



Central Neighbourhoods Issues Identification Study

Final Report to City Council

January 2010

NEIGHBOURHOOD MATTERS

Staffordville • Senator Buchanan • Hamilton • Hospital/Victoria Park
London Road • Fleetwood Bawden/St. Patricks • Westminster

Executive Summary

The City of Lethbridge's "first" neighbourhoods are populated with residents that care about their neighbourhood, seek to be involved and are for the most part satisfied with their quality of life, components of their neighbourhood and their choice in residence location. These areas are not candidates for large-scale redevelopment but rather change must occur in a planned and thoughtful manner to add to the fabric of community and values present in the neighbourhoods today. Residents identified features about their neighbourhoods they would like to preserve and improve and there are measures that can be taken to assist in this regard. As the Central Neighbourhoods are an integral component of a municipality, larger community discussions regarding the municipality's growth, built form, open space, land use and sustainability in regards to the built and natural environments require a voice at the table for Central Neighbourhoods. Municipal planning documents need to provide a planning framework that is consistent with neighbourhood culture and character to guide citizens, developers and decision makers and allow for the neighbourhoods of today to have participation into development of the neighbourhoods of tomorrow.

The Central Neighbourhoods Issues Identification Study which was initiated at the request of residents within the City's oldest neighbourhoods in 2005 and featured both an extensive and inclusive public engagement component to foster community dialogue on all aspects of living within a central neighbourhood, has been brought to a close with the presentation of these recommendations for City Council's review.


Short Term Recommendations (completed in 2010 - 2011)

1. That the City's new Municipal Development Plan address the maintenance of existing and future green infrastructure within the City's Central Neighbourhoods in the context of asset management of open spaces and the tree canopy.
2. That the City's new Municipal Development Plan address pedestrian and bicycle connectivity between the Central Neighbourhoods and adjacent areas of the city.

3. That Development Services staff develop general infill design guidelines and incorporate them into the Land Use Bylaw until such a time as individual Area Redevelopment Plans are adopted for each of the five neighbourhoods that currently do not have them;

Long Term Recommendations (completed in 2013 - 2020)

4. That the City's new Municipal Development Plan address redevelopment in the Central Neighbourhoods by including the following as policies:
 - Area Redevelopment Plans (ARPs) be prepared by City staff for the five Central Neighbourhoods that do not currently have a plan commencing in July 2011 on the schedule of one every 18 months beginning on the northside with the Staffordville neighbourhood;
 - Existing Area Redevelopment Plans for London Road and Westminster be updated if solicited by the Neighbourhood Associations following the preparation of the ARPs for the other Central Neighbourhoods.



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Background

This report is the final instalment of a process that was initiated in 2005 by resolution of City Council as a result of ongoing redevelopment concerns expressed by residents within the northside neighbourhoods of

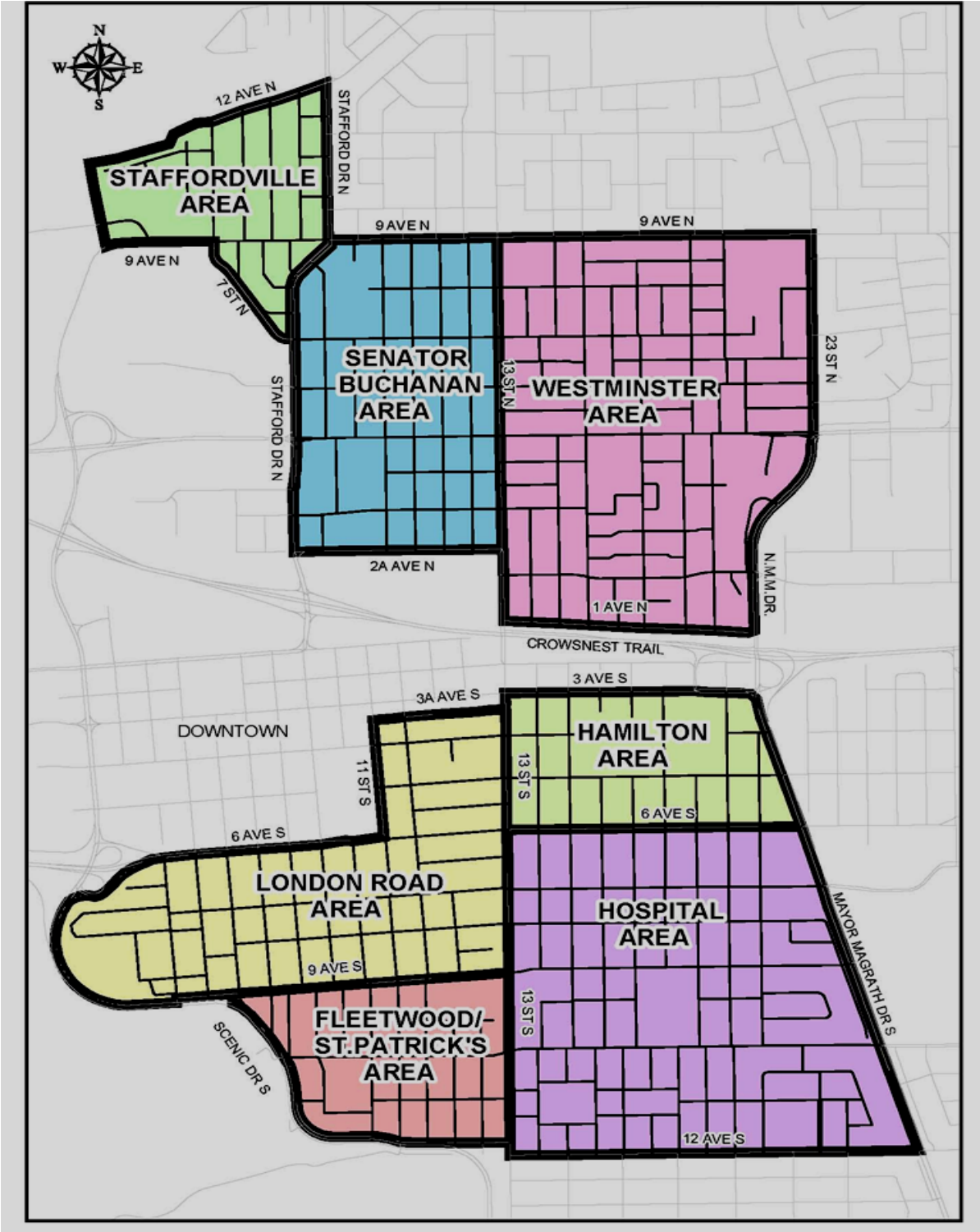


Staffordville, Senator Buchanan and Westminster and the southside neighbourhoods of London Road, Hamilton, Fleetwood/St. Patrick's and the Hospital Area commonly referred to as "Victoria Park". For the location and boundaries of these neighbourhoods, please see the map on the next page. The Central Neighbourhoods Issues Identification Study was a product of cooperation and discussions between the City of Lethbridge, the respective Community Associations, the Neighbourhoods Advisory Committee and the residents of the neighbourhoods in question.

The Central Neighbourhood Issues Identification Study differs from a plan. A plan can be described as a detailed proposal for doing or achieving something; a course of action with strategies for achieving a goal; a process or product for change. In comparison, a study is a detailed investigation of a subject or situation; gaining an understanding of a situation/problem; examining a situation. A study ends where the problem solving begins.

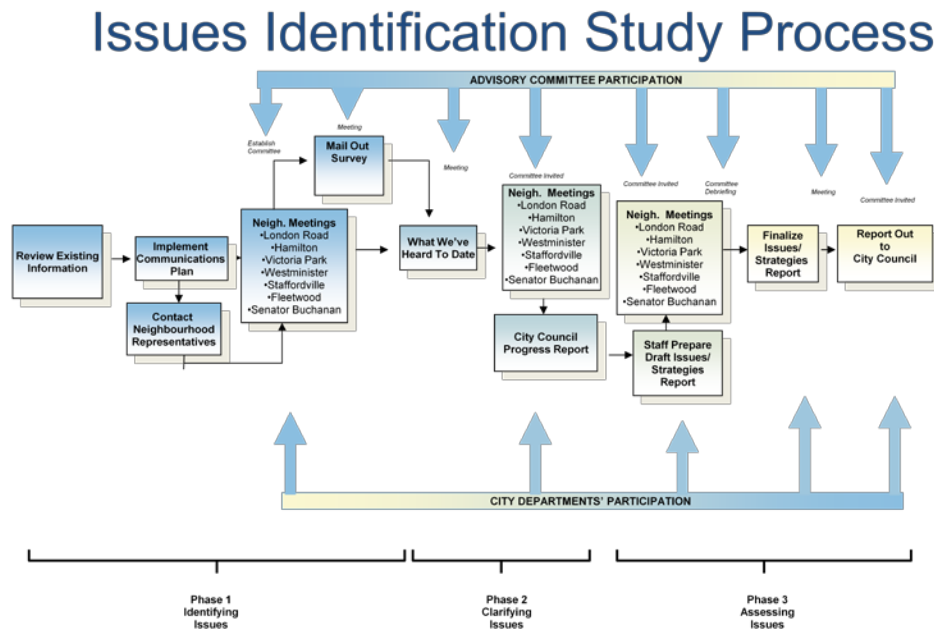
Purpose

The purpose of the Central Neighbourhoods Issues Identification Study was to engage in a community dialogue where neighbourhood stakeholders come together and openly discuss the issues that face their neighbourhoods. The dialogue was intended not only to identify issues but just as importantly the values of residents and what they perceive as the strengths of the neighbourhood to be protected and the weaknesses that could be improved upon.



Study Process

A three phase approach was used to in the Study which delineated the roles of stakeholders, defined how the community would be engaged and provided milestones for City Council's overview.



More specifically:

Phase 1 – Identifying Issues

Initial neighbourhood meetings were held to explain the study to the residents of each neighbourhood, speak directly to the residents to ascertain their hopes and concerns and to recruit members of each neighbourhood for the Neighbourhoods Advisory Committee. A survey was designed by the Neighbourhoods Advisory Committee and City staff that posed questions across a variety of City department areas in order to solicit residents' thoughts and concerns was distributed to 5400 households within the Study area. A total of 2154 surveys were completed and returned. Survey responses were analyzed by City staff and the Neighbourhoods Advisory Committee with 4 main themes being identified.

Phase 2 – Clarifying Issues

Open Houses/Working Sessions were held in each neighbourhood during April/May of 2008 to comment on the Survey findings, prioritize the four main themes and suggest potential strategies to address the four main themes.

Phase 3 - Assessing Issues

The residents' potential strategies were presented by theme with affected Business Units indicated as well as commonality or specificity to neighbourhoods to City Council in June, 2008. Following that report City staff shared the information gathered to date with the various Business Units within the City of Lethbridge in order to:

- raise awareness of the residents' values and concerns
- determine the implications of implementing the potential strategies in terms of:
 1. Operational Considerations – if it can be done
 2. Budget Allocations – if it can be paid for
 3. Business Plan Fit – if it is within the mandate or role of the Business Unit
- develop feasible strategy options

Strategy options were evaluated by City staff and classed as a new initiative, current City practice or not recommended. This evaluation was shared with the Neighbourhoods Advisory Committee for their endorsement as their last official function. The final report for this Study details the new initiatives and provides recommendations to City Council.

Study Findings

The use of a household survey was an extremely effective tool in identifying the values of residents, the significance of their neighbourhood and topic areas of interest. The overwhelming response to the survey



indicates the Central Neighbourhoods residents' passion for their neighbourhoods. Respondents take pride in their property, enjoy the tree lined streets, appreciate nearby amenities and services and value the larger lots and single family residential nature of their neighbourhoods.

While generally satisfied with their current quality of life respondents raised a variety of concerns, many of them similar in nature but differing in priority. Four main themes emerged from the responses including:

- Lack of a planning vision and policies for the Central Neighbourhoods
 - redevelopment and density, character of the neighbourhood, mix of uses
- Communication processes between City Administration and City residents
 - City projects and programs, rezoning, development and subdivision applications
 - Residents' ability to contact applicable City personnel regarding concerns and follow through
- Neighbourhood appearance
 - the maintenance of private properties, bylaw and law enforcement matters
- Maintenance and enhancement of existing municipal investment
 - parks, boulevards, sidewalks, underground infrastructure, streets and alleys



Neighbourhood residents were helpful and creative in identifying potential strategies to address the four main themes. Feasible strategy options were able to be identified for each of the four themes, with many potential strategies being the current practice of the City of Lethbridge today (see Appendices 1, 2 and 3). Feasible strategy options that are new initiatives for the City and that have implications for City Council to evaluate are outlined in the Study Recommendations section of this report.

The Central Neighbourhoods Issues Identifications Study has confirmed that:

1. Each of the neighbourhoods is unique in its history, land use and surrounding influences and will benefit from individual Area Redevelopment Plans and visioning within the overall context of the Municipal Development Plan policies;
2. Central Neighbourhood residents are no different from residents in other areas of the City in their quest for useful information and a helpful voice to assist them. Measures that are currently being undertaken to communicate with all City residents will also aid those in the Central Neighbourhoods. No special programs or measures for the residents of the older areas are necessary. In the cases of rezoning, subdivision and development applications, having an established vision and policies for the neighborhoods will give residents more of a comfort level in terms of what can be contemplated by developers, how applications are evaluated by City staff and the possible impact to the neighbourhood;
3. The desire for a tidy and well kept neighbourhood is also not limited to the older areas of the City. The City's current system of complaint-driven bylaw enforcement and programs for cleanliness aimed at public spaces such as laneways continue to be improved based on available resources and are applicable to all areas of the City;
4. Central Neighbourhood residents can be assured that the maintenance of existing infrastructure is also being improved based on available resources and that the older areas are not being neglected and are keeping pace with the rest of the City including the newer subdivisions under development.



Study Recommendations

Overview

These recommendations are the result of an evaluation by various affected City of Lethbridge Business Units of potential strategies to address the four main themes identified and listed above. The strategies were developed by neighbourhood residents at a series of open houses held in the seven neighbourhoods. The evaluation by City staff was based on:



- Operational Considerations – if it can be done
- Budget Allocations – if it can be paid for
- Business Plan Fit – if it is within the mandate or role of the Business Unit

As a result of the evaluation of the 65 potential strategies, the following was determined:

- 3 have been satisfactorily addressed (see Appendix 1)
- 12 had merit and were modified by City staff to comprise the recommendations of this Study (see Appendix 1)
- 29 are the current practice of the City of Lethbridge (see Appendix 2)
- 21 were deemed not feasible (see Appendix 3)

The recommendations are classified as short or medium term based upon the avenues for inclusion in current City initiatives and available resources.

Short Term Recommendations (completed in 2010 - 2011)

1. That the City's new Municipal Development Plan address the maintenance of existing and future green infrastructure within the City's Central Neighbourhoods;
2. That the City's new Municipal Development Plan address pedestrian and bicycle connectivity between the Central Neighbourhoods and adjacent areas of the city;
3. That Development Services staff develop general infill design guidelines and incorporate them into the Land Use Bylaw until such a time as individual Area

Redevelopment Plans are adopted for each of the five neighbourhoods that currently do not have them;

Long Term Recommendations (completed in 2013 – 2020)

4. That the City's new Municipal Development Plan address redevelopment in the Central Neighbourhoods by including the following as policies:
 - Area Redevelopment Plans (ARPs) be prepared by City staff for the five Central Neighbourhoods that do not currently have a plan commencing in July 2011 on the schedule of one every 18 months beginning on the northside with the Staffordville neighbourhood;
 - Existing Area Redevelopment Plans for London Road and Westminster be updated if solicited by the Neighbourhood Associations following the preparation of the ARPs for the other Central Neighbourhoods.

Study Conclusions

In summary, the City of Lethbridge's "first" neighbourhoods are populated with residents that care about their neighbourhood and are for the most part satisfied with their quality of life, components of their neighbourhood and their choice in residence location. These areas are not candidates for large-scale redevelopment but rather change must occur in a planned and thoughtful manner to add to the fabric of community present in the neighbourhoods today. Residents identified features about their neighbourhoods they would like to preserve and improve and there are measures that can be taken to assist in this regard. As the Central Neighbourhoods are an integral component of a municipality, larger community discussions regarding the municipality's growth, built form, open space, land use and sustainability in regards to the built and natural environments require a voice at the table for Central Neighbourhoods. Municipal planning documents need outcomes, policies and implementation strategies to guide citizens, developers and decision makers and allow for the neighbourhoods of today to have participation into development of the neighbourhoods of tomorrow.

Study Achievements

As a study ends when the problem solving begins, the Central Neighbourhoods Issues Identification Study can be brought to a close with the attainment of the following:

1. Identification of the values, strengths, weaknesses and issues facing the Central Neighbourhoods.
2. Clarification and understanding of the neighbourhoods' perspectives amongst all stakeholders.
3. Provision of recommendations and preliminary strategies to be further evaluated by City Council.



APPENDIX 1

STRATEGIES WITH MERIT

Residents' Recommended Strategy	Staff Response	Theme
1. The MDP contain visions and policies regarding densities, land use mix and redevelopment of buildings and/or sites for the Central Neighbourhoods.	The MDP's Public Advisory Committee contains two residents from the Central Neighbourhoods; therefore this strategy has been addressed.	Planning
2. Area Redevelopment Plans (ARPs) are developed for the 5 Central Neighbourhoods that do not currently have a plan.	Should be addressed in the MDP and once the MDP is adopted, Development Services will schedule the new ARPs into the work program.	Planning
3. Existing Area Redevelopment Plans for London Road and Westminster are updated.	Should be addressed in the MDP and once the MDP is adopted, if solicited by the Neighbourhood Associations, Development Services will schedule updates to the existing ARPs into the work program.	Planning
4. Infill Design Guidelines are developed and included within the Land Use Bylaw (LUB) for the Central Neighbourhoods.	Should be addressed in the MDP and once the MDP is adopted, it may be appropriate to develop these general guidelines and incorporate them into the LUB until such a time as individual ARPs are adopted for each of the neighbourhoods that contain more specific guidelines.	Planning
5. A density bonus system should be developed for infill development based on using green building techniques and alternative energy sources.	This issue has merit and should be explored within the MDP discussions. If favorable responses are received from the public, it could be combined with the Infill Design Guidelines that are developed through Strategy 5 above.	Planning
6. Brochures and other educational materials regarding City requirements for development and building should be made available at building supply businesses.	As part of it's 2009-2011 business plan, Development Services will be developing informational material such as brochures that can be made available through a variety of means such as the building supply businesses.	Communication

<p>7. City realtors should also be given materials on development and building requirements for properties they are selling.</p>	<p>Once informational materials are developed they can be made available on the City website and through the Lethbridge Real Estate Board to inform realtors of City requirements. The recent meeting organized by Fire Prevention with the Real Estate Board regarding Secondary Suites was well attended and if similar issues arise in the future, the same format could be utilized.</p>	<p>Communication</p>
<p>8. Encourage drought tolerant landscaping of boulevards and front yards for rental properties and multi family residential uses.</p>	<p>Needs to be further explored within the MDP and potentially could be incorporated within the Land Use Bylaw.</p>	<p>Appearance</p>
<p>9. Encourage the use of rain barrels to make lawn maintenance more affordable.</p>	<p>If increased emphasis on rain barrels is contemplated, corporate messaging involving rain barrels and the prevention of West Nile Disease needs to be made clear to the public.</p>	<p>Appearance</p>
<p>10. Continued communication of programs and grants for renovation and maintenance of homes.</p>	<p>Will be addressed through the Building Inspection Dep't's ongoing efforts to provide brochures and other community outreach.</p>	<p>Communication</p>
<p>11. Paved boulevards on 7th Street between 6th and 7th Avenue south should be improved to soft landscaping.</p>	<p>Residents originally asked for the boulevard to be paved over due to it's historic, narrow width which was done at a cost to the City. If landowners were willing to pay to convert it to grass or to other landscaping, that would be agreeable to Transportation. Further investigation would be required to ascertain if the work could be done as a local improvement. If the utilities in the boulevard required digging up of the vegetation, replacement material other than grass would not be supplied.</p>	<p>Maintenance</p>
<p>12. Trees should be protected from construction impacts that could result in deterioration of tree health and life span.</p>	<p>Increased internal communication between dep'ts when replacing sidewalks would better allow for different standards to be accommodated.</p>	<p>Maintenance</p>

<p>13. Community gardens should be explored in public green spaces to promote use by the residents and larger community.</p>	<p>There have been several successful “adoptions” of islands within the road right of ways by residents who have planted and maintained the islands. This concept could be further explored within the Municipal Development Plan discussion.</p>	<p>Appearance</p>
<p>14. Plans for the redevelopment of former school sites to include sports fields and to remain as green spaces should be addressed.</p>	<p>Area Redevelopment Plans for each of the neighbourhoods will address the long term use of these sites.</p>	<p>Planning</p>
<p>15. Central neighbourhoods should not be overlooked when connectivity to existing or proposed trail systems are being planned/discussed.</p>	<p>Parks Development is aware of the need for connectivity and the difficulty involved in retrofitting existing neighbourhoods. Parks Development would like to further explore with the Transportation department the desire for dedicated bikeways on existing roadways to further connectivity.</p>	<p>Maintenance</p>

APPENDIX 2

CURRENT CITY OF LETHBRIDGE PRACTICE

Residents' Recommended Strategy	Staff Response	Theme
16. An integrated planning approach for Downtown and the surrounding neighbourhoods should be implemented to limit impacts.	The review of the Downtown ARP will consider the impacts to the surrounding neighbourhood and will incorporate transitioning strategies as recommended in the Heart of Our City Master Plan.	Planning
17. Planning should be done with the grass roots involvement of the residents through Neighbourhood Associations and Citizen Advisory Groups.	Development Services currently involves the active Neighbourhood Associations in terms of rezonings and development permit applications. The MDP will also involve a Citizen Advisory Committee as well as a communications strategy to garner public involvement.	Planning
18. Accessibility for residents between neighbourhoods by various transportation modes should be considered when planning for change/growth.	With the approval of the Parks Bikeways Master Plan by City Council, funding has been set aside in the Capital Improvement Program to complete missing links in the existing cycling/pedestrian corridors as well as develop new routes.	Maintenance
19. Improvement of the City's website to allow easier navigation and location of pertinent information for neighbourhood residents.	The City's website is undergoing a review and models that are more user friendly have been researched as part of the redesign process.	Communication
20. Appropriate use of signage to notify residents of City initiatives, projects and programs impacting the neighbourhood.	Portable signs are increasingly being used by City departments when available and are often recommended by the City's Communication Department as part of a project's communication strategy.	Communication
21. City projects on the fringe of neighbourhoods (ie. North Scenic Bypass Road) should also involve neighbourhood consultation.	Increasingly, when projects are being developed, public consultation is required of the consultants bidding on the project.	Communication

<p>22. City staff should work more collaboratively with existing Neighbourhood Associations and should provide services and advice pertaining to the successful creation and maintenance of Neighbourhood Associations.</p>	<p>Development Services continues to work towards strengthening it's relationship with existing associations. The area of providing resources to Neighbourhood Associations has not been contemplated and would require additional resources.</p>	<p>Planning</p>
<p>23. Resolution methods to bylaw issues should be better communicated to residents.</p>	<p>Currently complaints are tracked through the Tempest system and when requested the resolution of a complaint is conveyed through a telephone call rather than by way of written correspondence. With respect to larger bylaw issues, information is relayed through targeted methods such as the Leisure Guide, City website, brochures at public sites as well as the newspaper.</p>	<p>Communication</p>
<p>24. When communicating with residents, less technical language should be used to enable better understanding.</p>	<p>In regards to Public Service Announcements and major projects that involve a public engagement aspect when asked, Corporate Communications does work with the Business Unit to tailor the message to the audience which is a key role for their dep't.</p>	<p>Communication</p>
<p>25. Improve the level and consistency of follow through by City staff when dealing with a resident's concern.</p>	<p>Various Business Units employ methods of tracking residents' concerns and responses to them such as the Service Request System used in Public Operations or the Tempest system and overall Business Units feel they are following up with residents and will continue to do so.</p>	<p>Communication</p>
<p>26. Improve the level of internal</p>	<p>Increasingly a "team" approach is being</p>	<p>Communication</p>

<p>communication between business units to ensure a holistic approach to neighbourhood quality of life.</p>	<p>used by Business Units when dealing with large-scale projects to ensure areas of interest are represented. The City dep'ts within Infrastructure Services also collaborate in terms of the annual "What's in the Works" map which is available on the City website to ensure an efficient allocation of resources and minimum disruption to the neighbourhood.</p>	
<p>27. Neighbourhood Associations could encourage good practices for property maintenance among their members.</p>	<p>Currently being done through the London Road Neighbourhood Assoc.</p>	<p>Appearance</p>
<p>28. Increased bylaw enforcement for weeds, unsightly premises, abandoned vehicles and also garbage in lanes not solely based on complaints.</p>	<p>A new Unsightly Premises Bylaw has been passed by City Council giving increased powers to deal with untidy properties. Regulatory Services, in addition to responding to complaint calls, will do random checks on noxious weeds and sidewalk snow removal during their respective seasons when time is permitting. Waste and Recycling has sent out 400 letters since the elimination of Spring Clean-up involving garbage in the lanes and are working on the logging in of incidences by Waste and Recycling employees as they drive their routes.</p>	<p>Appearance</p>
<p>29. Increased communication to residents that garbage (large items) should not be left in the lanes.</p>	<p>Waste and Recycling will continue to communicate with residents regarding large item pick up.</p>	<p>Appearance</p>
<p>30. Any changes to garbage pick-up (ie. residential carts) should be well communicated and should ensure that senior citizen residents can manage their operation.</p>	<p>Neighbourhood meetings in local schools, where residents can examine and choose their size of cart will be utilized for the next phase of the residential cart program in some of the City's older neighbourhoods.</p>	<p>Communication</p>

<p>31. Ensure there is adequate water, sewer and storm capacity in the central neighbourhoods to handle any proposed increase in density.</p>	<p>Ensuring there is adequate underground servicing will be a component of the Area Redevelopment Plan for each neighbourhood.</p>	<p>Maintenance</p>
<p>32. Odor impacts from adjacent City sewer treatment facilities should be addressed.</p>	<p>The 2nd Avenue Odor Control Project slated for 2008-2009 in the Capital Improvement Program is intended to reduce the severity of odor noticed by residents and businesses in the vicinity of 2nd Avenue North. The problem is anticipated to lessen over time but will never be completely eliminated.</p>	<p>Maintenance</p>
<p>33. Maintenance of roads and paved alleys should be done on a scheduled basis.</p>	<p>Currently the Municipal Pavement Management Application is used to track the condition of each road class separately including paved lanes. Long-range budgeting is utilized to ensure funding is in place to maintain the set road standard. In addition \$30,000.00 is currently set aside for pothole repair and patching of roads which is based on a complaint basis rehab program with one-third of the City being reviewed annually.</p>	<p>Maintenance</p>
<p>34. Plans for expansion of roads such as 13th Street, 10th Avenue south and 5th Avenue north should be revisited and communicated with the neighbourhoods.</p>	<p>A Functional Planning Study is planned to review these roadways and neighbourhood consultation will be a component of the study.</p>	<p>Communication</p>
<p>35. When replacing sidewalks in older areas, the original width should be maintained, not the new standard.</p>	<p>There was a period of time when the widths of sidewalk that were replaced in the older areas was decreased to 1.4m to increase the amount of sidewalk being replaced. However now the width has been increased back to 1.8m to match the width of the older sidewalks.</p>	<p>Maintenance</p>
<p>36. The City's sidewalk survey used Downtown should be expanded to</p>	<p>The City currently evaluates the sidewalks in areas other than Downtown once every</p>	<p>Maintenance</p>

the older neighbourhoods as many boulevards and sidewalks are lifting and shifting.	5 years. Faults are now classified as low/medium/high with different remedial measures for each class.	
37. Traffic Calming devices such as bulbs and islands, speed reductions and speed enforcements should be explored on streets such as 7 th Street and 10 th Avenue south.	Traffic speeds and volumes have been assessed recently on 10 th Avenue south and have not met the thresholds for additional measures to be implemented. An assessment of 7 th Street can also be done when requested by the residents.	Maintenance
38. The 9 th Avenue south crosswalk should be signalized.	An assessment of the crosswalk will be done to determine if it warrants signalization.	Maintenance
39. Boulevard tree replacement should be phased to maintain the tree canopy rather than removing all the trees at once.	Parks Operations has a policy of interplanting with a budget of \$160,000.00 which allows 400 trees each year to be planted.	Maintenance
40. Boulevard trees should be maintained and should be evaluated on an individual basis rather than noting their age but not their health.	Parks Operations is in the process of creating a database to better track tree health which will include the cyclical pruning and maintenance program and allow for individual evaluation of trees.	Maintenance
41. Green spaces such as the Civic field and London Road Park should have a CPTED analysis done to improve active use by residents and the community.	Parks Operations and the Police Service are now working closer together in terms of major plantings and pruning to ensure visibility.	Maintenance
42. Green space improvements should be a combined effort between the City and the residents with grants utilized whenever possible.	Schools and Community Associations have successfully utilized the community Capital Grant program for this purpose and can continue to do so.	Maintenance
43. City owned properties should be planted with drought tolerant vegetation or maintained to provide a positive example to residents	Buffer areas in older neighbourhoods that are not parks are planted with a dry land mix and are maintained on a weekly basis or as needed. Drought tolerant species are planted where they are best suited to the land conditions. The use of drought tolerant species is growing in general and	Maintenance

	<p>is being incorporated in parks as well such as William Pearce Park in Riverstone and in Sunridge. This issue could also be further explored within each neighbourhood's ARP.</p>	
<p>44. Changes in transit routes should be communicated with the neighbourhood to ensure impacts can be minimized and road maintenance can be planned.</p>	<p>In planning for new or changed bus routes the width of the roadway is taken into consideration, a process for community engagement and notification is utilized which includes the posting of signage indicating a future bus stop is contemplated.</p>	<p>Communication s</p>

APPENDIX 3

STRATEGIES DEEMED AS NOT FEASIBLE

Residents' Recommended Strategy	Rationale for not proceeding	Theme
45. One Area Redevelopment Plan is developed for all the Central Neighbourhoods and the existing ARPs for London Road and Westminster are repealed	The Central Neighbourhood Study has shown that there are enough differences between the neighbourhoods that one document would not be adequate.	Planning
46. Secondary Suites should be included in a separate bylaw in order to better manage enforcement	Secondary Suites have been addressed through Bylaws 5557 and 5558. The Fire Prevention Office also has increased authority with changes to Provincial legislation to manage secondary suites.	Planning
47. A bylaw should be developed to assign a monetary value to trees on private property in the Central Neighbourhoods to limit their removal	Traditionally, the regulation of landscaping on private property where it has not been required as part of a development permit approval has not been seen as an area of municipal involvement.	Appearance
48. A "Good Neighbour Contract" should be developed for non-residential uses within the Central Neighbourhoods to define expectations	Most non-residential uses in the Central Neighbourhoods were established prior to the residential uses being developed. A "Good Neighbour Contract" can only be effective if the non-residential use is new to the neighbourhood and there is the legal ability and available resources to enforce the contract.	Planning
49. Referral distances to residents for rezonings, subdivisions and development applications should be increased as per the Survey responses	If the individual neighbourhood ARPs specify increased distances they will be incorporated into Development Services's procedures.	Communication
50. Signs should be posted on the property to be developed showing	Development Services has tried this method of notification in the past however the notices	Communication

building plans or proposals	were subject to adverse weather conditions and were difficult to set up in the winter months	
51. Direct mailing to residents through a letter or within the utility bills in order to improve awareness of City initiatives, projects and programs	There are several drawbacks to this strategy. There are only 12 utility bills for an entire year with several reserved for annual notices, the bills are sent out in batches and are not adequate for time sensitive notices and on average only 4-7% of homeowners read inserted mailings.	Communication
52. Residents could be asked for their email addresses when tax notices are sent out as a method to receive City information	The City's Utilities Services dep't is currently initiating a pilot project involving online utility billing that will be a good test case to determine if the public would be interested in receiving more City information online. The ability to manage the database that would need to be created would be a challenge	Communication
53. A ward system for Aldermen would allow residents to more effectively direct their concerns	This issue warrants a Council response rather than one from staff	Communication
54. Current approach to handling citizen complaints should be reviewed as neighbours reporting neighbours can lead to conflict	There are not resources currently within City dep'ts to have personnel assigned to an active enforcement role where patrolling for bylaw infractions is done. When a complaint is lodged the process is to focus on the fact that it is a City concern and to downplay the role of the neighbour during the investigation of the complaint	Communication
55. City staff could assist in generating more opportunities for residents to work together to generate social capital in the community	In the past, various Business Units have promoted programs such as mulching or "Adopt a Park" that have a volunteer base but the resources to support that promotion and organization would need to be re-established	Appearance

<p>56. Improve neighbourhood communication between residential and non-residential uses with more use of a “Good Neighbour Policy”</p>	<p>Most non-residential uses in the Central Neighbourhoods were established prior to the residential uses being developed. A “Good Neighbour Contract” can only be effective if the non-residential use is new to the neighbourhood and there are the legal ability and available resources to enforce the contract.</p>	<p>Communication</p>
<p>57. Develop incentives for homeowners and landlords to keep their properties well-maintained rather than the bylaw enforcement method</p>	<p>Legal avenues open to municipalities are limited in this area and would potentially require changes in provincial legislation</p>	<p>Appearance</p>
<p>58. Encourage corporate landlords and non-residential uses to be “good neighbours” by maintaining their properties and limiting litter</p>	<p>The standard of maintenance of one’s property is somewhat subjective and developing criteria to evaluate the appearance of a property are difficult to develop</p>	<p>Appearance</p>
<p>59. A bylaw should be developed to assign a monetary value to trees on private property in the Central Neighbourhoods to limit their removal</p>	<p>Traditionally, the regulation of landscaping on private property where it has not been required as part of a development permit approval has not been seen as an area of municipal involvement.</p>	<p>Appearance</p>
<p>60. Develop a bylaw to prevent “dumpster diving” like Calgary to prevent litter and unsightliness. Separating recyclables from garbage would also assist in this regard</p>	<p>A Bylaw has been investigated and can’t be enforced. However the use of alternative designs for solid waste containers are being investigated and may cut down on the problem</p>	<p>Appearance</p>
<p>61. Investigate the banning of plastic bags in the City to limit litter and publicize businesses using biodegradable bags</p>	<p>The issue of a ban on plastic bags has been dealt with by City Council</p>	<p>Appearance</p>
<p>62. Increased rear lane maintenance (grading) for gravel lanes</p>	<p>Gravel lanes are not currently evaluated or inventoried for improvement but are graded when required</p>	<p>Maintenance</p>
<p>63. Existing green spaces could be enhanced with playground</p>	<p>The current operating budget designates funds for replacing existing equipment and irrigation</p>	<p>Maintenance</p>

<p>equipment and irrigation to attract young families to the older neighbourhoods</p>	<p>systems only. Funds are rarely designated to redesign existing parks. Parks Development will be testing an evaluation matrix designed for existing parks within the City that will determine which equipment and irrigation infrastructure needs to be replaced and an associated timeline for replacement.</p>	
<p>64. Plans for a northside Public Library should be revisited to substitute a bookmobile that is better able to address the changing location of young families</p>	<p>A Bookmobile is the least cost effective way to provide services to a community as the limited volume of materials are intended for recreational reading only, are targeted to a very young readership and cannot provide classroom type services. A satellite library building for the northside is contemplated in the 2012-2017 Capital Budget cycle, potentially in a mall type setting.</p>	<p>Maintenance</p>
<p>65. Photo radar revenues from roads within the central neighbourhoods should be returned in the form of neighbourhood improvements or neighbourhood patrols</p>	<p>All revenue received from photo radar is received as general revenue and is placed in the MRSR. These funds are then used to offset taxes enabling the City's facilities, roads, parks, policing, fire and EMS can be maintained. The funds are then allocated on a city wide basis in the best interests of the whole community.</p>	<p>Maintenance</p>