parkland, Trails & Open Space

10.1 Parkland Hierarchy & Classifications

Parkland hierarchies guides the types of uses and amenities in the Town's parkland system. As a policy, this hierarchy assists in determining an appropriate level of service for each park. It sets a standard of quality for each parkland class (size, amenities included, location), provides proportionate access to parkland and open space for residents, and ensures that capital and operating expenses are distributed across the Town.

Recommendations:

64. Adopt the Parkland Hierarchy and Classification System proposed in this Master Plan as a basis for planning for and acquiring, designing, developing, and programming parkland.

| Park Classification | Service Area | Optimal Size | Potential Uses/Facilities |
|-----------------------------------|--|----------------------------|---|
| Destination/Regional Parks | Municipal/regional/provincially significant destinations. | Varies | Active and/or passive recreation opportunities that meet both the needs of residents but are also of interest to visitors / tourists . Often related to the provision of major recreation or leisure activities and may include significant natural or historic elements. (Example: POLAR BEAR HABITAT) |
| Community Parks | Municipal: Serve the City as a whole. | Varies - Min. 3.0 hectares | Active and/or passive uses. Include more intensive recreational uses such as sports fields, sports courts, playgrounds, water play , amenity/support buildings and on-site parking (adequate for the uses the park provides). |
| Neighbourhood Parks | Local: Cater to the recreation needs of residents who live in the general vicinity and can easily walk/bike to the park. | Min. 1.0 hectares | Combination of active and passive recreation opportunities. Include minor sports fields, multi-purpose sports courts, playgrounds, and informal play areas . |
| Parkettes | Local: They are generally located in urban or residential areas, providing connections to larger parks and open spaces. | Less than 1.0 hectares | Small open spaces that have no or limited recreational facilities. Passive programming such as opportunities for seating (rest) and temporary gathering. |
| General Open Spaces | Municipal/local: undeveloped lands accessible to the public. | Varies | Active and passive recreation activities. These spaces may include pedestrian pathways, bicycle trails, community gardens, open lawn areas and remnant parcels of open land. |
| Natural Open Spaces | Regional/municipal/local: undeveloped lands accessible to the public that contain significant natural features (e.g., woodlots, wetlands, watercourses, wildlife habitat). | Varies | These spaces may include passive recreation activities that do not negatively impact ecological and biological functions of their natural surroundings. |

10.2 Parkland Design, Development & Renewal

The recommendations in this section are applicable to all parkland improvement and installation projects.

Over the medium term, the Town should undertake the development of a Parks and Open Space Design Standards Manual. The purpose of the manual should be to provide clear and consistent communication with regards to expectations for the planning, design, and implementation of recreation facilities in parks. This manual would be followed as part of design planning for new parks and open spaces, but also for construction management purposes and potentially the involvement of developer-led park and public realm improvements.

The manual should provide an overview of general policies and guidelines, describe minimum performance standards, metrics and requirements associated with the delivery of parks and open spaces, and provide a compilation of typical details that standardize the baseline for construction including layout, minimum design criteria, materials, and product selection.

Further, the Parks and Open Space Design Standards Manual should specifically address the following key items:

- Accessible Design Standards - Policies / requirements above and beyond AODA.
 - Sports Field / Sports Court Design Standards.
 - Signage and Wayfinding Standards - Improve the quality and quantity of signage and mapping for parks, open spaces, and trails.
- Storm Water Management Facility Design Standards: For SWM ponds/ facilities (new construction and redevelopment) including a list of key requirements – Low Impact Development (LID); contribution to the active transportation network, etc.
 - Approved Plant Material Species for Parks and Open Spaces.
 - Park Construction Standards: communicates the minimum requirements / design standards for new construction.

Recommendations:

65. Create a Parks and Open Space Design Standards Manual to guide the development of parks and open spaces.
66. Establish a Stakeholder Engagement template to obtain public input as part of the planning and design process for park development, and renewal projects.

10.3 Trail Network Development

Section 3.0 of this Plan documents the range of responses from the public with respect to the trails network and the considerable value that is placed in public spaces and natural corridors. The community is highly satisfied with the trails network but has high ambitions for further improvements to the network. There is a considerable expectation that this Master Plan will deliver a strategy for the creation of a more robust and connected trails system through and beyond the urban area of Cochrane.

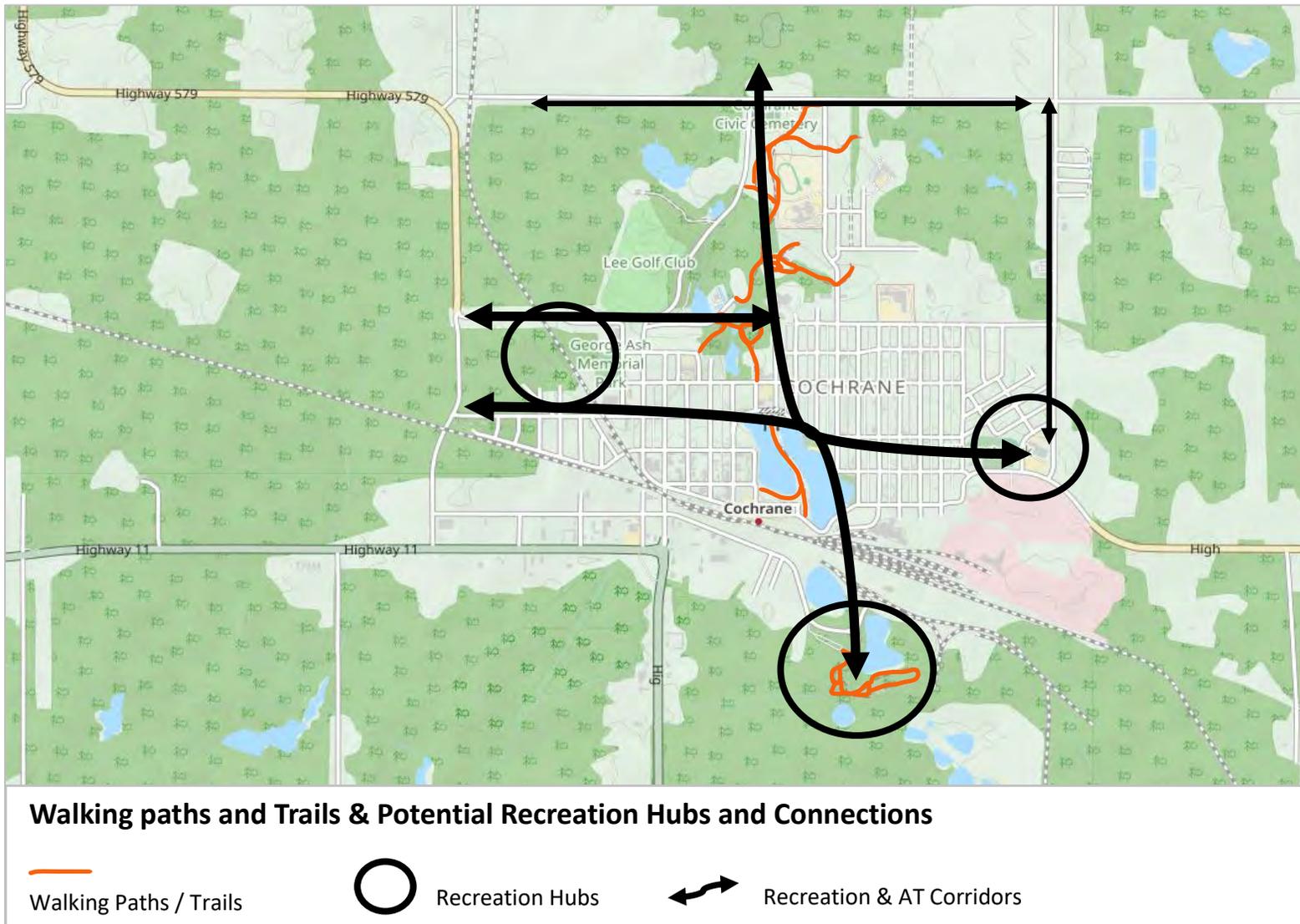
The preferences expressed by residents reflect the cross-section of the community that uses these corridors – from active youth to active seniors. The trails system is not confined to dedicated off-road trails but should be expanded to include a number of road allowances which enable a loop system to develop. The existing lake and open space corridor that provides a central spine of greenspace between the Downtown and the Polar Bear Habitat is a priority for improving connections.

The potential for active transportation corridors is likely to be highly important in enabling connections between the Downtown and the variety of recreational and tourism assets in Town (as shown on the map below).

Recommendations:

67. Revisit the Town's Active Transportation policies as a base for creating the necessary on-road and off-road connections. This requires collaboration between Community Services and Infrastructure Services. This should also include enhancements in the Downtown core to improve the safety of cyclists, signage, and connections to the off-road network;
68. Develop an operational strategy to determine the likelihood that winter trails maintenance practices can be expanded in response to the desire of the public to enjoy winter trails.
69. For off-road trails connections, work progressively over the life of the plan to implement the necessary connections.

Exhibit 39. Potential Outdoor Recreational Hubs and Corridors.



Goal 4: Recreation as Tourism

11. Recreation as Tourism

11.1 Integrated Community and Tourism Planning

Municipal service delivery is, of necessity, structured on a departmental basis with integration between departments for decision-making, budgeting and corporate strategy achieved through senior management co-ordination. For the Town of Cochrane, integrated service delivery takes a number of forms including the co-ordinated planning and operational efforts of Community Services and Infrastructure Services. Economic Development is organized through direct report to the office of the CAO, and the Polar Bear Habitat and Heritage Village is managed as a non-arms length agency operation of the Town.

The recreation services portfolio of Community Services benefits from the advisory role of the Recreation and Special Events Board.

The Parks and Recreation Master Plan operates as a guiding document for corporate as well as departmental response to the range of service needs for which parks, recreation facilities and program offer are integral.

The broader recommendations of this Plan should be implemented with a view to leveraging the tourism and visitor experience opportunities that come with high quality facilities and programming. The provision of high quality community services and efforts in economic development are two sides of the same coin.

There is greater leverage that can be achieved by integrating the vision for community services with that of tourism destination development. Tourism Cochrane has established a brand for the Town as a destination in its own right but also a gateway to the

wilderness of Northern Ontario. This strategy covers an important range of tourism market niches including sustainable tourism comprising low impact nature-based experiences, eco-tourism, soft adventure tourism, heritage and indigenous tourism.

As a gateway to wilderness, Cochrane is both a launch point and return point, and the opportunity clearly exists to leverage all of the Town's recreational assets to extend the stay of travellers and feed the local urban economy. More specific recommendations are provided in the following sections, however at a general level, more closely aligning the range of services available in Town as part of prospective destination itineraries can help ensure higher visitation.

Recommendations:

70. More closely integrate the online marketing and destination-awareness presence for Tourism Cochrane through improved website connections and narrative that include a range of visual, maps, and potential itineraries for day-trip activities at the Town's key outdoor assets.
71. Develop specific "Apps" to enable those using the trails and visiting Downtown to learn via mobile device the rich history of the town and its anglophone, francophone, First Nations and Metis culture.
72. Ensure the program guide for recreation services is closely advertised as part of the various tourism guides. Ensure that a combined attractions and services guide can be downloaded from the Tourism Cochrane website.

This includes, for example, articulation of opportunities to combine experiences: polar bear viewing, trails and interpretative opportunities, bike share and picnicking in the parks. While these may be viewed as activities more akin to urban tourism in the south, the fact is that Cochrane is an urban community and stop-over point for tourists. Short duration experiences can leverage benefits.

11.2 Event Planning and Sport Tourism

The current organizational structure for event development and planning is a good example of the integration between community services and tourism.

A Special Event is a sporting, cultural, business or other type of unique activity, occurring for a limited or fixed duration (one-time, annual) usually focused on the public realm and public facilities, but not exclusively. Events can be categorised into the following:

- **Major Special Event:** such as the Winter Carnival or a major Fishing Derby out of Town. Special events do not have to be hosted in town to be of relevance to the Town in terms of leveraging their impact. Hosting capacity does not just refer to accommodations but the entirety of offer that urban Cochrane provides.
- **Community Event:** An annual or one-time event or series of events that is intended for public attendance of all ages, may be free to attend and usually occurs as a result of a celebration or specific community theme.
- **Tournament:** A series of games, athletic activities or competitions that occur in conjunction with one another over a specific period of time and are held on either Municipal Property, private property in part of a range of venues.

In determining the opportunities and “best fit” between the Town, its surrounding region and the types of major events or tournaments that can occur, the Town should focus on those activities for which it has a comparative advantage over other communities. This includes a recognition that Timmins operates as the major regional hub for accommodation beds and major sports infrastructure. For Cochrane the opportunities around the 23km X-Country Ski Trail for sport tourism is a niche to further explore, as may curling if the Town moves to invest in Town-owned curling ice. Championship angling and trail riding are both further opportunities which, if developed for regional sport tourism, could create a hosting role for the Town.

The re-opening of Greenwater Provincial Park for overnight camping (closed since 2013 and likely with a degree of disrepair) should continue to form an ambition of Council as well as other nearby communities in Cochrane District. A destination of choice of locals as well as tourists enroute to James Bay will also benefit the Town and its businesses.

11.3 Connecting Downtown with Greenspace and Trails

Elsewhere in this plan it is recommended to enhance the active transportation links between Downtown and the Town’s open space and trails network, as well as key recreational assets. This includes improvements to the pedestrian public realm in and around Downtown.

This approach aligns completely with that of the Community Improvement Plan for Downtown (2018) which supports

- The expansion of active transportation infrastructure in Downtown with connections to Commando Lake and the THEC;
- Creating a landscaped median along Sixth Avenue, rehabilitation of sidewalks and the installation of street furniture
- Recreation-based businesses in Downtown to support recreation and tourism for Commando Lake;
- Creating links and access to the Commando Lake pathway; and
- More seasonal programming on and around the Lake.

These are all items that are similarly recommended in this plan.

Recommendations:

73. Fully implement the provisions of public realm improvement in Downtown per the 2018 CIP as further informed by the provisions of this Parks and Recreation Master Plan.
74. Consider the development of a “Complete Streets” manual which builds off the development of the Parks Design Standards to include provisions for streetscape improvements associated with the historic core as well as other key arteries of the Town.
75. Identify elements of the Town’s Right of Way in and around Downtown that are candidate locations for design innovations to add micro-greenspace additions as key nodes. This can include hardscape, seating or shade cover to promote public enjoyment and contribute to Downtown beautification.

11.4 Polar Bear Habitat and Heritage Village

The future of the Polar Bear Habitat operations is not within scope of this Master Plan. However, the land base parks and trails assets are, and have been the subject of significant public input to the plan. The land base is considerable, the linkages to Downtown in terms of proximity compelling as an opportunity to leverage greater impact from these assets, and the future use potential is also significant.

Recommendations:

76. Recognizing that the Polar Bear Habitat is a research-first facility, undertake best practice research of other urban zoological parks to assess the variety of ways and means to maximize the value of these institutions and their environments to the public.

As an example, many urban zoos the World over have over the course of decades instituted a diversification of function program that seeks to build on the sites, the gardens, and trails as public venues for a range of activities from camps and education to formal events and festivals. Most recently, the Toronto Zoo has unveiled a 10-year master plan that includes a micro-brewery and hotel. Scale is everything and it is not assumed that the PBH and Heritage Village can follow-suit – the principle of linked trips, niche marketing, development of summer season concessions, pop-ups service counters from local restaurants, etc. is very much an attainable business philosophy that the Town should consider.

The provision of linked trips can assist and the assets exist for this:

- The Snow Mobile Museum – if organized in a different manner with the active assistance of the Town;
- The amount of parkland and the ability to create significant adventure playgrounds. As an example, a best-practice mountain bike course (designed for enthusiasts not experts) has proven to have great appeal in other venues:
 - Brookvale Coastline Trail, near Brookvale, Prince Edward Island:
<https://www.alltrails.com/explore/trail/canada/prince-edward-island/coastline?mobileMap=false&ref=sidebar-static-map>
- Replenish the play equipment in this location, and add day-tripping attractions such as BBQ pits for family outings;
- Consider the range of concessions that are possible from local entrepreneurs including active pursuits such as zip-lining or tree-top walks.
- In order to determine the willingness of the Town to support these ideas commission the research and analysis.

77. Consider ways to maximize the impact of the Snow Mobile Museum.

In short, the Museum is tucked away on a site defined as a Polar Bear Habitat and while the content of the museum is spectacular in its significance to the sport of Snow Mobiling, its value is not being maximized.

Within the Museum itself, the space is tight given the range of exhibits and the interpretation is descriptive and informative but does not carry the sense of wonder and enjoyment for a younger audience that this museum aims to provide. Vintage snow mobiles, like vintage cars, needs to appeal to a wide range of age groups. Examples to follow are the various science centres across the country that enable hands-on interaction with exhibits and include virtual experiences.

This plan fully understands the resources and investment that is needed to bring this to fruition, but the purpose of this element of the plan is to demonstrate the possibilities. It should commence with a detailed assessment of the resources, funding, and building footprint that is required to generate a better customer experience.

There is also a role that the museum can play in outreach – there is a significant opportunity to place some of the vehicles are public art in locations owned and operated by the Town. This is a way to showcase (literally and figuratively) the strong connection of the community to the sport, and generate interest in visitation from a wider audience. Locating exhibits around Town is a clear and achievable way to help market the Town to visitors.

Implementing the Plan

12. Implementing the Plan

12.1 Aligning Plan and Budget Process

The implementation of recommendations contained within this Master Plan presents the following financial implications:

- Funding capital priorities: This includes mechanisms to support the ongoing maintenance of assets as well as funding ne build infrastructure.
- Planning for operational sustainability: as linked to business and programming plans for facilities supported by user fees. This applies to both new and existing infrastructure.

The Town will need to actively monitor and review available sources of funding from upper-levels of government, external agencies, and other partner sources, as it relates to both the capital and operational costs, in order to reduce the impact on Cochrane residents.

Recommendations:

78. Establish a 10 year capital forecast;
79. Address recommendations for budget impacts and timing. Should budgeting mean that recommendations are delayed, this should be recognized in staff reporting on the implementation of the plan;
80. Address impacts of not funding the capital projects particularly in terms of maintaining assets and level of service for recreation;

81. Secure grant funding annually for a range of types of projects;
82. Consider building capital reserves for major capital works.

12.2 Monitoring and Updating the Plan

The metrics of evaluating the success of the plan should distinguish between a) operational performance measurement and b) progress toward implementation of the Parks and Recreation Master Plan itself. The former can be a system of annual data on program take-up, services and satisfaction collected by Community Services to monitor and adjust its program and service offer.

Monitoring the progress of the Parks and Recreation Master Plan is essential because of the phased approach to achieving many of the recommendations through a) assessment b) design and solution planning and c) implementation. Implementation of larger capital works is necessarily a sequential process. Delay in the early stages of planning will threaten the achievement of the overall timeline for project implementation. In so doing the overall success of the plan is undermined.

Recommendation:

83. On an annual basis, the status of each major recommendation should be reviewed and tabulated in terms of its status:
 1. Feasibility assessment;
 2. Design and funding;
 3. Implementation.

The approach should also include a brief assessment of the current and future resources necessary to implement the plan and each

major recommendation. Success can be measured in terms of achieving the organizational scale necessary to enact the variety of planning, management and investment recommendations contained in this plan.

In addition to annual staff reports, monitoring should be ongoing through the capital and operating budget process. A more formal review should take place at end of year 5.

12.3 Implementation Framework

The Implementation Framework outlines the Master Plan recommendations and anticipated timing for commencement of each recommendation. The Master Plan timeframe includes four periods: immediate and/or ongoing, short-term (Years 1-3), medium-term (Years 4-6), and long-term (Years 7-10+). The implementation framework is provided in Appendix A.

Appendix A – Implementation Plan

**Cochrane Parks and Recreation Master Plan
Implementation Matrix**

| Recommendation | | Anticipated Timing For Commencement of Recommendation | | | |
|---|--|--|-------------------------------|--------------------------------|-------------------------------|
| | | Immediate and/or Ongoing | Short-Term (Years 1-3) | Medium-Term (Years 4-6) | Long-Term (Years 7-10) |
| Effective Organization | | | | | |
| Departmental Coordination | | | | | |
| 1 | Maintain the current organizational structure in place for the delivery of parks and recreation services. Encourage continued collaboration and enhanced integration between Community Services, Infrastructure Services and the Planning Division to effectively plan for and deliver community-level recreation opportunities. | | | | |
| 2 | Develop clear internal processes to ensure that Community Services staff have appropriate and timely input to decisions related to parkland acquisition/dedication, parks design, and active transportation planning. | | | | |
| Service Standards to Include Staffing Capacity | | | | | |
| 3 | Continue to monitor the impact of internal and external pressures on staffing requirements linked to the maintenance of appropriate levels of facilities and service delivery. This includes both indoor and outdoor facilities and services. | | | | |
| Communications and Outreach | | | | | |
| 4 | Re-establish community guides on a seasonal basis (last was 2018). Ensure digital availability on the Town’s website and access via appropriate social media outlets. | | | | |
| Policy Supports for Effective Decision-Making | | | | | |
| Asset Management | | | | | |
| 5 | Update the 2013 Asset Management Plan. This should include a full review of the Town’s open space assets. This update should be undertaken in year 1 of the Master Plan. | | | | |
| 6 | Review the progress of Asset Management Planning that is detailed in the Town’s Strategic Asset Management Policy (July 2019 – approved by Bylaw 1378-2019). Subsequently update the Strategic Asset Management Policy according to the timelines set out in the plan. | | | | |
| Cost Recovery and Equitable Access | | | | | |
| 7 | As part of wider plans to expand recreation services, the Town should undertake a review of existing user fees, and establish a detailed user fee policy based on cost recovery targets by activity and by type of user. | | | | |
| Parkland Dedication Policies | | | | | |
| 8 | Building on the provisions of the Official Plan, the Town should develop a parks dedication and cash-in-lieu of parkland dedication by-law (and associated policy) to apply common principles and practices to development approvals as it relates to the choice of dedication of land versus cash-in-lieu of parkland dedication. | | | | |
| 9 | The Town should seek to maximize the supply of available parkland through a range of strategies, including dedication by development, but also by accessing grants, land trusts, conservation easements, land exchanges, partnerships, agreements, and direct purchase. | | | | |

| Recommendation | | Anticipated Timing For Commencement of Recommendation | | | |
|--|--|---|------------------------|-------------------------|------------------------|
| | | Immediate and/or Ongoing | Short-Term (Years 1-3) | Medium-Term (Years 4-6) | Long-Term (Years 7-10) |
| Surplus Property Disposition Policy | | | | | |
| 10 | Create a Disposition Policy for municipally owned properties based on a process of analysis to determine whether a parcel or property improvements are reasonably deemed to be surplus. The policy should set out the steps involved prior to a decision to designate the land as surplus. This should include public consultation and reference to municipal policies including the Parks and Recreation Master Plan. Further the plan should determine the required process where the Town is proactively considering disposition versus those circumstances where the town is reacting to a proposal for purchase of lands. | | | | |
| Service Direction: Municipal Service Delivery | | | | | |
| Approach to Service Delivery | | | | | |
| 11 | Continue to employ Community Development Model for the municipal delivery of parkland and recreation services, supported by targeted direct programming and continued support for volunteer service providers. | | | | |
| Strengthening Service Delivery Through Partnerships | | | | | |
| 12 | Build capacity for serving the needs of residents, as well as the potential for sport tourism, and related hosting capacity through leveraging municipal partnerships. | | | | |
| 13 | Work with Ontario Parks to determine an appropriate use strategy and future plan for the Greenwater Provincial Park. Developing a plan for a park currently listed as non-operational will require detailed feasibility and business case development. The Town should work with its District municipal partners, the Regional Tourism Organization and Tourism Cochrane to establish a proposed business model for operational status. | | | | |
| 14 | Continue to maintain strong relationship with Ontario Parks in planning for the effective access to, and management of, the two provincial parks within the township. Make it a priority of this plan to ensure demonstrable results in developing trail links, improved off-road parking, signage and comfort amenities for visitors to encourage visitation to the PPs. | | | | |
| 15 | Develop a Municipal Service Policy to address unplanned, new, and emerging, outdoor facility requests as they are brought forward. This should include a set of criteria for evaluating community-based project proposals (i.e., consideration as to whether the level of facility development is scaled appropriately to the level of community benefit and demonstrated sustainable operating model). Examples include emerging sports such as Cricket, Disc Golf, BMX/pump track installations. | | | | |
| 16 | Continue to maintain a strong partnership with the Porcupine Public Health Unit as it relates to advocating for community health and the value of recreation. | | | | |
| Community Use of Schools | | | | | |
| 17 | Invest in reciprocal use opportunities with the elementary and high schools in the Town. | Policy Adoption | | | |
| 18 | As a long-term goal, assess the potential associated with school board-municipal partnership in the planning for new recreational assets. | | | | |

| Recommendation | | Anticipated Timing For Commencement of Recommendation | | | |
|---|---|---|------------------------|-------------------------|------------------------|
| | | Immediate and/or Ongoing | Short-Term (Years 1-3) | Medium-Term (Years 4-6) | Long-Term (Years 7-10) |
| Investment in Volunteerism | | | | | |
| 19 | Prioritize the sustained involvement of the local and regional service clubs in the in the recreation service delivery. Emphasis should be placed on supporting the development of volunteers and the programs of outreach to meet the needs of year-round residents for a greater array of recreation and cultural pursuits, access to trails, and access to the water. Continue to support the efforts of the local clubs in event development, utilizing the built and other assets of the Town. | | | | |
| 20 | Develop a Town Volunteering Training and Opportunities Program | | | | |
| | a. Research best practices in this regard across Ontario; | | | | |
| | b. Commit budget, staff time and develop metrics to measure success of a volunteer capacity building project; | | | | |
| | c. Canvass local user groups for their specific needs, including the volunteer Boards of these groups; | | | | |
| | d. Develop online, public-facing information to attract, retain and celebrate local volunteers in recreation and community development; | | | | |
| | e. Priority focus on a volunteer development strategy combining incentives for accreditation/certification with access to facilities and administrative supports. | | | | |
| Programming and Special Events | | | | | |
| 21 | Continue to monitor community demand for programming and support the expansion of direct indoor programming at the THEC where appropriate. | | | | |
| 22 | Ensure that sufficient staff resources are in place to develop and oversee new programs. | | | | |
| 23 | Review the opening times of the THEC and the pool complex in particular to ensure that the community is provided with the maximum opportunity to access the facilities. | | | | |
| | Staff should develop the appropriate business case to support additional staff resources. | | | | |
| 24 | The Town should continue to offer the soccer program and re-evaluate the cost-benefit of this program at the end of year 3 of the Master Plan. As a sport with low barriers to entry for area residents, the presence of a number of soccer fields, retaining this program is important. | | | | |
| Staffing Recommendations | | | | | |
| 25 | Increase the staff complement in support of the Recreation Supervisor by one (1) FTE dedicated to program management and by one (1) FTE dedicated to community festivals and events planning and management. | | | | |
| Service Direction: Indoor Facilities | | | | | |
| Urban and Rural Levels of Service | | | | | |
| 26 | Adopt a level of service criteria for the urban and rural areas whereby the Town will: | | | | |
| | a. Maintain the existing practice of the urban area servicing the major indoor recreation needs of the rural area. | | | | |
| | b. Develop future indoor recreation infrastructure in the urban area where there is proximity to the largest concentration of the population base. | Policy Adoption | | | |
| | c. Undertake further consultation with hamlet residents to identify potential actions to improve the public realm in these communities and provide public amenities such as parkette and potentially playground equipment. | | | | |

| Recommendation | | Anticipated Timing For Commencement of Recommendation | | | |
|--|---|---|------------------------|-------------------------|------------------------|
| | | Immediate and/or Ongoing | Short-Term (Years 1-3) | Medium-Term (Years 4-6) | Long-Term (Years 7-10) |
| Maintaining the Quality and Value of the Tim Horton Events Centre: Commitment to Lifecycle Investment | | | | | |
| 27 | Pursue the asset management practice of identifying the lifecycle replacement needs of the THEC and other Town-owned built assets and create a Lifecycle capital forecast for annual budgeting purposes. The capital forecast should have a 10 year horizon. | | | | |
| Renovation Possibilities | | | | | |
| 28 | Conditional on the monitoring of demand for Town meetings rooms and community space post-pandemic, consider the potential for repurposing the Community Hall at the THEC. | | | | |
| 29 | This should include a review of the potential range of improvements to enable better utilization. Part of this should include the potential for developing a more modern and expansive fitness studio that better meets the expectations of fitness members. | | | | |
| 30 | Consider the repurposing of the existing ground floor fitness centre for alternative community access. Undertake the necessary public consultation and complete a design charette to consider the potential range of uses. | | | | |
| 31 | Undertake necessary accessibility improvements as part of any renovation of the THEC. | | | | |
| Accessibility of Existing Town Facilities | | | | | |
| 32 | The Town should adopt the conclusions of the building condition review and any recommendations for barrier-free improvements. | Policy Adoption | | | |
| Service Direction: Supporting Non-Municipal Providers | | | | | |
| Curling | | | | | |
| 33 | As a priority of this plan, undertake a feasibility exercise to determine the design, capital costs and operating business case for the development of curling at the THEC. Analysis should include the options for developing other multi-use space to meet specific community needs; as well as the potential renovation options of existing program areas of the THEC; | | | | |
| 34 | Subject to the results of this exercise, establish the terms of an operating agreement with the Curling Club which achieves the following: | | | | |
| | a. Establishes the terms of dedicated use on a daily, weekly and monthly basis during the season, and shared use of other parts of the ultimate facility; | | | | |
| | b. Addresses the Club's use of adjacent space as a member lounge and the requirements of the Town therein regarding operating of concessions; | | | | |
| | c. Establish a fee structure for a long-term agreement including Town expectations for membership growth, range of programs, tournaments and other utilization requirements; | | | | |
| | d. Establishes the responsibility for capital funding of the facility and any expectation for contribution by the Curling Club. | | | | |

| Recommendation | | Anticipated Timing For Commencement of Recommendation | | | |
|--|---|---|------------------------|-------------------------|------------------------|
| | | Immediate and/or Ongoing | Short-Term (Years 1-3) | Medium-Term (Years 4-6) | Long-Term (Years 7-10) |
| Lee Golf Club | | | | | |
| 35 | Commit to the principle of a long-term partnership between the Town and the Golf Club to achieve a year-round community complex that includes golf in season and the potential for multi-purpose use of a new building as well as potentially additional outdoor assets including, by way of example, courts. | | | | |
| 36 | Undertake necessary due diligence to determine the most effective strategy for such a partnership including the following: | | | | |
| | a. Potential for purchase of the golf course asset by the Town with continued operations by the Lee Golf Club by (lease) agreement; | | | | |
| | b. Retained ownership by the Golf Club, leveraging the real estate for investment in a new building, supported by the Town as a guarantor; | | | | |
| | c. A partnership restricted to a new club house complex that is developed as a year round facility owned by the Town. | | | | |
| Outdoor Winter Sports | | | | | |
| 37 | The Town should address the ways that it can help ensure the long-term success of the trails network on private lands, working with the current owners and the X-Country Ski Club. | | | | |
| 38 | Consult with the Public and develop a winter cycling plan as part of the overall active transportation or a cycling plan. | | | | |
| 39 | Coordinate with other services to prioritize bicycle facilities and walking and cycling routes within Town's winter maintenance plans. | | | | |
| Seniors Services | | | | | |
| 40 | As part of the feasibility assessment of the expansion of the THEC, consider the potential for the development of a ground floor multi-purpose community space. This space should be utilized for different purposes but should be capable of providing a range of services to the older adults (age 55 plus). Utilization of the space should be subject to detailed allocation commitments to seniors groups to enable effective business planning by these groups. | | | | |
| Service Direction: Planning for Outdoor Recreation and Park Amenities | | | | | |
| Investment in New Outdoor Recreation Hub | | | | | |
| 41 | Undertake the necessary Site Master Planning exercise for the comprehensive redesign of the THEC sports fields complex, including improvements to site circulation, pedestrian priority, and accommodation of the impacts of future expansion of the THEC. Seek funding to implement the resulting plan. | | | | |
| 42 | Undertake a similar exercise for the development of a recreation hub at the George Ash Memorial Park including the potential partnership with the Agricultural Society for accommodating alternative development of the curling club site. Seek funding to implement the resulting plan. | | | | |
| 43 | As part of the master planning exercises, give consideration to consolidation of the Town-owned diamonds at the THEC. | | | | |

| Recommendation | | Anticipated Timing For Commencement of Recommendation | | | |
|---|--|---|------------------------|-------------------------|------------------------|
| | | Immediate and/or Ongoing | Short-Term (Years 1-3) | Medium-Term (Years 4-6) | Long-Term (Years 7-10) |
| Active Recreation and Transportation | | | | | |
| 44 | Conduct public and user group consultations to identify current needs, issues and gaps in the provision of active transportation as well as a vision for AT in the Town and future opportunities; | | | | |
| 45 | Coordinate recreation plans and existing active transportation plans to provide better connections across the Town; | | | | |
| 46 | Enhance and improve AT infrastructure to offer safety and connectivity to encourage active travel. | | | | |
| Rectangular Fields | | | | | |
| 47 | As part of the redevelopment of the sportsfield complex in this location, reconfigure the soccer fields, achieving 2 junior size fields. These should be comprised of grassed surface | | | | |
| 48 | Standard field dimensions are as follows as a general guideline (refer to the Master Plan document). As an alternative, the Town can consider the investment in a senior field, comprised of field turf and supported by lighting, to extend the season of play. The costs associated with this approach are relatively significant when viewed against the current utilization of the fields. | | | | |
| Diamonds | | | | | |
| 49 | Retain the existing senior field at Glackmeyer Park and add a second field on-site with appropriate orientation and provision of centralized services between the fields. | | | | |
| 50 | Conditional on the results of site master planning exercises for both George Ash Park and the THEC fields, decommission the George Ash diamond contingent on consultation with softball user group. | | | | |
| 51 | Improve the lighting at the field complex as part of the redesign process. | | | | |
| Tennis Courts | | | | | |
| 52 | As part of a broader partnership with the school boards recommended in this plan, the Town may consider joint funding of improvements as necessary over the course of the plan (for example, netting, fencing, surface treatment). The Town and School should give consideration to the addition of lighting at the courts. | | | | |
| Pickleball Courts | | | | | |
| 53 | Accommodate indoor pickleball by provision of court lines and the storage of equipment at Town facilities such as the THEC Community Hall and Commando Pavilion. | | | | |
| 54 | If the demand for pickleball rises, consider the potential associated with the development of a complex of 2 courts at an appropriate location, such as at the Lee Golf Club or as part of a renovated recreation hub in the west end of town. | | | | |
| Basketball Courts | | | | | |
| 55 | Develop basketball play as part of a west end recreation hub and include any combination of a full size court, or two half courts. | | | | |

| Recommendation | | Anticipated Timing For Commencement of Recommendation | | | |
|---|--|---|------------------------|-------------------------|------------------------|
| | | Immediate and/or Ongoing | Short-Term (Years 1-3) | Medium-Term (Years 4-6) | Long-Term (Years 7-10) |
| Playgrounds | | | | | |
| 56 | Develop a Playground Replacement Strategy comprised of up-to-date asset conditions reporting, consideration of best practices, and adoption of a public engagement process to determine community preferences for replacement amenities. Where the replacement of playgrounds is part of a larger park (re)development, the master plan process should ensure that these items are taken into account. | Policy Adoption | | | |
| 57 | Develop additional playgrounds: - At a new recreation hub in the west end; and - At one central location within a public park (such as in proximity to the beach). | | | | |
| 58 | Ensure that design strategies include the adoption of accessible playground features. | | | | |
| Splash Pads | | | | | |
| 59 | Consult with the user base and determine the range of interests for skateparks that include in-ground installations, as well interest in smaller, skate-dots (smaller footprint installations that provide for active skateboarding above and below grade). | | | | |
| 60 | Refresh the eastern skatepark by decommissioning the existing location, and encompassing a skatepark as part of the redesign of Hillcrest Park. | | | | |
| 61 | In both the Hillcrest Park and a potential new park in the west end, explore opportunities for smaller scale active sport facilities such as skate dots or small track typologies such as pump humps, ledges and urban elements to support skateboarding, scooter, and freestyle BMX. | | | | |
| Redesign and Capital Upgrades to Hillcrest Park | | | | | |
| 62 | Commission a detailed site master plan design and consultation exercise for the THEC, fields and Hillcrest Park as an immediate Master Plan priority. | | | | |
| 63 | Work to secure the capital funding to implement the master plan as it relates to the sports fields and Hillcrest Park, with consideration to the future expansion of the THEC and related site works. | | | | |
| Service Direction: Parkland, Trails & Open Space | | | | | |
| Parkland Hierarchy & Classifications | | | | | |
| 64 | Adopt the Parkland Hierarchy and Classification System proposed in this Master Plan as a basis for planning for and acquiring, designing, developing, and programming parkland. | Policy Adoption | | | |
| Parkland Design, Development & Renewal | | | | | |
| 65 | Create a Parks and Open Space Design Standards Manual to guide the development of parks and open spaces. | | | | |
| 66 | Establish a Stakeholder Engagement template to obtain public input as part of the planning and design process for park development, and renewal projects. | | | | |

| Recommendation | | Anticipated Timing For Commencement of Recommendation | | | |
|---|--|---|------------------------|-------------------------|------------------------|
| | | Immediate and/or Ongoing | Short-Term (Years 1-3) | Medium-Term (Years 4-6) | Long-Term (Years 7-10) |
| Trail Network Development | | | | | |
| 67 | Revisit the Town's Active Transportation policies as a base for creating the necessary on-road and off-road connections. This requires collaboration between Community Services and Infrastructure Services. This should also include enhancements in the Downtown core to improve the safety of cyclists, signage, and connections to the off-road network. | | | | |
| 68 | Develop an operational strategy to determine the likelihood that winter trails maintenance practices can be expanded in response to the desire of the public to enjoy winter trails. | | | | |
| 69 | For off-road trails connections, work progressively over the life of the plan to implement the necessary connections. | | | | |
| Recreation as Tourism | | | | | |
| Recreational Bike Trail | | | | | |
| 70 | More closely integrate the online marketing and destination-awareness presence for Tourism Cochrane through improved website connections and narrative that include a range of visual, maps, and potential itineraries for day-trip activities at the Town's key outdoor assets. | | | | |
| 71 | Develop specific "Apps" to enable those using the trails and visiting Downtown to learn via mobile device the rich history of the town and its anglophone, francophone, First Nations and Metis culture. | | | | |
| 72 | Ensure the program guide for recreation services is closely advertised as part of the various tourism guides. Ensure that a combined attractions and services guide can be downloaded from the Tourism Cochrane website. | | | | |
| Connecting Downtown with Greenspace and Trails | | | | | |
| 73 | Fully implement the provisions of public realm improvement in Downtown per the 2018 CIP as further informed by the provisions of this Parks and Recreation Master Plan. | | | | |
| 74 | Consider the development of a "Complete Streets" manual which builds off the development of the Parks Design Standards to include provisions for streetscape improvements associated with the historic core as well as other key arteries of the Town. | | | | |
| 75 | Identify elements of the Town's Right of Way in and around Downtown that are candidate locations for design innovations to add micro-greenspace additions as key nodes. This can include hardscape, seating or shade cover to promote public enjoyment and contribute to Downtown beautification. | | | | |
| Polar Bear Habitat and Heritage Village | | | | | |
| 76 | Recognizing that the Polar Bear Habitat is a research-first facility, undertake best practice research of other urban zoological parks to assess the variety of ways and means to maximize the value of these institutions and their environments to the public. | | | | |
| 77 | Consider ways to maximise the impact of the Snow Mobile Museum. | | | | |

| Recommendation | | Anticipated Timing For Commencement of Recommendation | | | |
|---|--|--|-------------------------------|--------------------------------|-------------------------------|
| | | Immediate and/or Ongoing | Short-Term (Years 1-3) | Medium-Term (Years 4-6) | Long-Term (Years 7-10) |
| Plan Implementation and Monitoring | | | | | |
| Aligning Plan and Budget Process | | | | | |
| 78 | Establish a 10 year capital forecast; | Policy Adoption | | | |
| 79 | Address recommendations for budget impacts and timing. Should budgeting mean that recommendations are delayed, this should be recognized in staff reporting on the implementation of the plan | Policy Adoption | | | |
| 80 | Address impacts of not funding the capital projects particularly in terms of maintaining assets and level of service for recreation; | Policy Adoption | | | |
| 81 | Secure grant funding annually for a range of types of projects; | Policy Adoption | | | |
| 82 | Consider building capital reserves for major capital works | Policy Adoption | | | |
| Monitoring and Updating the Plan | | | | | |
| 83 | On an annual basis, the status of each major recommendation should be reviewed and tabulated in terms of its status: 1. Feasibility assessment; 2. Design and funding; 3. Implementation. | Policy Adoption | | | |

Appendix B – Indoor Facilities Condition Assessment

Cochrane Study- Site Visit Reports





Executive Summary

WGD as part of the Sierra Recreation Master Plan study reviewed Cochrane community facilities to provide an accessibility and general condition overview. The study found that generally the facilities are being well maintained, with some such as the Commando Centre as new and is in very good condition with the exception of a significant crack in the main hall floor.

Accessibility at the facilities is generally very good. The *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) is intended to reduce and remove barriers for people with disabilities so that Ontario can become more accessible and inclusive for everyone. Collaboration among businesses, organizations, communities and all levels of government is key to reaching this goal.

Under this regulation, organizations in Ontario must develop multi-year accessibility plans that outline how they will meet their obligations under the legislation and remove barriers for people with disabilities.

Introduction

WGD was retained by Sierra Planning and Management in relation to the development of a **Parks and Recreation Master Plan for the Town of Cochrane**

The assignment includes for a general review of community recreation facilities with an emphasis on accessibility. A visual non evasive review of municipal buildings was conducted by WGD Architects.

The following is the building rating methodology.

COMPONENTS RATING

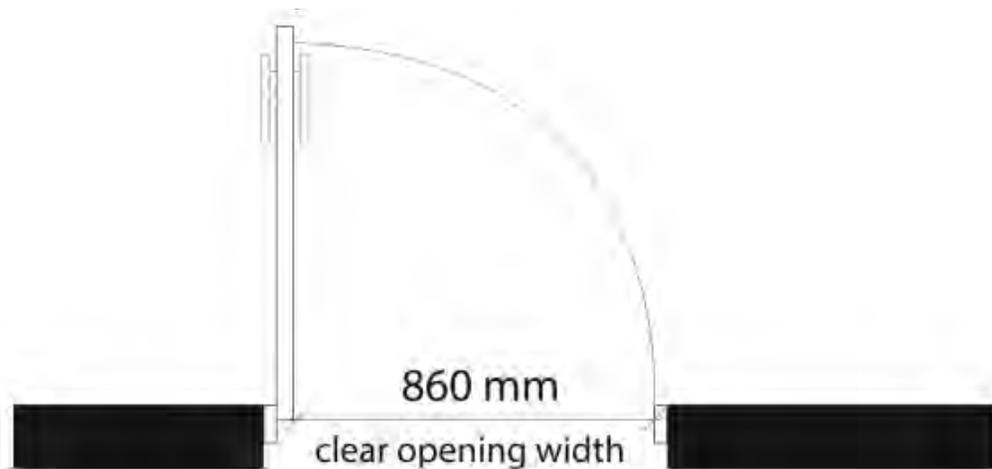
| Rating for Building Systems and Components | | DEFINITION |
|--|-----------|--|
| A | Excellent | Functioning as intended; as new condition; limited (if any) deterioration observed. |
| B | Good | Functioning as intended; normal deterioration observed; for most infrastructure assets, this implies that no repairs are anticipated within the next five years. |

| Rating for Building Systems and Components | | DEFINITION |
|--|---------|---|
| C | Fair | Functioning as intended; normal deterioration and minor distress observed; minor repairs will be required within next five years to maintain functionality. |
| D | Poor | Not functioning as intended; significant deterioration and distress observed; significant repairs required, within the next year to restore functionality. |
| E | Expired | Not functioning as intended; significant deterioration and major distress; major repair or replacement required to restore function. |

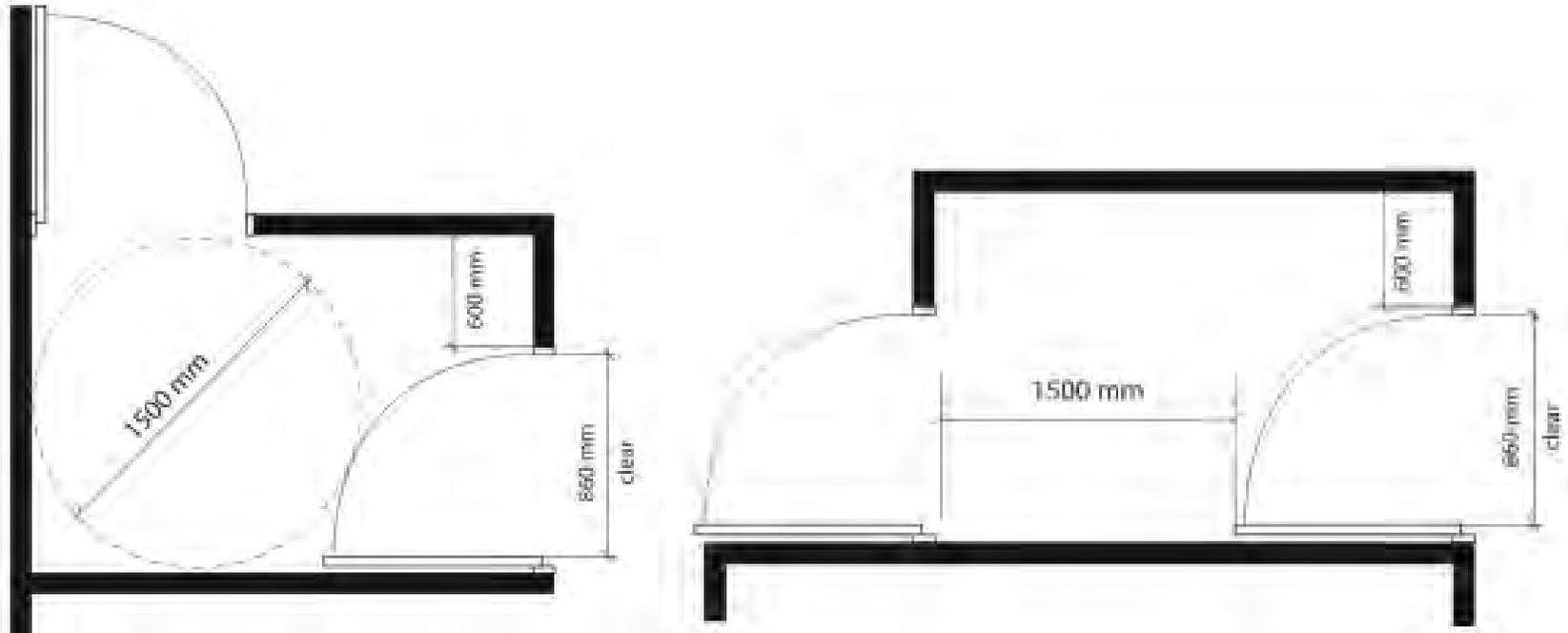
Please see below considerations to meet accessibility standards compliant with the AODA and OBC.

Doorways and Doors

Clear width of 860 mm required for doorways in a barrier-free path of travel (OBC 3.8.3.3 (1))



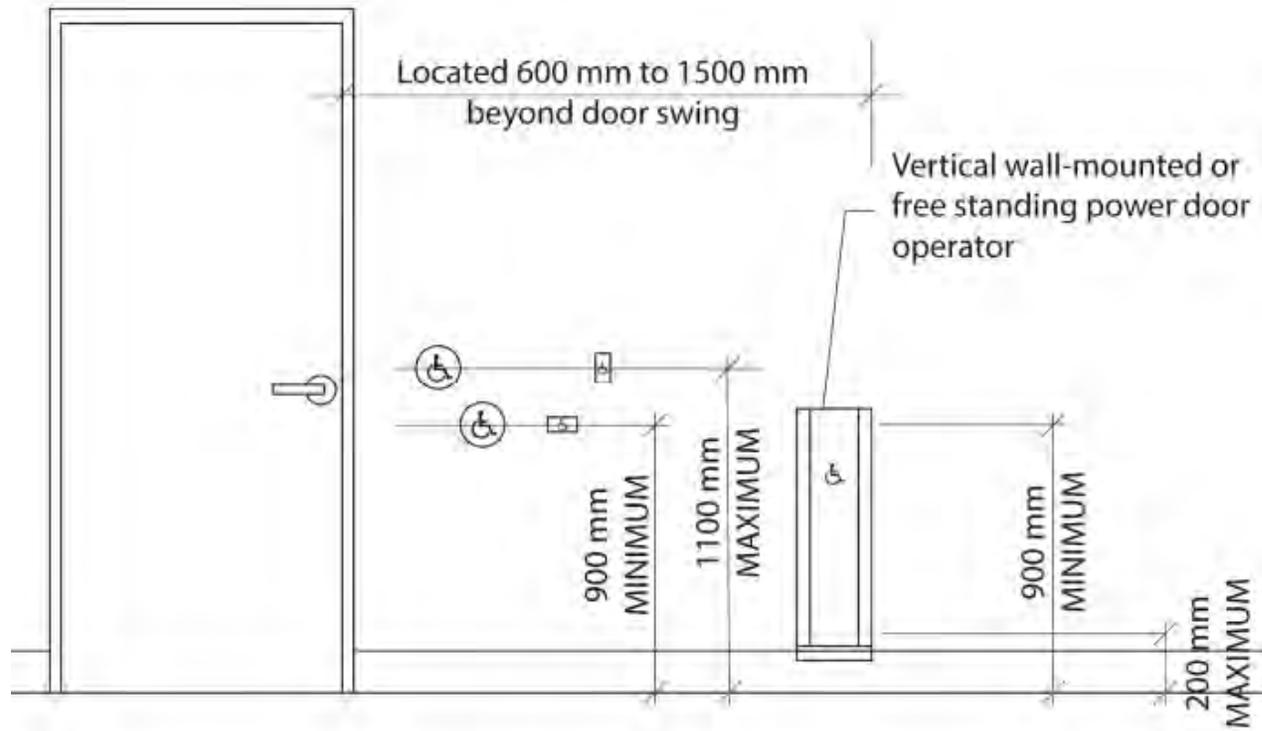
Wheelchair maneuverability space between vestibule doors is minimum 1500 mm for aligned doors, or a 1500 mm clear turning space when not aligned (OBC 3.8.3.3.(11))



Door opening devices must be operable with closed fist and mounted not less than 900 mm and not more than 1100 mm above the finished floor (OBC 3.8.3.3.(3))



A power door operator is required on doors that serve barrier-free entrances, vestibules and Barrier-free public use washrooms (OBC 3.8.3.3 (6))
When provided, power door operator controls are required to be located on the latch side, on both sides of a barrier-free doorway (OBC 3.8.3.3.(16))



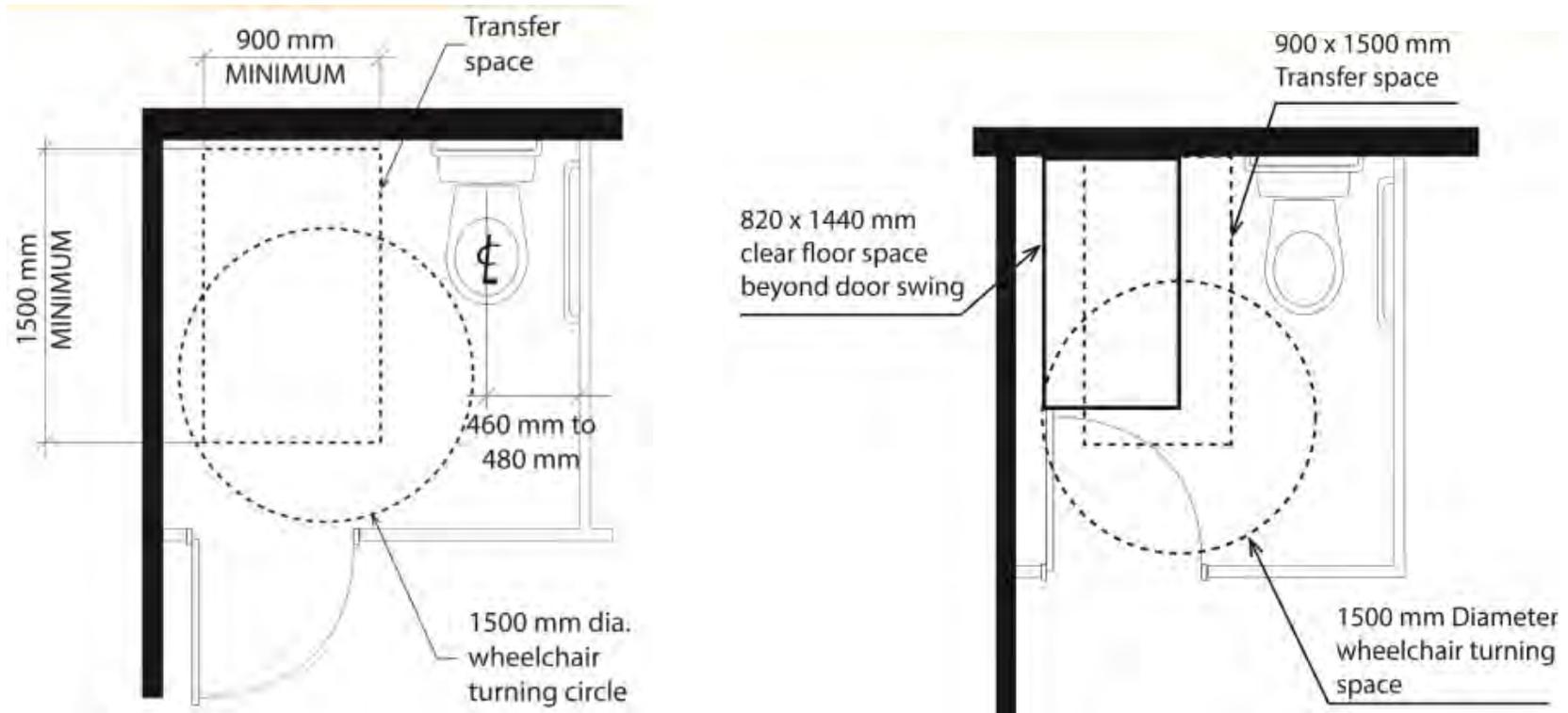
Barrier-free water closet stall

The number of Barrier-free water closets required is dependent on the number of water closets per washroom (OBC 3.8.2.3 (B))

| Item | Column 1 Number of Water Closets per Washroom | Column 2 Minimum Number of <i>Barrier-Free</i> Water Closet Stalls per Washroom |
|------|--|--|
| 1. | 1 to 3 | 0, where a universal washroom is provided on the same floor level within 45 m of the washroom, or 1, where a universal washroom is not provided on the same floor level within 45 m of the washroom |
| 2. | 4 to 9 | 1 |
| 3. | 10 to 16 | 2 |
| 4. | 17 to 20 | 3 |
| 5. | 21 to 30 | 4 |
| 6. | Over 30 | 5, plus 1 for each additional increment of 10 water closets per washroom in excess of 30 water closets per washroom |

Barrier-free water closet stall in a washrooms must have a clear turning space at least 1 500 mm in diameter. (OBC 3.8.3.8.(1a))900 mm wide by 1500 mm long clear transfer space required for water closets located 460 mm to 480 mm from a side wall (OBC 3.8.3.8.(2a))

Barrier-free Stall doors should swing outward, unless 820 mm by 1 440 mm clear floor area is provided within the stall to permit the door to be closed without interfering with the wheelchair. (OBC 3.8.3.8.(1b))

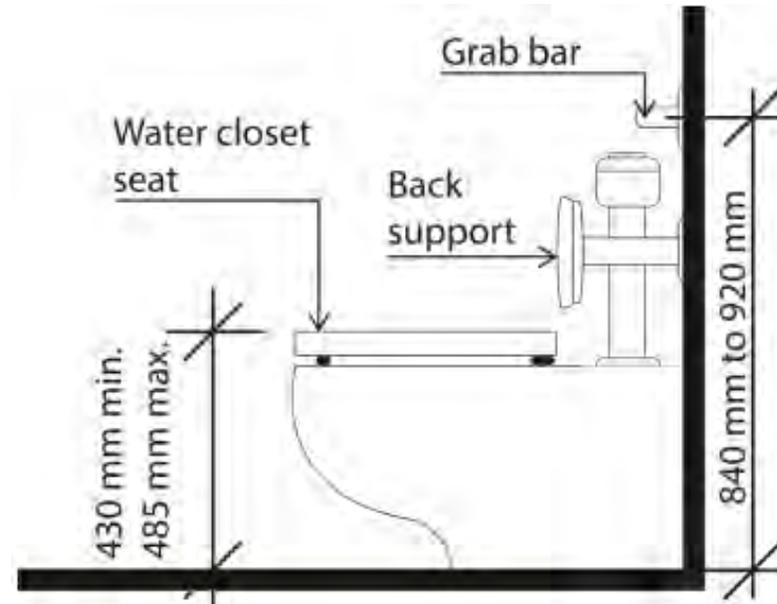
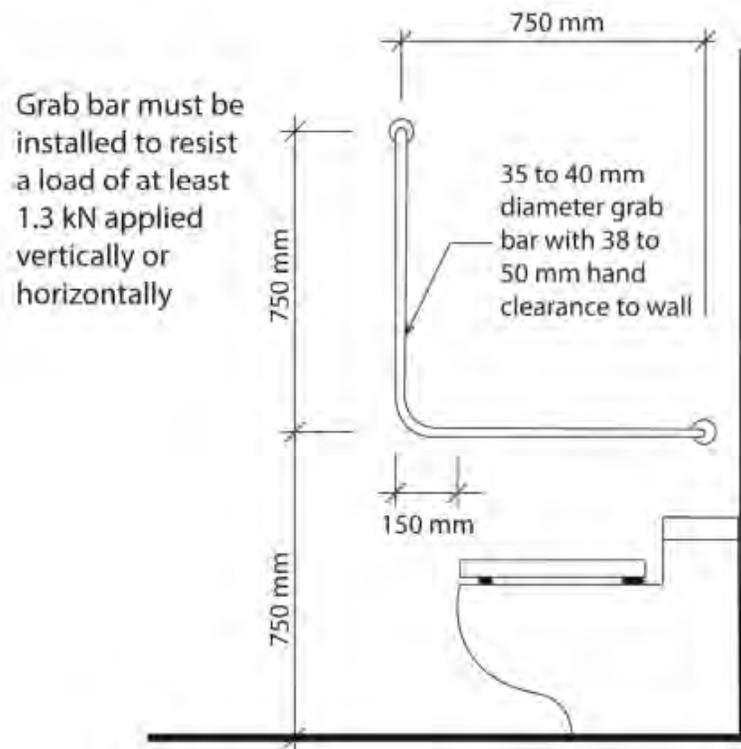


Fixed grab bar on the wall beside a barrier-free water closet must be:

- Continuous L- shaped
750 mm long (Horizontally and Vertically)
- Vertical leg, 150 mm in front of water closet

- Horizontal leg, 750 mm above finished floor
- Resist 1.3 kN force applied vertically or horizontally
- 35 to 40 mm in diameter
- 38 to 50 mm clearance to wall (OBC 3.8.3.8.(3, 5 & 7))

Accessible water closet seat height range 430 – 485 mm (OBC 3.8.3.9)



Universal Washrooms

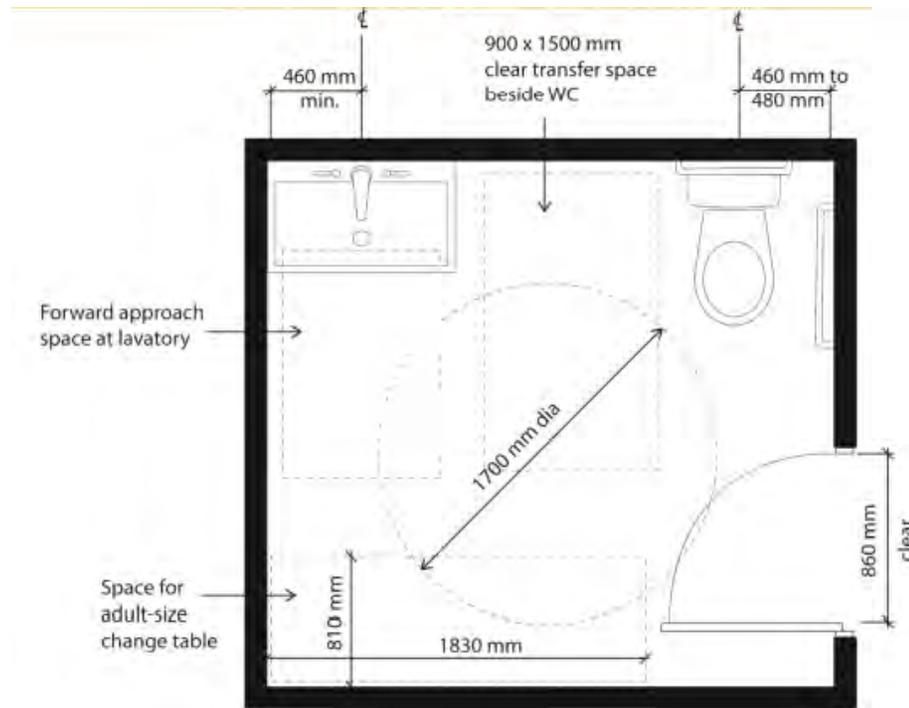
The number of Universal washrooms required is dependent on the number of storeys in the building. (OBC 3.8.2.3 (A))

| Item | Column 1 Number of <i>Storeys</i> in <i>Building</i> | Column 2 Minimum Number of Universal Washrooms per <i>Building</i> |
|------|---|---|
| 1. | 1 to 3 | 1 |
| 2. | 4 to 6 | 2 |
| 3. | Over 6 | 3, plus 1 for each additional increment of 3 <i>storeys</i> in excess of 6 <i>storeys</i> |

Universal washrooms must have a clear turning space at least 1 700 mm in diameter. (OBC 3.8.3.12.(1h))

Except where specifically exempted, space for an adult change table must be provided in a universal washroom

- Have a minimum clear floor space of 810 by 1830 mm for the change table
- Have a minimum 760 mm wide by 1500 mm long clear space parallel to the long side of the table
- Include reinforcement if the wall is adjacent to the clear floor space
- Two in-use table height ranges have been prescribed (Low range 450 to 500 mm, and High range 850 to 900 mm)
- Be designed to carry a minimum load of 1.33 kN (~ 300 lbs)
- Cannot encroach into the required clear water closet transfer space
- Operating control height maximum 1200 mm (OBC 3.8.3.12.(3-6))

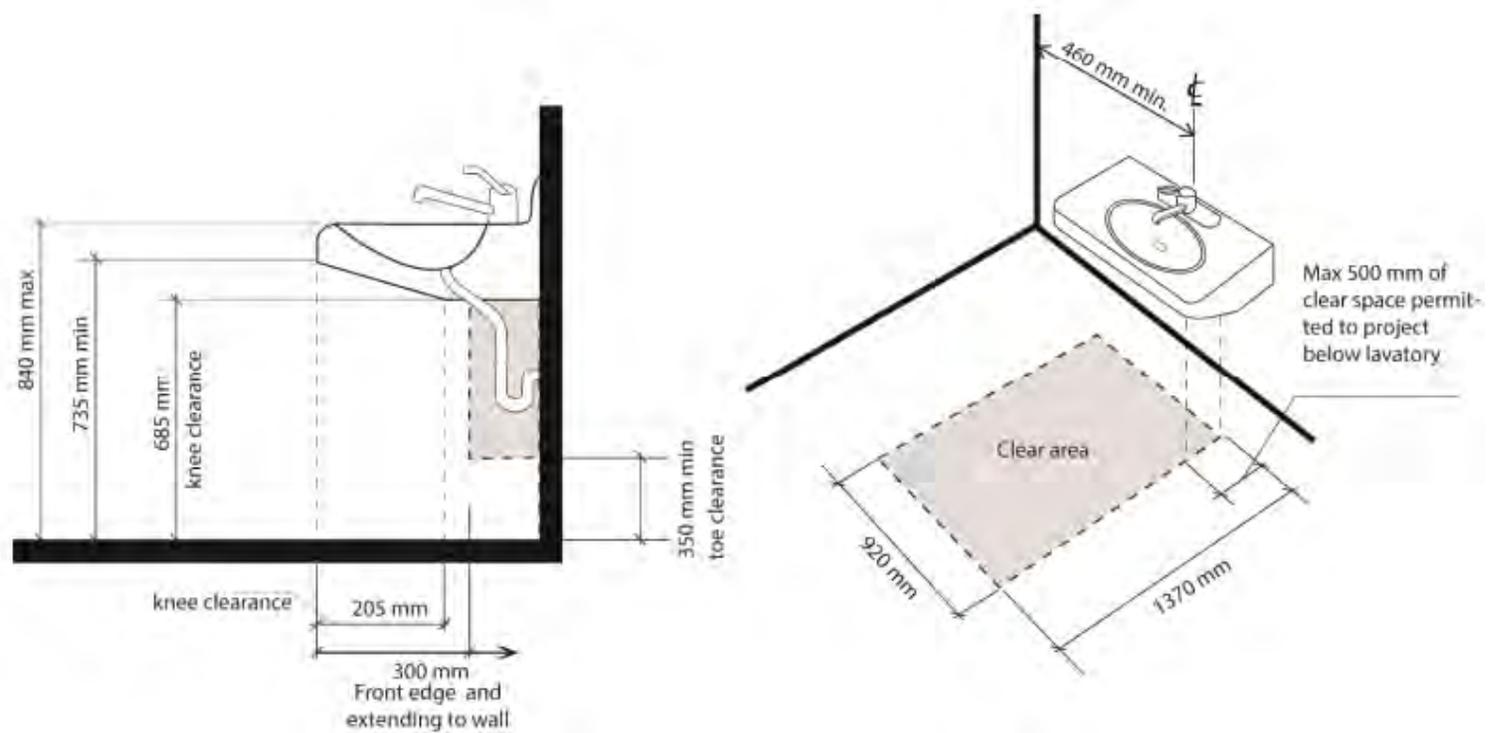


Barrier-free Lavatories

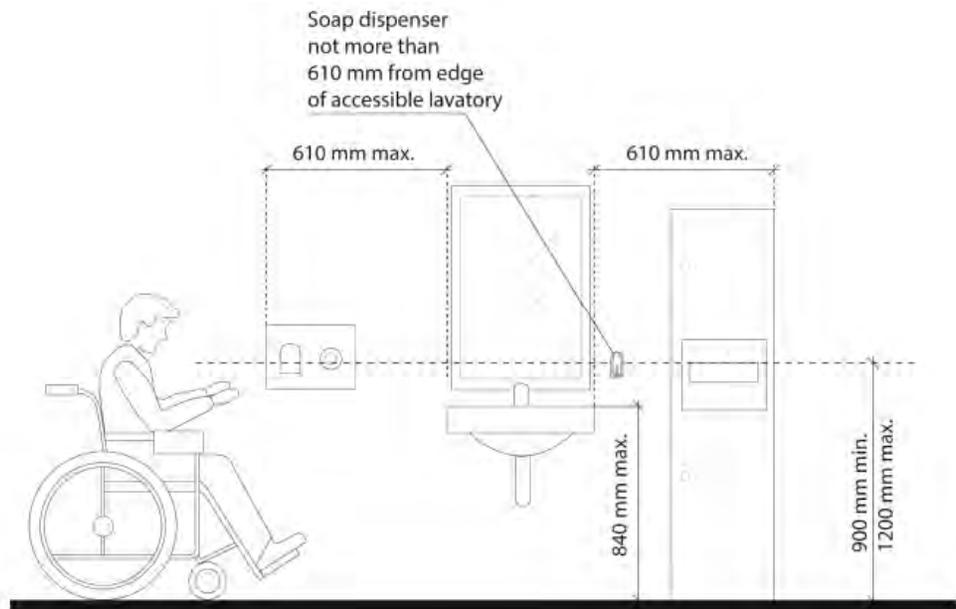
Barrier-free lavatories must be provided in universal washrooms and required barrier-free washrooms (3.8.3.11.(1))

Barrier-free lavatory installation requirements:

- Width of clearance below 920 mm
- Foot clearance of 350 mm, measured 300 mm from front edge of lavatory and extending through to wall
- 1370 mm deep floor space required for forward approach (can encroach 500 mm under the lavatory)



- Soap dispenser within 610 mm of lavatory
- Towel dispenser or hand dryer within 610 mm of lavatory
- Mirror required above lavatory
- Dispensing and hand-operated washroom accessories mounted 900 mm to 1200 mm above finished floor
- 1370 mm deep floor space required in front of controls or operating mechanisms





| Site Identification: Tim Hortons Community Centre Arena | | | |
|--|------------------------------|--|---------------|
| Built: 2015 | | | |
| Component: | Description | | Rating |
| A | Substructure | | |
| | Foundations | No indication of any issues. | A |
| | Slabs | No indication of any issues. | A |
| B | Shell | | |
| | Floor Construction | Concrete slab on grade, no issues. | A |
| | Roof Construction | Metal decking on top of insulation, no reports of leaks. | A |
| | Exterior Walls | Metal siding over insulation, no reports of any issues. | A |
| | Exterior Windows | Aluminum, no issues, except for snow build up at main entrance. | A |
| | Exterior Doors | Sliding aluminum at main entrance, other door hollow metal, no issues. | A |
| | Roof Coverings | Metal above insulation, no reported issues. | A |
| C | Interior Construction | | |
| | Partitions | Block dressing room walls in excellent condition. | A |
| | Interior Doors | Aluminum to rink, hollow metal to dressing rooms. | A |
| | Wall Finishes | Painted block, good condition. | B |
| | Floor Finishes | Skate flooring, good condition. | B |
| | Ceiling Finishes | Exposed pre-engineered with low-e ceiling, excellent. | A |
| D | Accessibility | | |
| | Elevators and Lifts | n/a | |
| | Entrances | Compliant with AODA | A |
| | Interior Doors | Width to be checked against current AODA standard (850mm). | B |
| | Sanitary | Accessible washrooms provided, no universal in the area. | A |
| Overall Condition | | | A |



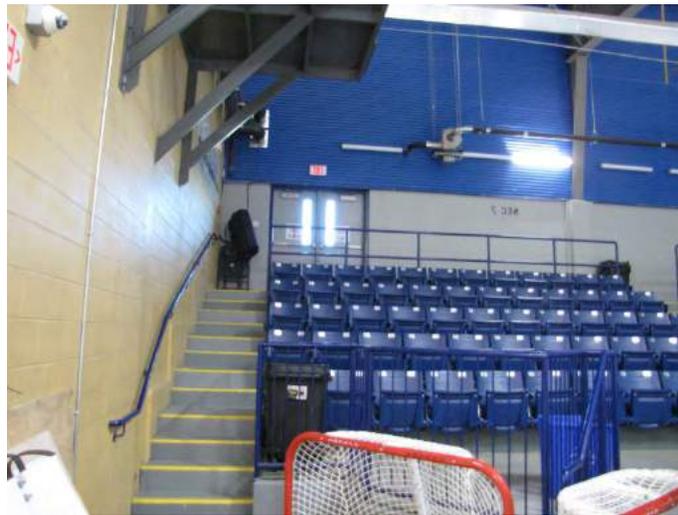
Main sliding aluminum door at entrance



exposed metal deck ceiling.



Club seats in excellent condition.





Team club room and general dressing rooms, flooring in good condition but will need to be reviewed in 5 years.



Locker room entrance, width to be checked.



Boiler room.



Open ceiling in dressing room



Arena low-e ceiling in excellent shape



Dasher boards are in excellent shape.



Ramp is accessible and generous, excellent shape.



Main lobby is generous and finishes are in excellent condition



Exterior view of sliding aluminum entrance doors



Rear of the arena and cooling tower, in excellent condition



Metal roofing, snow build up is reported, as well as leaking. Exterior metal door and masonry wall, excellent condition.



Entrance canopy, reports of major snow accumulation



Edge of canopy and supporting structure, water damage to the Block, flashing / repair required.



Shifting of the block and signs of water damage, likely from standing snow and water damage during freeze / thaw cycle.



| Site Identification: Tim Hortons Community Centre Pool | | | |
|---|------------------------------|---|---------------|
| Built: 2015 | | | |
| Component: | | Description | Rating |
| A | Substructure | | |
| | Foundations | No signs of any issues. | A |
| | Slabs | No signs of any issues | A |
| B | Shell | | |
| | Floor Construction | Concrete slab on grade | A |
| | Roof Construction | Glulam beams | A |
| | Exterior Walls | Masonry, no issues. | A |
| | Exterior Windows | Aluminum, no reported issues. | A |
| | Exterior Doors | Hollow metal, no issues. | A |
| | Roof Coverings | Not observed, no reported issues. | A |
| C | Interior Construction | | |
| | Partitions | Block in change rooms, no issue. | A |
| | Interior Doors | Hollow metal, excellent condition | A |
| | Wall Finishes | Painted, good condition, painting required in 4 years. | B |
| | Floor Finishes | Tile, excellent condition. | A |
| | Ceiling Finishes | Open to the wood deck in pool area, acoustic tile in admin areas, painted deck in change rooms. | A |
| D | Accessibility | | |
| | Elevators and Lifts | n/a | |
| | Entrances | Width to be checked against AODA standards (850mm). | B |
| | Interior Doors | Width to be checked against AODA standards (850mm). | B |
| | Sanitary | Universal washroom provided. | A |
| Overall Condition | | | A |



Ceramic tile pool deck



Pool play area



Wood beam structure and wood decking



Pump / mechanical Room



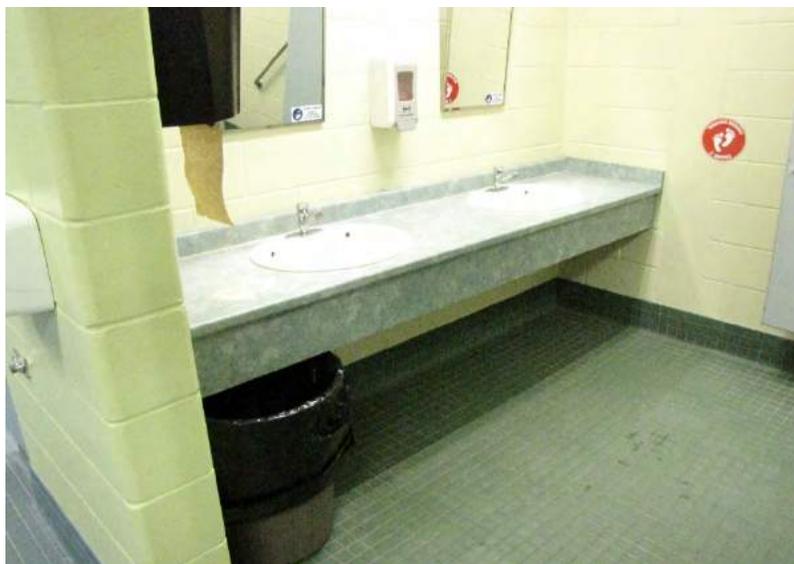
Pump / mechanical room



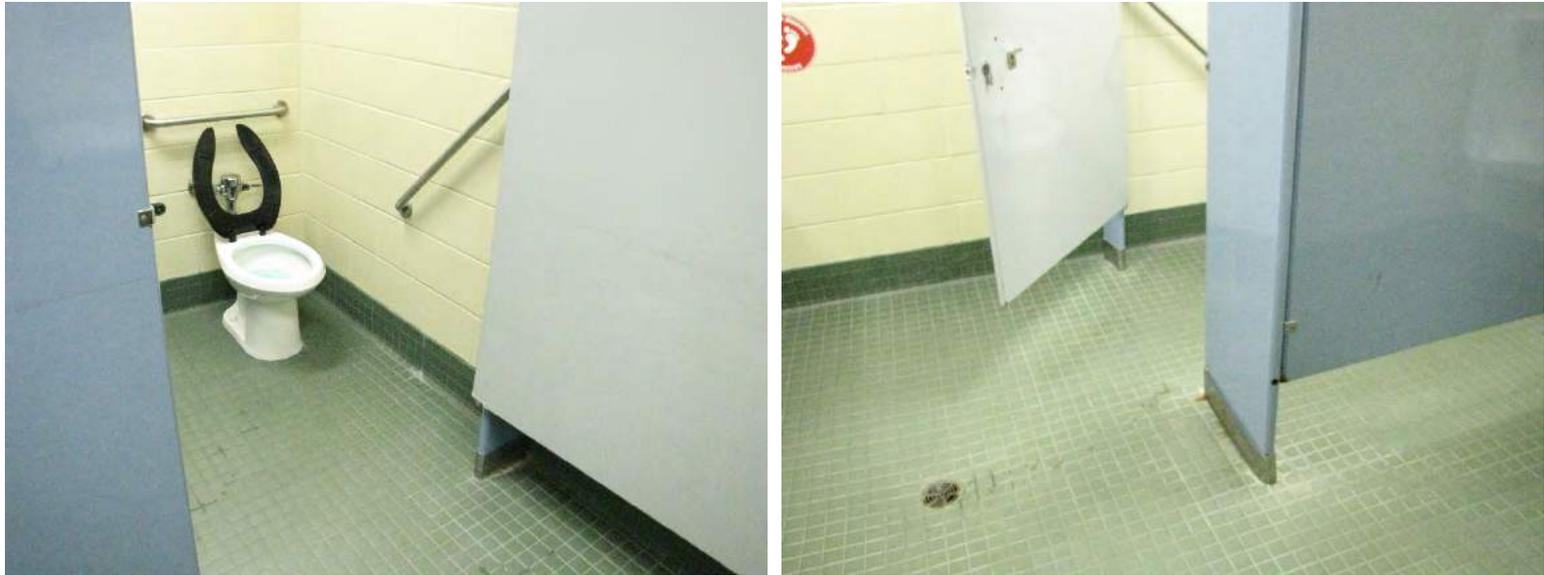
Mechanical Room



Pool shower stalls, painted block walls



Washroom counter requires under cut to be accessible



Accessible stall, should have a 1500mm turning radius



Exposed ceiling in change rooms



Site Identification: Tim Horton Centre Community Room

Built: 2015

| Component: | Description | Rating |
|--------------------------------|---------------------|--|
| A Substructure | | |
| | Foundations | No apparent issue |
| | Slabs | n/a |
| B Shell | | |
| | Floor Construction | Steel & Steel Deck, good condition |
| | Roof Construction | Steel & steel deck, good condition |
| | Exterior Walls | Steel stud & metal siding |
| | Exterior Windows | n/a |
| | Exterior Doors | n/a |
| | Roof Coverings | Not observed |
| C Interior Construction | | |
| | Partitions | Stel stud & drywall – good condition |
| | Interior Doors | Hollow metal – good condition |
| | Wall Finishes | Painted drywall – good condition |
| | Floor Finishes | Vinyl tile – good condition |
| | Ceiling Finishes | Exposed deck & acoustic tile in kitchen – good condition |
| D Accessibility | | |
| | Elevators and Lifts | Provided – good condition |
| | Entrances | Power operators – good condition |
| | Interior Doors | Hollow metal – good condition |
| | Sanitary | Accessible washrooms provided, no universal washroom |
| Overall Condition | | B |



View of exposed ceiling deck



View of vinyl tile and washroom entrance



View of rink from seating area



Concession pass thru – not accessible



View of Kitchen - counter not accessible



Concession cooking line



Accessible elevator



Men's Accessible Bathroom – width to be checked for AODA compliance



Site Identification: Tim Horton Fitness Centre and Hall of Fame

Built: 2015

| Component: | Description | Rating |
|--------------------------------|---------------------|--|
| A Substructure | | |
| | Foundations | B |
| | Slabs | B |
| B Shell | | |
| | Floor Construction | Concrete, no issues |
| | Roof Construction | n/a |
| | Exterior Walls | n/a |
| | Exterior Windows | n/a |
| | Exterior Doors | n/a |
| | Roof Coverings | n/a |
| C Interior Construction | | |
| | Partitions | Steel stud / drywall B |
| | Interior Doors | Hollow metal & glass B |
| | Wall Finishes | Paint C |
| | Floor Finishes | Resilient flooring / tile - in good condition B |
| | Ceiling Finishes | Painted, in good condition B |
| D Accessibility | | |
| | Elevators and Lifts | n/a |
| | Entrances | n/a |
| | Interior Doors | n/a |
| | Sanitary | n/a |
| Overall Condition | | B |



Hall of Fame Room



Hall of Fame Room



View of gym facility



View of Gym Flooring



| Site Identification: Cochrane Baseball Field | | | |
|---|------------------------------|---------------------|---|
| Built: | | | |
| Component: | | Description | Rating |
| A | Substructure | | |
| | | Foundations | n/a |
| | | Slabs | n/a |
| B | Shell | | |
| | | Floor Construction | n/a |
| | | Roof Construction | Former concession roof is in poor condition |
| | | Exterior Walls | Wood batten, worn |
| | | Exterior Windows | n/a |
| | | Exterior Doors | n/a |
| | | Roof Coverings | Shingles, poor condition |
| C | Interior Construction | | |
| | | Partitions | n/a |
| | | Interior Doors | n/a |
| | | Wall Finishes | n/a |
| | | Floor Finishes | Concrete |
| | | Ceiling Finishes | x |
| D | Accessibility | | |
| | | Elevators and Lifts | x |
| | | Entrances | x |
| | | Interior Doors | x |
| | | Sanitary | x |
| Overall Condition | | | D |



View of Seating at Baseball Stands & Storage



View of Seating at Baseball Field



Players Bench



Baseball Diamond & Fencing



| Site Identification: Tim Hortons Community Centre Office | | | |
|---|------------------------------|---|---------------|
| Built: 2015 | | | |
| Component: | | Description | Rating |
| A | Substructure | | |
| | Foundations | There are no indication of any foundation issues. | A |
| | Slabs | There are no indications of any issues. | A |
| B | Shell | | |
| | Floor Construction | Concrete slab on grade, no signs of cracking. | A |
| | Roof Construction | No observable issues. | A |
| | Exterior Walls | No observable issues. | A |
| | Exterior Windows | No observable issues. | A |
| | Exterior Doors | n/a | |
| | Roof Coverings | No observable issues. | A |
| C | Interior Construction | | |
| | Partitions | Stud and drywall, excellent condition. | A |
| | Interior Doors | Metal doors, excellent condition. | A |
| | Wall Finishes | Painted walls, good condition. | B |
| | Floor Finishes | Carpet tiles, good condition. | B |
| | Ceiling Finishes | Acoustic tiles, good condition. | B |
| D | Accessibility | | |
| | Elevators and Lifts | n/a | |
| | Entrances | Main entrance door to be checked against current AODA width 850mm). | B |
| | Interior Doors | Doors to be checked against current AODA standards (850mm). | B |
| | Sanitary | x | |
| Overall Condition | | | A |



View of Meeting Room carpet and painted walls, in good condition, painting should be done every 10 years, carpet every 10 years.



| Site Identification: Commando Community Hall and Band Shell | | | |
|--|------------------------------|---|---------------|
| Built: 2018 | | | |
| Component: | Description | | Rating |
| A | Substructure | | |
| | Foundations | No indication of any issue | B |
| | Slabs | A significant crack along a central structural grid line indicates some settlement issues. Should be reviewed with a structural engineer. | D |
| B | Shell | | |
| | Floor Construction | Concrete slab, refer to above comment. | D |
| | Roof Construction | Wood framed roof structure, no issues. | B |
| | Exterior Walls | Masonry / wood siding, no issues. | B |
| | Exterior Windows | Aluminum roll up doors to main community hall, hollow metal transoms, all in good condition. | B |
| | Exterior Doors | Hollow metal, in good condition. | B |
| | Roof Coverings | Shingle roof is in good condition. | B |
| C | Interior Construction | | |
| | Partitions | Block partitions are in good condition. | B |
| | Interior Doors | Hollow metal doors are in good condition. | B |
| | Wall Finishes | Painted walls are in good condition. | B |
| | Floor Finishes | Sealed concrete is in good condition. | B |
| | Ceiling Finishes | Exposed ceilings are in good condition, acoustic tiles are in good condition. | B |
| D | Accessibility | | |
| | Elevators and Lifts | n/a | |
| | Entrances | Generally accessible, ramp to bandshell stage to be completed. | C |
| | Interior Doors | Accessible | B |
| | Sanitary | Universal and accessible washrooms provided. | B |
| Overall Condition | | | B |



Commando Park Entrance Sign



Ramp



Outdoor Bathroom Facilities



Side of Bandshell



Front of Bandshell Stage



Entrance for Commando Community Hall



Side View of Commando Community Hall



View of Stairs and Deck



Accessible Entrance of Building



Side View of Community Centre



Room with Sound System and Electrical



Acoustic ceiling tiles are in good condition



Accessible Washroom counters



Accessible toilet stall



Accessible Bathroom

