Part 6

City of Lethbridge

Heart of Our City Master Plan

September 2007
Part 6 Implementation Strategies

Contents

1.0 Introduction to the Implementation Strategies .......................................................... 1
2.0 Governance & Process .................................................................................................. 4
3.0 Planning & Regulatory Framework ............................................................................ 12
4.0 Incentives & Financial Tools .................................................................................... 22
5.0 Capital Improvements Priority Plan ......................................................................... 34
  5.1 Immediate Projects < 1 Year
  5.2 Near term Projects 1 - 2 Years
  5.3 Medium Term 2 - 10 Years
  5.4 Long Term 11 - 50 Years
6.0 Other Recommended Strategies & Initiatives ............................................................ 48
7.0 Implementation Summary Table ................................................................................ 62
1.0 Introduction

Introduction

Purpose of the Implementation Strategy

The Implementation Strategies provides a roadmap for action. It outlines what the City of Lethbridge must do to implement the Master Plan. It provides an approach especially customized to the unique Lethbridge context.

This part of the Master Plan is the implementation plan and recommended actions. It sets out the potential projects, programs, policies and strategies to move the Master Plan towards fruition. With an emphasis on governance, the planning and regulatory framework, incentives and financial tools, capital improvements, as well as other recommended strategies, this document addresses the current conditions of Downtown in defining the necessary actions that will advance the long-term vision presented in The Guiding Framework.

How to Use the Implementation Strategy

The Implementation Strategies document will be most useful in guiding the City in defining programs, setting priorities, allocating finances and assessing achievements. Over time, this part of the Master Plan should be revisited and updated to ensure that the strategies remain relevant and current to the Downtown as it evolves.
Governance & Process
Part 6
Implementation Strategies

Key Objectives

• To provide a management entity to coordinate Downtown revitalization efforts and guide the implementation of the Downtown Master Plan;
• To consolidate key authority and responsibility to make decisions, enter into contracts and be empowered by Council and other decision-making bodies to act regarding Downtown;
• To build leadership, innovation and organizational capacity among City departments and staff to ingrain and implement the policies of the Master Plan;
• To instil confidence amongst investors and developers by providing an effective decision-making entity that is committed to establishing an environment for change;
• To build and maintain intergovernmental relationships and public-private business partnerships to implement the Master Plan, while minimizing conflicts of interest;
• To develop clear accountability, performance and review measures to ensure successful implementation of the Plan over the long term (including any adjustments in the phasing or capital improvements priority plan) and to put key milestones in perspective;
• To coordinate economic development, marketing and research initiatives specifically for Downtown;
• To encourage Downtown self-management;
• To provide mechanisms for public input and consultation into Downtown planning and revitalization initiatives; and
• To develop a single-point liaison with the arts community and to advise Council on strategies for action.
2.0 Governance & Process

Recommended Strategies

Downtown Business Unit

1. Create an internal ‘single point’ management structure in the form of a new Downtown Business Unit that will lead and direct the long-term implementation of the Downtown Master Plan.

This management structure should be subject to the same business planning and budgeting processes as other City Business Units.

The new Downtown Business Unit will, among other roles: act as steward of the Master Plan; advise City Council on the Plan implementation; identify business opportunities and fiscal requirements related to Plan implementation; pursue core funding sources for Downtown revitalization; ensure collaboration across City departments, boards commissions and committees in the planning and delivery of Downtown initiatives; coordinate the interests of multiple organizations in Downtown; and, provide strategic direction on the management of municipal assets in Downtown. It will also advise on necessary amendments to the City policies, priorities, and regulations to achieve the implementation of the Master plan and request staff resources from Directors as necessary.

2. Appoint a Downtown Business Unit Manager to take on the role of ‘Plan Implementor’ to oversee the implementation of the Master Plan.

Key Roles of the Manager:
• Lead the City in the implementation of the Heart of Our City Master Plan;
• Build capacity in the Corporation to sustain Downtown revitalization

Typical tasks may include the following:
• Amend the Land Use By-law and naturalize the Master Plan and Urban Design Guidelines by preparing the Heart of Our City Area Redevelopment Plan;
• Create and monitor Downtown revitalization performance measures and targets;
• Compel others to prioritize investment Downtown;
• Initiate and maintain public-private relationships and other intersectoral relationships and business partnerships while minimizing conflicts of interest;
• Develop an RFP process for Downtown revitalization initiatives;
• Create an environment for change that instils confidence amongst investors and developers;
• Facilitate interdepartmental communication;
• Identify and manage revitalization projects;
• Act as primary City Administrative Advisor / Liaison for the Heart of Our City Advisory Committee and the Business Revitalization Zone;
2.0 Governance & Process

- Consult regularly with the community regarding Master Plan issues;
- Oversee the restructuring of City approvals processes and Land Use By-Law amendments as necessary;
- Determine additional staffing or training needs or other resources for implementation;
- Direct and prepare planning reports and presentations for City Council, Municipal Planning Commission, Senior Civic Administrators and others; and,
- Contract and coordinate consultants for the City as required.

3. City departments involved in implementation of the Master Plan should appoint dedicated staff resources to the Downtown Business Unit as needed. Departments should commit operating resources (and support staff as necessary), either as proportionate time or as periodic time, to formalize existing commitments.

4. Establish a Technical Advisory Committee for Downtown to coordinate higher-level City decision making necessary to implement the Plan. This Committee should be overseen by the Business Unit Manager and should include: the CEO of Economic Development Lethbridge, City Corporate Directors and the Business Unit Managers of departments involved in Plan implementation.

5. Train staff to enhance its urban design expertise to address urban design matters in development review
   - The City should train staff to address urban design matters. Such training would serve the purpose of:
     - Enhancing staff understanding of urban design issues in Downtown and the greater City
     - Equip decision-making staff with regard to urban design issues
     - Help build community capacity and understanding of urban design issues

6. Consider establishing a Downtown Realty Corporation at some point in the future to manage land and other capital assets acquired from time to time to fulfill Plan Implementation.
   - Could be established as development pressure warrants, some time in the future;
   - Could be an arms-length corporation with financial independence from existing City capital and operating budgets; and
   - Could provide discretion and minimize conflicts of interest with regards to public land purchases and to better align project risks to cost and scheduling.
   - Should facilitate Downtown infill development and its unique requirements in terms of (i) its investment returns and (ii) its potential competition with suburban development interests
Economic Development Lethbridge (EDL)

7. Economic Development Lethbridge should expand its mandate to focus strategic EDL initiatives in Downtown. The objectives of doing so are to:
   • create strategic partnerships, leverage business opportunities, provide additional market flexibility and pursue independent economic initiatives;
   • integrate with and augment Downtown management and site redevelopment initiatives;
   • assist in facilitation for Downtown revitalization projects;
   • attract additional funding (i.e. federal) resources;
   • coordinate and integrate multi-tiered business attraction and marketing initiatives; and
   • prioritize Downtown as a business and lifestyle experience, that is fundamental to the overall economic development of Lethbridge.

8. The Heart of Our City Advisory Committee (HOCAC) should continue to act as a representative body and as an important ‘sounding board’ for the community throughout the implementation of the Plan.

   With the ultimate completion of the Downtown Master Plan, the role of the Downtown Revitalization Steering Committee (DRSC) as a Downtown Task Force necessarily evolves. In its original role as advocate for and overseer of the Master Plan the DRSC has built community capacity and could continue to act as a public input and feedback body for the Plan’s realization during implementation

   The DRSC should continue to maintain broad-based community representation and balance community interests during the Plan implementation, and:
   • Advise the Downtown Business Unit manager on strategic direction and policy
   • Work to improve corporate (departmental) integration with regard to Downtown revitalization and facilitate two-way information flow

Business Revitalization Zone (BRZ)

9. Consider the viability of expanding the BRZ and Enhance its Role as the Steward of the Plan

   The BRZ has taken a leading role in the revitalization of Downtown, in public advocacy, governance, marketing and many private initiatives.

   If it is possible to expand the BRZ, this will greatly enhance its financial capabilities for programming and improvements, provide a unified voice for the Downtown, and enable the coordinated implementation of the Master Plan. The BRZ may play a key role in developing an agreed-upon business model for Downtown retail that will help guide the retail mix, service base, marketing and promotion, as well as providing recruiting and business support services for Downtown. The City should maintain close consultation with the BRZ to fulfill these objectives.
2.0 Governance & Process

Allied Arts Council (AAC)

10. Consider designating a single arms length organization to act as liaison with the arts community and to advise Council on strategies for action.

Arts and culture is currently managed through Leisure and Recreation Services at the City – but may benefit from better liaison with Economic Development and Tourism, and separation from community recreation services.

For Lethbridge to implement its current arts and culture policy, it is recommended that the City facilitate liaisons between Economic Development Lethbridge, Leisure and Recreation Services, and Communications and provide funding for the Allied Arts Council to develop opportunities for the full diversity of the Lethbridge arts and culture community (Independent artists, members of the Allied Arts Council, education-oriented arts programs and institutions, and the University of Lethbridge Fine Arts faculty).

The AAC should accordingly develop and submit a business plan and budget to Council and the City Manager to determine funding levels.
2.0 Governance & Process

Priority Actions / Next Steps

1. Create Downtown Business Unit and write business plan

2. Appoint / hire Downtown Business Unit Manager

3. Allocate Downtown Business Unit staff support (administrative, planning, urban design)

4. Develop Downtown strategy with Economic Development Lethbridge and the Business Revitalization Zone

5. Allocate Business Unit Managers for Technical Advisory Committee meetings (quarterly)

6. Revise Heart of Our City Advisory Committee mandate and initiate meetings

7. Implement a capacity building program in urban design in Planning and Development Services
Planning & Regulatory Framework
Key Objectives

- To provide clear and consistent City-wide policy with regard to the intent and spirit of the Master Plan Vision
- To reinforce the objectives of the Master Plan through amendments to related policy documents
- To direct implementation of the Master Plan through appropriate development controls and policies
- To provide a clear and expedited route for development permit approvals while ensuring appropriate controls during the interim period of the adoption of the Master Plan
- To remove barriers to Plan Implementation in current municipal planning documents
### Recommended Strategies

1. **Adopt an interim Approval Process for all lands within the Master Plan Study Area**

   Until City staff have been able to fully review and consider the most appropriate means to revise the policy framework governing development in the Downtown in keeping with provincial legislation, development in the study area should be subject to a Direct Control By-Law to ensure appropriateness of built form and consistency with the objectives of the Master Plan. The process should be guided by the following documents (to be included as part of the Master Plan):
   - The Vision;
   - The Guiding Framework; and,
   - The Development Design Guidelines.

   This review process will require additional urban design expertise at the City. Urban design training should be provided. Base development permissions should continue to be as-of-right. Development bonusing permissions such as additional floor square area, building height or building storeys should be tied to City-developer partnerships for district-related capital improvements.

2. **Adopt the Downtown Master Plan, Parts 3-5**

   At this point in the redevelopment of Downtown Lethbridge, it is imperative to firmly establish the intent of council with respect to the future of the heart of the City.

   As such, the Downtown Master Plan should serve as the policy document to guide amendments to policy and to direct physical design and improvements within the Downtown. Adopting the plan will give it credibility and will set in motion the necessary actions to bring about the Downtown’s transformation.

---

### 3. Consider using the Downtown Master Plan as the basis for an Area Redevelopment Plan

An Area Redevelopment Plan, as a statutory plan under the Alberta Municipal Government Act, would set a clear policy framework for redevelopment and would allow for certain opportunities.

### 4. Amend the Land Use By-Law

If the Master Plan is adopted as an Area Redevelopment Plan, the Zoning By-law should be amended accordingly to align land use policies with that of the Master Plan. The key amendments to Zoning By-Law 4100 are detailed below, and summarized as follows:

- **Create a new general Mixed Used District Designation** in the Land Use By-law (MCR – General) to replace the existing Downtown Commercial (C-D) District. The Mixed Used designation provides general form-based requirements for Downtown but allows increased land use flexibility over the existing Land Use By-law.

- **Employ Individual District Overlays.** These overlay Land Use Districts provide specific form-based requirements for Downtown built character areas, in keeping with the specific character of Districts as identified in the Guiding Framework of Master Plan. They also serve to specialize or ‘fine tune’ permitted and discretionary uses in keeping with these specific characters areas while allowing intensified uses within these zones.

- **Include all as-of-right rules or building envelopes as Permitted Uses in the Land Use By-law** (these may be in guideline or graphic format)

- **Consideration should be given to allowing non-conforming uses in Downtown to expand existing uses without rezoning to MCR rules, on a discretionary basis.** If required, enhanced control
over non-conforming uses could be implemented by either:

- Designating District Control for important sites; or,
- Employing waivers to grant exceptions to continue non-conforming uses, in lieu of designating them as discretionary uses.

5. **Implement a Form-Based Zone for the Downtown Mixed-Use (MCR) District as part of the Land Use By-Law to promote Downtown intensification and development**

The City should pursue adopting a Form-Based Zone for the Downtown Mixed-Use (MCR) District. The purpose of this zone overlay is to:

- provide the public, City and developers with clarity of intended development outcomes, and reduce speculation;
- provide development controls that are adaptable to the dynamic nature and unique character of land uses in Downtown; and,
- incorporate incentive tools and mechanisms to encourage desired land use and built form responses that meet Master Plan objectives.
- Employ a form-based zone as a working component of the Land Use By-law will require capacity building on the part of City staff. The explicit and non-cryptic nature of the form-based zone however should, once naturalized, greatly facilitate the communication of site, built form and land use expectations in Downtown.

6. **In the future, consideration might be given to establishing a Peer Review Process for significant projects**

To provide the Downtown Business Unit with expertise and support, at some point in the future, consideration should be given to establishing a Peer Review Process to ensure continued conformance with the objectives of the Master Plan as development applications come forward. The objective of this Peer Review would be to ensure design excellence by providing a mechanism that encourages professional colleagues to review proposed projects.

Development applicants and their consultants would be asked to submit proposals for peer review. The Panel in turn would make recommendations to the Downtown Business Unit and work with the applicant’s design team to promote design excellence and consistency with the Master Plan.

7. **Amend the Municipal Development Plan (MDP)**

As the City’s most important long-range land-use plan, the MDP sets high level policies that direct the Land Use By-Law and other statutory policies including the Downtown Master Plan (which will eventually be adopted as an Area Redevelopment Plan) and the City Transportation Plan.

While the MDP sets objectives of ‘efficient and balanced growth’ and especially Downtown residential and commercial intensification, it continues to promote ‘greenfield’ residential development and holds further land reserves for residential expansion in urban fringe areas in North, Southeast and West Lethbridge.

As the key landowner in urban fringe areas, the City should consider adopting sustainable growth strategies that may include an urban growth boundary and reconsidering ‘ring road’ expansions and city bypasses. Consequently, residential and commercial intensification in Downtown may be further encouraged. The MDP should be amended to be in keeping with the intent of the HOC vision.

8. **Amend the Transportation Master Plan for Roadways**

As perhaps the most important component of
the City’s long-term plan for infrastructure, the Transportation Master Plan for Roadways employs a series of growth assumptions to develop transportation infrastructure spending for the 10-year Capital Improvement Plan.

These assumptions include population growth, employment growth, school enrollment and related land use needs. Demographic numbers were developed within each neighbourhood to project demographic succession and migration spatially. These values were used to determine traffic needs.

Under this current growth scheme, Downtown is projected to capture only 4.5% of future growth as the City reaches the 95,000 population mark at some point in the future (1086 out of 24,088 persons).

Since this plan clearly assumes outward growth primarily to the periphery and excludes current trends of residential intensification observed in similar-sized cities, the underlying land use assumptions of the transportation plan may need to be reconsidered to be in keeping with the HOC vision and an amended MDP.

If Downtown intensification captures even 5,000 extra residents within the above growth period, many of the traffic projections will change drastically and entail significant inefficiencies in the projected roadway system – an overbuilding of road infrastructure that Downtown intensification policies seek to prevent.

If Downtown intensification is to be achieved, it is imperative that both the Municipal development Plan and the Transportation Master Plan for Roadways be amended, simultaneously, to ensure the 10-year Capital Improvement Plan for roadway infrastructure supports this priority.

9. Amend Consolidated Traffic By-Law #3499 (A By-Law to regulate highway traffic in the City of Lethbridge)

By-Law 3499 sets out definitions and regulations regarding the street hierarchy, related street speed limits, special traffic zones, permitted traffic control devices (including crosswalks and traffic calming devices), parking permissions and charges, traffic fines, among other details related to roads.

The By-Law should be amended to correspond to Downtown road standards and guidelines as set forth in the Downtown Master Plan. (Part 4, Section 3.1)

10. Amend Design Standards 2007 (Section 6: Transportation)

While applying generally to the greater City area, the 2007 Design Standards provide little urban design detail regarding streetscaping and street character prioritized by the Downtown Master Plan.

The specific pedestrian and multimodal orientation of Downtown streets makes the roadway network an essential component of the open space network. Street character and standards will as a result be very different than those of typical roadways in the rest of the City.

The streetscape and road standards outlined in the Public Realm Design Guidelines of the Downtown Master Plan for Downtown Districts should be integrated into an Area Redevelopment Plan.

11. Amend Business License By-Law #3998 (A By-Law to Provide for Licensing, Control and Regulation of All Businesses or Industries within the City of Lethbridge)

Amend the Business License By-Law to streamline the permitting and approval process for Downtown businesses, particularly artists. Business permitting fees should be minimized, and a maximum review
period could be implemented. As an alternative, Downtown business permitting could be replaced with a business registration system or overseen through Economic Development Lethbridge or the Business Revitalization Zone.

12. Undertake a Municipal Heritage Plan

A Municipal Heritage Plan should be undertaken for the Central District to define and retain one of Lethbridge’s greatest potential economic assets - its heritage. Downtown contains the greatest concentration of architecturally and culturally significant heritage resources in Lethbridge, and provides an important link not only to the region’s past, but to Canada’s confederate heritage through its historic town plan, the CP railway and pioneering irrigation technology.

To build upon the already successful Main Streets Revitalization Program, Lethbridge should develop a municipal heritage conservation program to help identify and protect locally and regionally significant historic places. Funds and other resources are available through the Alberta Municipal Heritage Partnership Program to preserve and promote historic physical and cultural assets and their context.

13. Identify Adaptive Re-Use and Mixed-Use Conflicts in the Building Code

A number of barriers may exist in the Alberta Building Code that prevents the adaptive re-use or conversions of Downtown buildings. Typical code requirements might include sprinkler installations, HVAC or electrical upgrades, insulation replacement, entrance and fire safety upgrades. These requirements may act as economic barriers to above-store residential conversions, building adaptive reuse and non-typical uses of space (artist studios, galleries, live-work space etc).

The Alberta Provincial Building Code, currently a decade old, will be updated in Autumn 2007.

14. Remove Zoning Barriers to Affordable Housing

Based on current research conducted by the City, discussions with stakeholders, and information collected from focus groups, a primary social issue facing Lethbridge is the lack of affordable housing. In particular, affordable housing is required for the economically disadvantaged, seniors, the aboriginal community, and persons with disabilities and health challenges.

The City should explore the viability of reducing regulatory barriers for affordable housing developments in Downtown Districts. The City could, for example, reduce parking requirements and consider density bonusing for developments where provision is made for 10% affordable housing.

The City should consider rezoning Downtown districts to apply Inclusionary Housing zoning by establishing incentives for the creation and preservation of affordable housing in conjunction with new development. Inclusionary Housing zoning enables construction of additional housing in exchange for providing affordable housing. In the proposed Downtown MCR District, for example, a typical redevelopment parcel with a base FAR of 4.2 could be increased to 5.6 FAR in exchange for allocating 20 percent of the floor area in the building to affordable housing units.

Contextual height limits for the Urban Core: Heritage Blocks District (MCR-H), such as a maximum street wall height of 3 to 4 storeys and an additional bonus building height of 2 storeys after a setback would continue to apply. Affordable units can be provided within the new development or off-site, in new or preserved units, within the same community district or within 800 metres of the bonused development. Available City, Provincial and Federal housing finance or matching funding programs may be used to finance affordable units.
The combination of a zoning bonus with housing programs would establish a powerful incentive for the development and preservation of affordable housing in Downtown as the district experiences revitalization.

15. Undertake the Necessary Supporting Studies and Initiatives

Some additional studies are required to keep capital improvements within the downtown on target. These studies may be enacted as development pressure grows and warrants additional levels of direction.

- A Civic Precinct Plan to guide the planning and development of Downtown’s Civic heart
- Midtown + Upper East Side Precinct Plans to guide the mixed use infill development and intensification of these Downtown Districts
- Scenic District Precinct + Trails Plan to guide the planning and urban design of Lethbridge’s important ‘front door’ and access to the River Valley
- A Comprehensive Parking Study to inventory parking use and correlate parking needs to current and future land uses
- An Infrastructure Inventory to address the conditions of underground utilities conditions/access and correlate necessary upgrades to scheduled streetscaping projects
- A Downtown-wide Sustainability & Serviceability Commitment or Standards for Capital Improvements
- Strategic Plan for LA Transit to guide development of new transit service standards, including and transit stop design guidelines and standards for a dispersed transit terminal ‘zone,’ as well as major and minor Downtown stops.

16. Review Recent and Ongoing Master Planning Initiatives

- With respect to the downtown, the HOC Master Plan Vision should supercede other development plans other plans should be required to conform to the intent of this vision. These may include:
  - Bikeways & Pathways Master Plan
  - Recreation And Culture Facilities Master Plan
  - Amend Parks Master Plan
Priority Actions / Next Steps

1. Create a Direct Control area as an interim approval process for all Downtown

2. Adopt the Downtown Master Plan, Sections 1-3

3. Amend the Land Use By-Law
   a) Create a new general Mixed Used District Designation for Downtown
   b) Employ Individual District Overlays for Downtown Districts.
   c) Consideration should be given to allowing non-conforming uses in Downtown to expand.
   d) A form-based zone for Downtown should be included as a component of Master Plan
   e) Integrate Site and Built Form Guidelines into Land Use Bylaw

4. Establish a Design Review Panel

5. Amend the Municipal Development Plan (MDP) to be in keeping with the Guiding Framework (Part 4)

6. Amend the Transportation Master Plan for Roadways

7. Amend Consolidated Traffic By-Law #3499

8. Amend Design Standards 2007 (Section 6: Transportation)

9. Amend Business License By-Law #3998

10. Adopt a Municipal Heritage Plan

11. Identify Adaptive Re-Use and Mixed-Use Conflicts in the Building Code

12. Remove Zoning Barriers and provide incentives to Affordable Housing

13. Undertake the Necessary Supporting Studies and Initiatives

14. Review and Amend Recent and Ongoing Master Planning Initiatives
Incentives & Financial Tools
4.0 Incentives and Financial Tools

Key Objectives

Infrastructure and Circulation

• Encourage and focus pedestrian activity in the Central District;

• Continue to promote and facilitate Downtown as a significant City node through access and infrastructure;

• To ensure Downtown is an attractive and sustainable place to invest by enhancing connectivity and multi-modal choices, including public transit;

• Reduce automobile-related infrastructure costs while maintaining convenient access to Downtown and advising the right balance between parking and transit;

• To ensure Downtown is accessible from all areas of the city to the broadest possible demographic of various means and physical abilities, by providing high quality transportation choices through public transit as well as safe and convenient multimodal routes;

• Encourage greater efficiency in parking use throughout Downtown, and promote a gradual shift in user parking patterns, behaviours and expectations for convenience (increase typical walking distance from 15-200 feet);

• To be sustainable by promoting alternative transportation and Travel Demand Management programs to reduce infrastructure costs, parking demand and environmental impacts of automobile use and inefficient land development.

Economy and Culture

Retail:

• To maintain the Central District as a competitive commercial node as well as the pre-eminent retail shopping destination for Lethbridge and surrounding region;

• To open Downtown to new markets and broaden demographic penetration – especially to attract families, women and a younger demographic, particularly students;

• To reinforce and enhance the current and future role of Commercial Centres as key Downtown anchors and important components of Downtown retail success and synergy;

• To protect and enhance traditional Downtown retailers and small scale entrepreneurs with an understanding that the primary asset and draw is rooted in successfully promoting and marketing the unique ‘Main Street’ experience;

• To create sustainable mixed use districts that integrate mall retail and new market residential into Downtown; and

• To develop a diverse and complementary Downtown experience to expand both the local (resident) and regional (visitor) markets through Downtown design, promotion and management

Economic Development:

• To retain and expand primary Downtown businesses
4.0 Incentives & Financial Tools

and business clusters (retail, tourism, services);

• To attract new business investment to Downtown that supports the creation of a dynamic and entrepreneurial urban environment;

• To position Downtown to attract a broad and diverse residential and worker demographic, in particular an educated, talented and skilled workforce that serves key new economy growth sectors in information, technology and communications as well as other creative sectors such as design, arts and culture, and new media;

• To improve consumer and investor confidence in Downtown districts and encourage commercial activity and investment in the area;

• To develop Downtown Lethbridge as centre of innovation and research by expanding technology transfer, business incubation, University-business partnerships, and College-business partnerships; and

• To ensure, as the market allows, a supportive policy framework for the expansion of residential neighbourhoods in the Downtown.

Marketing and Promotion

• To attract potential retailers, businesses and new residents to Downtown;

• To augment Downtown local visits, tourism and length of stay;

• To retain a wider age group to live, work and play in Downtown; and

• To integrate and complement existing multi-tiered marketing and promotion Initiatives in Lethbridge and the Region.

Arts, Culture and Tourism

• To firmly establish the role of arts and culture as a key component in the revitalization of Downtown through specific policies;

• To provide creative spaces for artists, cultural organizations and business incubation in Downtown;

• To attract and retain educated, talented and skilled artists in Downtown so as to create a critical mass of artists, arts organizations and audiences;

• To broaden the tourism market for Downtown by developing an array of cultural-oriented facilities, events and attractions;

• To facilitate funding for arts, culture, events and festivals;

• To augment education, accessibility and participation in the arts for all (performances, concerts, exhibitions, and opportunities for venues); and

• To make Downtown a creative urban environment that encourages innovation, risk-taking and entrepreneurship while providing a creative milieu for artists, community groups and non-profit organizations.
4.0 Incentives and Financial Tools

Key Objectives

Residential

- Work with City of Lethbridge and Lethbridge County to leverage funding for social housing;
- To increase the number of Downtown residential units to build a critical mass and density of people and activity in the Central District;
- To increase Downtown residential diversity (income, age), tenure (own / rent options) and market breadth (lofts, studios, live-work, townhouses, condominiums, apartments);
- To promote adaptive re-use of Downtown building stock to maintain historic character, attract creative uses and compact development, as a key City commitment to sustainability (especially the second storeys of heritage buildings) as part of the City’s commitment to sustainability;
- To generate confidence in Downtown living;
- To demonstrate the City’s commitment to Downtown and City-wide sustainability objectives. Downtown intensification is a key means for reducing sprawl, encouraging active transportation over automobile use, and for making efficient use of existing infrastructure and services;
- To develop a market-based, district strategy for residential redevelopment in what is currently a commercially-zoned area; and
- To ensure consideration of potential land use conflicts.

Commercial:

- To attract desired, complementary retail and service businesses in Downtown; and
- To provide the physical setting to create a dynamic, high-quality urban environment.

Development Controls

- To provide the public, City and developers with clarity of intended development outcomes, and reduce speculation;
- To build capacity among City Staff by providing a consistent and easy to understand decision-making tool for reviewing and assessing development applications, and to train and build understanding in the development community regarding the tool;
- To provide development controls that are adaptable to the dynamic nature and unique character of land uses in Downtown; and
- To devise incentive tools and mechanisms to encourage desired land use and built form responses that meet Master Plan objectives.

Tax Assessment

- To provide a tax-friendly environment and incentives for Downtown multifamily residential development;
- To create a tax-friendly environment and incentives to locate businesses Downtown; and
- To develop fiscally responsible revitalization
practices by minimizing both capital and operating investments by the municipality.

**Partnerships**

- To enable large-scale, catalytic developments to generate momentum in Downtown;
- To create certainty, reduce time of project planning and expedite approvals in Downtown;
- To expedite the implementation of the Master Plan by providing sufficient funding to legitimize the chosen governance approach;
- To build a level of market flexibility into the Master Plan phasing strategy;
- To ensure that the municipality continues to function as a land developer in the Downtown; and
- To highlight advantages to investing Downtown through marketing and promotion.
4.0 Incentives and Financial Tools

Recommended Strategies

Infrastructure and Circulation

1. Build strategically located and well-designed municipal parking structures to provide visitor incentives, support residential infill development and provide convenient employee parking for businesses in Downtown. In the future, the City should consider creating a parking authority to manage Downtown parking assets and revenues.

2. Implement more favourable parking standards to stimulate investment, including:
   - Eliminate commercial parking requirements for developments within the Retail Core;
   - Ensure that parking requirements are not a detriment to smaller scale developments;
   - Reduce parking requirements on all other new commercial developments;
   - Eliminate parking requirements for residential conversions above existing commercial uses and for heritage buildings; and
   - Require no more than 1 parking space per residential dwelling unit as a base standard.

3. Develop a comprehensive parking marketing and promotion strategy to encourage more Downtown traffic and to counter perceptions of parking shortages, including:
   - Promotional information on convenient parking locations, pricing and cross promotions, and especially security and maintenance;
   - The development of an effective way-finding system, using available technology, that clearly identifies Downtown access, arrival, modal connections, parking location, and available spaces;
   - Maintain meter hoooding to promote awareness of parking issues; and

Transit Incentives

4. Implement and market improved Transit Service Standards and Design to demonstrate a key public policy move to support City-wide sustainability commitments.

5. Further explore the viability of an interim Downtown Shuttle to support Downtown vitality, especially for seniors residing across Scenic Drive and First Avenue. The shuttle should be functional (separate from tours and attractions) to promote reduced short trips and ‘re-parking’ in the central core by linking key parking facilities.

6. A Transit Marketing and Promotional Campaign to influence travel decisions by providing education, incentives and transportation options.
   - Work with new developments to implement City Transportation Demand Management policies by maximizing transit opportunities and incentives (e.g. offering transit passes to home buyers etc).

Capital Improvements

7. Explore the viability of using height/density bonusing to obtain district-related capital improvements. Applications seeking to develop properties to heights and densities that exceed as-of-right may be considered in exchange for the contribution of capital improvements benefiting the district and community, provided that the proposed application, including any height/density increases, constitutes good planning. Applicants may partner with the City on such district-related capital improvements.
8. As part of the Municipal Sustainability Plans, amend Offsite Levy By-Law - for the urban periphery, increase off-site levy rates as an incentive for home buyers to consider Downtown as a less expensive housing choice.

9. Create a Downtown fund for capital improvements, separate from 10 year CIP, to provide market flexibility. This fund should be managed by the Downtown Business Unit, with input from the TAC to ensure coordination with other city-wide initiatives.

10. Create a development tool package for planners and development officers to assist in acquiring appropriate capital improvements in development agreements and partnerships.

**Economy and Culture**

1. Consider new methods that might streamline and simplify the business permitting and development approval process to create a more amenable environment for the dynamic and creative nature of Downtown businesses and to serve as an incentive for concentrating new retail uses specifically within the Retail Core Focus Area.

2. Continue to permit all retail formats but with strict design controls to reinforce the distinct ‘Main Street’ experience: building fronting and placed close to the street, parking to the rear, articulation of narrow storefronts with high levels of transparency, prominent grade level heights, and high quality signage.

3. In Consultation with the BRZ, ensure the provision of amenity and service levels that shoppers expect, including common hours of operation, shop directories, and an extensive wayfinding system that promotes retail concentration, retail mix as well as complementary destinations and events in Downtown. Public washrooms, change rooms and convenient seating should also be provided in Downtown, as recommended in the Round Street Report.

**4. Safety + Security.** The Downtown Business Unit, in conjunction with Lethbridge Regional Police Services, Community Services, the Business Revitalization Zone as well as the greater community should continue to implement and promote safety and security measures to counter real and perceived issues in Downtown. It is imperative that these measures solicit broad community input and buy-in if they are to receive wide community support necessary for success.

- Currently safety and security in Downtown Lethbridge is enhanced by the following groups:

  • Downtown Beat Patrol Officers from Lethbridge Regional Police Services
  • Mobile Urban Street Team (MUST) Outreach Team Members
  • To Reach and Connect (TRAC) Youth Team
  • Streets Alive, “Taking it to the Streets”
  • Contract Security in Galt Gardens

- As recommended in the recent report contracted by Lethbridge Community Services, “Round Street, Building a Better Neighbourhood” (2006), best practices employed to address the root causes and negative perceptions of Downtown crime and threatening behaviours often do not produce direct and predictable results. Strategies of prevention through social and community development (through community capacities to alleviate and prevent crime) are considered the best approach, however the need for community buy-in to the process often precludes these proactive, long term processes in favour of more short-term, results-
Part 6

Implementation Strategies

oriented, preventative interventions. The report recommends a multifaceted approach incorporating broad community participation led through a governance process. The Downtown Business Unit recommended by this Master Plan is well-positioned to take a key role in administering this process. In addition, the Site and Built Form Guidelines as well as the Public Realm Framework provide clear guidelines that will shape the development of the physical environment in Downtown in such a manner that minimizes both opportunities for crime and the root causes of crime through greater inclusivity and diversity. The report recommends a four-pronged approach to Downtown security and safety:

• Implement Downtown governance to build stakeholder support and understanding of the key issues

• Address Community perceptions and reality regarding criminal activity in Downtown. A community that undergoes rapid growth and change often experiences heightened unfamiliarity with other citizens. Strategies recommended include implementing:

  • Law Enforcement – continue the Downtown Beat Patrol and other community policing approaches

  • 2nd Generation Crime Prevention through Environmental Design (CPTED) - create opportunities for positive interaction between citizens through design and programming of everyday prevention activities and gain a sense of empowerment.

  • Education and Experience regarding cultural stereotypes and community diversity

  • Address the “root causes” of crime

    • Harm Reduction, Community Outreach, Alcohol Management Programs, Zones of Tolerance, Social Development Programs, and Community Capacity and Development

    • Create an inviting and safe neighbourhood environment that prioritizes people-friendly and fully-utilized spaces. These recommendations align with the intent, design, and implementation approach of the HOC Master Plan.

5. The Business Revitalization Zone, Economic Development Lethbridge and the Downtown Business Unit should work together to develop a multi-tiered marketing and business promotion strategy for Downtown retail to protect and enhance different retail formats. This will be reinforced in the Site and Built Form Guidelines. Typical retail formats with an integrated strategy may include:

    • ‘Mom and Pop’ small format, owner-occupier businesses;

    • Mixed use integrated such as office-retail, live-work, etc;

    • Mall retail; and

    • Big box (within a limited floor square area in Downtown).

6. The Business Revitalization Zone, Economic Development Lethbridge and the Downtown Business Unit should work together to develop extensive business assistance and resource tools. These may include:

    • A financial and technical assistance program for Downtown businesses;

    • A database of redevelopment / relocation opportunities;

    • A small business portal to promote networking, learning, resourcing, influencing and business promotion; and

4.0 Incentives and Financial Tools
4.0 Incentives and Financial Tools

4. Collaborate with the First Nations people to create a First Nations Lethbridge cultural summit to explore the role of First Nations artists, cultural organizations and tourism opportunities in the Downtown.

Residential

5. Consider revising Land Use By-Law Section 10 (64 – proposed MCR District) to include a three pronged approach as an incentive to residential development. This could include form-based Site and Built Form Guidelines (once they have been developed). Parking requirements could be amended in the Land Use By-Law accordingly - Section 9 (61.2-61.3):

- Infill of small-scale (frontages under 30 metres) vacant sites and adaptive reuse of upper-storey spaces in existing buildings within the Central District. These modest developments should be exempt from residential parking requirements;

- Larger-scale (over 25 units) mixed-use developments on sites with frontage of 30 meters or more within or adjacent to the Central District. These sites could accommodate on-site parking below or above grade with retail at-grade. Gross parking area should be excluded from the total gross floor area (GFA) of the development; and

- Multi-block development of ‘complete neighbourhoods’ in other parts of the Downtown and within walking distance of the Central Core. This type of development will require coordinated planning, marketing and execution to ensure the necessary design, amenities and services for an appealing living environment are implemented. Adequate on-site or common parking areas as well as strong pedestrian connections to the Central Core should be provided.

Arts, Culture and Tourism

1. Explore funding for and implement an annual Downtown Forum for arts and culture organizations for the purposes of networking, sharing resources, building awareness and creative relationships, gaining corporate sponsorship and generally creating value and generate exposure for artists.

2. Implement the Cultural Corridor Focus Area as a focus for restaurants, bars, entertainment venues, galleries and studios. The City should reinforce these functions with arts and culture related investments in the Corridor, including a possible performing arts centre, as well as streetscaping and street furniture improvements.

3. The Downtown Business Unit, in conjunction with the Allied Arts Council and the BRZ, should explore the viability of creating public/private partnerships to support a comprehensive assistance package for artists and other producers of culture seeking to work and live in Downtown. Assistance could include financial incentives, sponsored creative space, a resource database and gallery spaces.
6. Promote and enable both high-income (market) housing and alternative or unconventional housing forms for the proposed Downtown Mixed Use (MCR) District through a Downtown Development Summit and Developer Promotional Package that clearly establishes the intent of the City to welcome and support all forms of residential development in the Downtown.

7. Develop an infill / adaptive reuse development toolkit for mixed-use development to overcome building code barriers. Developing a cost-per-square-foot model for financing or incentives based on Downtown code limitations should be considered. The Downtown Business unit could support redevelopment by developing resources on alternative financing models, and promoting understanding of the value of redevelopment with financial institutions. There might be value in undertaking a BRZ / landlord survey to determine reasons for leaving space vacant.

8. Consider reducing or waiving development charges and permitting fees for Downtown residential investment. For small (<50 du) developments, reduce building permit fees and consider waiving amenity space and parkland levy requirements. This would need to be aligned with tax abatement policy.

9. Streamline the permitting and approvals processes for residential development by formalizing an expedited approvals process (for example site plan approval in 60 days, rezoning in 90 days). It will be necessary to review staff training and procedures to achieve this, and the Development Agreement process and eventual form-based zoning should permit a variety of compatible uses as-of-right and reduce uncertainty and time requirements for processing applications. Reducing Environmental Assessment requirements by pre-approving targeted development sites should also be considered.

10. Improve Financing Options for smaller residential projects by providing a revolving loan fund; identifying and facilitating higher level government matching funding; and continuing to expand the tax abatement program.

Other Mechanisms and Programs

11. Implement payment-in-lieu for parking to encourage municipal or partner-developed offsite parking lots.

12. Employ density bonusing as a component of downtown developments.

13. Continue to match Provincial grants for Main Streets to enhance the Urban Core: Heritage District.

14. Develop a Study Grant Program to provide grants to offset the cost of required studies for commercial and residential developments, including traffic impact studies, servicing studies, archaeological and heritage surveys, site contamination and remediation studies.

15. Develop a Landscape Improvement Grant Program to promote the establishment of improved landscaping to enhance the image of Downtown.

16. Create a Residential and Commercial Loans/Grants Program to provide residential and commercial loans/grants to improve existing properties and encourage building conversions and other adaptive reuse.

17. Explore Federal redevelopment grants for large Downtown projects (such as Urban Development Agreements); as well as Provincial matching grants and other funding sources available to municipalities.

18. Consider parking revenues as a long-term funding source that may be capitalized as the Downtown grows.
19. Create a Downtown Fund for short-to-mid-term capital improvements to capture Downtown tax increments and provide additional market flexibility when considering capital improvements. This may be managed through the Downtown Business Unit as a capital funding source with the criteria for use subject to a Business Plan.

20. Actively pursue Federal redevelopment grants for capital improvements.

21. Encourage adaptable grade-levels designed to commercial standards on all developments in the Central Core through Site and Built Form Guidelines to enable future conversion to retail if and when such uses become viable.

**Development Controls**

22. Implement Retail frontage requirements in Development Agreements, Development Review and in Land Use By-Law to encourage a continuous retail frontage in the Retail Core Focus Area.

23. Employ form-based zoning to create certainty, reduce costs associated with plan review, better expedite approvals, and promote district public realm and built form objectives through density bonusing incentives.

**Taxation and assessment**

24. As part of an Area Redevelopment Plan, or another mechanism, designate Downtown as a distinct area in the City that allows the City to provide a broad array of incentives, programs and other forms of assistance (some of which may be exclusive to Downtown), possibly including:

   • Reducing Mill rates on new multi-unit residential in Downtown;

   • Creating relocation tax incentives for businesses to locate Downtown (distinct from city-wide incentives).

25. Employ tax increment financing for significant Downtown Capital Improvements that benefit commercial owners and proprietors (i.e. in Focus Areas). This could be implemented through a separate Downtown Development Fund, to provide front-end financing for public realm improvements.

26. Explore the viability of increasing the tax abatement program to $5 Million to target more extensive residential and commercial adaptive reuse developments.

27. Consider expanding Downtown Revitalization Zone (BRZ) as necessary (and in the fullness of time as districts develop) to fund local initiatives benefitting an expanded Downtown.

28. Negotiate with the Province to examine the feasibility of forgoing the Provincial Education tax increment within Downtown, to allow The City to apply all property tax incremental revenues to funding downtown capital infrastructure.

29. Consider creating a Realty Tax Arrears Cancellation Program to help facilitate redevelopment on sites with outstanding realty taxes.

**Partnerships**

30. The City should develop partnership models for participation in Downtown developments, either to initiate a desired development or to assist a proponent with a significant undertaking that would benefit Downtown. These models should provide guidance for the City with respect to:

   • providing the land or leasing the land at a favourable rate to the developer;

   • pre-zoning and approving development;
• agreeing to lease back space from the developer once the building is constructed;

• partnering in the development, thereby sharing in the both risk and potential benefits;

• undertaking the development and leasing back to the proponent;

• building in flexibility (depending on markets) to create time-specific development incentives;

• operating and managing the facility or lease to run; and

• soliciting corporate sponsors to assist in financing a development.
Capital Improvement Priority Plan
Part 6
Implementation Strategies

Immediate Projects: < 1 year

Scenic District
Upper East Side
Central District
Civic District
London Road Neighbourhood
Hospitai Area Neighbourhood
Westminster Neighbourhood
Senator Buchanan Neighbourhood
Centre Village District
Broadview Neighbourhood
Midtown District
Hamilton Area Neighbourhood

Scenic District
Upper East Side
Central District
Civic District
London Road Neighbourhood
Hospitai Area Neighbourhood
Westminster Neighbourhood
Senator Buchanan Neighbourhood
Centre Village District
Broadview Neighbourhood
Midtown District
Hamilton Area Neighbourhood

Scenic District
Upper East Side
Central District
Civic District
London Road Neighbourhood
Hospitai Area Neighbourhood
Westminster Neighbourhood
Senator Buchanan Neighbourhood
Centre Village District
Broadview Neighbourhood
Midtown District
Hamilton Area Neighbourhood
5.0 Capital Priority Improvement Plan

5.1 Immediate Projects < 3 year

**Recommended Actions**

These projects, (not numbered chronologically or in order of importance) are the highest priority. Many of these are items that must be set in place before other later projects can be accomplished.

1. In order to promote the viability of a University presence in the Downtown, initiate a planning and design process in partnership with the University of Lethbridge to construct a municipal parking structure and streetscape improvements in conjunction with Downtown University facilities on or near the Capitol Block site.

2. In order to facilitate the redevelopment of the Lethbridge Centre, pursue the partnership opportunities with owners of Lethbridge Centre and prepare a concept plan for the mixed use redevelopment of the site and revitalization of the area.

3. In order to expedite the development of a conference facility, pursue partnership opportunities with owners of Lethbridge Lodge and prepare a concept plan for the redevelopment of the hotel site to include conference facilities.

4. To kick start the redevelopment of the First Avenue South properties, pursue redevelopment partnership opportunities to redevelop the block with a mix of uses including residential, commercial and a performing arts or other cultural centre.

5. Undertake a comprehensive study to correlate parking use and needs to land uses (current and planned).

6. Convert angled parking to parallel parking for the purpose of broadening sidewalks on priority streets - 2nd Avenue South (between Scenic Drive and Stafford Drive), and 5th Street South 6th Street South, and 7th Street South (between 1st Avenue and 5th Street).

7. Undertake an infrastructure inventory to comprehensively address underground utilities conditions & access in road standards and correlate streetscape improvements and sequencing with other capital works in Downtown.

8. Develop an interim strategy for a Downtown Shuttle to support Downtown vitality and pedestrian activity, especially for seniors residing across Scenic Drive and First Avenue. This shuttle could develop out of a partnership between the BRZ and the senior’s community, and potentially connect to medical / hospital facilities. It should primarily be functional, separate from tours and attractions.

9. Plan and design (for example through competition or RFP) the construction of high quality bus shelters at major Downtown stops in conjunction with streetscape improvements (automated ticket and pass outlets and ancillary services, i.e. kiosks, wayfinding + / machines).

10. A major Downtown gateway design and installation for Whoop-Up & Scenic Drive Interchange to create a memorable sense of...
arrival that may include earthworks + public art; a District gateway design and installation for First Avenue & Scenic Drive to kick-off the Downtown transformation. Awareness and excitement can be generated if implemented through a national design competition.

11. The installation of a tourist information booth at the north terminus of Festival Square that consolidates information about the Downtown, promotes its long-term vision and provides updates on the progress to residents, visitors and potential investors.

12. The construction of public washroom facilities at the north terminus of Festival Square at Galt Gardens.

13. Bicycle parking facilities accommodated at key locations – including racks for short term stays + lockers for employees: Galt Gardens; Courthouse; Civic Precinct; Park Place Mall at Chapters and 5th Street South.

14. Undertake a high-quality way-finding strategy for all transportation modes and reintroduce historic street names.

15. Solicit public art for priority sites in Downtown, possibly through competition, at the following locations: Galt Gardens S, W and SW sites; Railway Station / Chapters; and Galt Museum location.

16. The design and implementation of Galt Museum Plaza - the first phase of the transformation of the Galt Museum Focus Area and Coulee Vista Trail in the Scenic Precinct River Valley Frontage into a pedestrian priority area in conjunction with the build-out around the Galt Museum and the Green Acres Senior’s Residences.

17. Uplight prominent landmarks: Old Firehall; Canada Post Building; City Hall.

18. Planning and design process initiated for Civic Precinct to define a long-term civic, cultural and recreation facilities vision as well as establish a site access, structure and services Plan to coordinate investments and area improvements.

19. Undertake streetscape improvements in the Central District Pedestrian Core focus area, preferably in conjunction with adjacent development activity and necessary infrastructure renewal:

- 5th Street South, from 1st Avenue to 5th Avenue (4 linear blocks), including Galt Gardens plaza;
- 3rd Avenue South, from 7th Street to 8th Street (1 linear block);
5.2 Near Term: 3 - 5 years

Recommended Actions

These projects (not numbered chronologically or in order of importance) are also of high priority, but generally require more ground work, such as land acquisition, fund-raising and coordination with other groups. In some cases, an Initial Project must be in place first. The planning horizon falls within the three year amendment cycle of the City’s 10-year Capital Improvement Plan.

1. Undertake streetscape improvements in the Central District Cultural Corridor focus area, preferably in conjunction with adjacent development activity and necessary infrastructure renewal:
   • 2nd Avenue South, from Scenic Drive to 5th Street (3 linear blocks)
   • 3rd Avenue South from Scenic Drive to 5th Street (3 linear blocks)
   • 4th Street South, 1st Avenue to 4th Avenue (3 linear blocks)

2. Pursue through partnerships the planning and design of a municipal parking structure in the Civic Precinct to replace surface parking.

3. Pursue partnership opportunities with owners of IGA Block and prepare a concept plan for the mixed use redevelopment of the site and revitalization of the area to include residential, commercial and office facilities.

4. Pursue partnership opportunities to develop a parking structure to support residential development opportunities and anchor the east side of the Central District in vicinity of 8th Street South, between 3rd and 4th Avenues.

5. Pursue long-term land acquisition opportunities in the Scenic District and the Upper East Side District:

6. Pursue redevelopment partnership opportunities for the First Avenue South City-owned property to redevelop the block with a mix of uses including residential, commercial and a performing arts or other cultural centre.

7. A major Downtown gateway design and installation for Crowsnest Trail and Scenic Drive; a District gateway design and installation for Stafford Drive South & 1st Avenue South to maintain momentum for the Downtown transformation.

8. Convert angled parking to parallel parking for the purpose of broadening sidewalks on next priority streets - 3rd Avenue South (between Scenic Drive and Stafford Drive), and 3rd, 4th and 8th Streets South (between 1st Avenue and 5th Street).

9. Public art for priority sites in Downtown, possibly through competition, at the following locations: Galt Gardens NW, NE and SE sites; Courthouse Plaza location.

10. Implement detailed way-finding signage program for Downtown automobile traffic to orient drivers to appropriate routes, parking, civic destinations and attractions.

11. Develop street furniture guidelines for the Central District and tender the design, installation and maintenance of street furnishings, pedestrian lighting and possibly advertising through a Request for Proposals...
process.

12. The detailed planning, design and staging for the Coulee Vista frontage trail, including trail easements, parking, interpretive signage, route construction and cantilever requirements, trail easements.

13. Enhanced pedestrian connections (such as crosswalk ‘sleeve’ improvements) across Scenic Drive South, 1st Avenue South, and 6th Avenue South in support of seniors housing, Galt Museum visitors and the London Road Neighbourhood.

14. The expansion of Downtown bicycle parking facilities (including racks for short term stays and lockers for employees) at Galt Museum; Provincial Buildings; 4th Avenue and 6th Street South; YMCA and Library.

15. City Centre 4th Avenue transit “Terminal” improvements: install service kiosk installation, pilot retail stall and interpretive + wayfinding signage.

16. Implement Downtown shuttle service for residents and other local use.

17. As a catalyst for intensifying and transforming the image of the Cultural Corridor, create a distinct design vocabulary and identity for the corridor including landscaping, on-street parking, crosswalks, signage, lighting, street furnishings and bicycle lanes.
5.0 Capital Improvement Priority Plan
5.0 Capital Improvement Priority Plan

Medium Term: 2-10 Years

- Existing Buildings
- Landmark Buildings
- Potential Buildings
- Community Parks
- Greens and Squares
- Public Art Sites
- Mid-Block Connections
- Plazas
- Recreational Trails
- Special Streetscapes
- Promenades
- Crosswalks
5.3 Medium Term: 5 -10 years

Recommended Actions

These are more complex projects (not numbered chronologically or in order of importance) and include those projects that first require a strong development market be established. They also include later phases of projects that may have been initiated in early stages. The planning horizon is designed to align with the City’s 10-year Capital Improvement Plan cycle, which is amended every three years.

1. Undertake streetscape improvements in the Central District Cultural Corridor focus area, preferably in conjunction with adjacent development activity and necessary infrastructure renewal:
   - 2nd Avenue South, from 7th Street to Stafford Drive (2 linear blocks)
   - 3rd Avenue South, from 8th Street to 13th Avenue (7 linear blocks)
   - Scenic Drive South, from 3rd to 6th Avenues South (3 linear blocks)
   - 5th Street South, from 5th to 6th Avenues South (1 linear block)
   - 6th Street South, from 4th to 6th Avenues South (2 linear blocks)
   - 7th Street South, from 4th to 5th Avenues South (1 linear block)

2. As part of the Implementation of the Civic Precinct Plan, construct a municipal parking structure as part of Senior’s Centre Redevelopment to replace surface parking.

3. Upgrade and redevelop athletic facilities and arena in Civic Precinct.

4. Create Downtown gateways at the following locations:
   - 6th Avenue and 6th Street South
   - 3rd Avenue and 13th Street South
   - 6th Avenue and 5th Street South

5. Create Civic District gateways on:
   - Stafford Drive, at 4th Avenue South and 6th Avenue South

6. Create Central District Gateways on:
   - Scenic Drive (at 3rd and 4th Avenues South)
   - Stafford Drive (at 3rd and 4th Avenues South)

7. Public Art locations:
   - RCMP Terminus Site
   - 2nd Avenue West Terminus Site – Senior’s Housing
   - 4th Avenue West Terminus Site
   - Civic Precinct Termini East, North and South

8. Redesign and renovation of a tourist information pullout + plaque including regional and local information on 1st Avenue approach to Downtown.

9. Initiation of a request for proposals to design, install and maintain street furniture + lighting along key pedestrian routes + public spaces in Downtown.
5.0 Capital Improvement Priority Plan

Part 6
Implementation Strategies

Long Term: 11-50 Years

Scenic District
Upper East Side
Central District
Civic District
Centre Village District
Broadview Neighbourhood
Senator Buchanan Neighbourhood
Westminster Neighbourhood
Hamilton Area Neighbourhood
Hospital Area Neighbourhood
5.4 Long Term: 11-50 years

**Recommendation Actions**

These projects are long-range projects, final phases of staged improvements, and more complex undertakings (not numbered chronologically or in order of importance). Some are feasible only when the funding, ownership and/or market conditions are in place to support them.

1. Engage in a comprehensive exercise of planning and development of the Upper East Side Mixed Use District.

2. Engage in a comprehensive exercise of planning and development of the Centre Village Mixed Use District.


4. Implement streetscape improvements in Upper East Side and North Lethbridge.

5. Design and build Upper East Side mid-block crosswalks and parallel parking conversion to facilitate growing pedestrian and vehicular movement in this area.

6. Add parking structures in Downtown East and Upper East Side to support increasing densities.

7. Pursue development partnerships for large and significant areas that will be complex to implement: Upper East Side, Park Place Mall, Centre Village Mall.

8. Purchase priority properties in order to facilitate development compatible with the HOC vision: Canadian Western Natural Gas (Broadview); CPR; Crownest Trail ROWs; Coulee Frontage Trail ROWs; trail access midblock connections; Centre Village park and plaza properties.

9. Build the following civic facilities: Coulee Vista Amphitheatre; Civic Precinct athletic facilities; Red Crow College expansion.

10. Design and build the following Parks + Plazas: Ford Street plaza; Upper East Side park; Centre Village plaza; Centre Village park; Park Place plaza; Broadview linear park; Broadview plazas.

11. Install public washrooms at Upper East Park.

12. Implement Upper East Side district gateway (2nd Avenue and 13th Street South).

13. Design and install Centre Village and Broadview District gateways.

14. Pursue public art: Whoop-up cloverleaf; Crownest ramps; Upper east side park & 12th Avenue South terminus (north end).
Other Recommended Strategies
Other Recommended Strategies & Initiatives

To work in concert with capital improvements, a number of complementary strategies are recommended to facilitate and accelerate the successful revitalization of Downtown Lethbridge. These strategies have been formulated in direct response to a number of challenges that have been identified during the master planning process. Many of these ideas emerged or were refined during workshops with City staff, while others are methods used elsewhere and in similar contexts that have been adapted to fit in the Lethbridge context. These strategies are grouped under the following themes:

1. Sustain and Reinforce the Master Plan

2. Generate Residential Investment and Build a Livable Downtown

3. Attract Commercial Investment and Build a Vibrant Downtown

4. Strategic Development Partnerships to Generate Momentum in Downtown

5. Enhance the Viability of Retail

6. A Creative Milieu: Arts, Culture, Tourism & Attractions to Build an Exciting Downtown

7. Build the Foundations: Infrastructure for a Sustainable and Beautiful Downtown

1. Sustain and Reinforce the Master Plan

a) Declare and promote the designation of Downtown as a distinct area in the City that warrants exceptional planning, development and taxation rules and standards.

On one hand, there are broad community benefits in having a healthy Downtown. On the other hand, the exceptional complexities, challenges and risks associated with the redevelopment and revitalization of existing and/or historic urban areas (irregular and constrained lots, heritage buildings, social issues, stigma, decay etc.) obliges the City to provide a broad array of incentives, programs and other forms of assistance that ought to be exclusive to Downtown.

b) Identify an effective and respected ‘champion’ for the Master Plan and Downtown initiatives.

A non-partisan and trusted name with local presence and extensive networks, broad appeal, vision and leadership can draw attention, change negative perceptions and generate enthusiasm. A champion should keep Downtown Revitalization high on the public agenda and advocate on its behalf.
6.0 Other Recommended Strategies

2. Generate Residential Investment and Build a Livable Downtown

a) Create diverse residential housing forms

The number of Downtown residential units should be augmented to create critical mass and density of people and activity in the Central District. New Downtown residential opportunities should promote social diversity, a variety of tenure options and sufficient market breadth (including alternative or unconventional housing forms and arrangements such as lofts, studios, live-work, townhouses, condominiums, apartments). Downtown revitalization should promote the key City commitment to sustainability through adaptive re-use of Downtown building stock to maintain historic character and attract creative uses and compact development.

b) Jump start residential market and investment interest through one substantial, high quality project

The City as holder or assembler of lands could stimulate this project, but at a minimum should initiate the planning, initial site preparation and capital improvements and offer the prospective site to developers through a Request for Proposals with approvals already in place. This is imperative for minimizing the perceived risks and to promote adherence to the Master Plan Objectives.

c) Ensure Land Availability in Priority Areas

Provide an inventory and detail of vacant sites to facilitate investment as well as purchasing Downtown properties to undertake the development. As a long term strategy, acquire additional land around the Broadview neighbourhood.

d) Higher-end Market Housing Should Be an Initial Priority

To balance current Downtown demographics and to raise the profile and prestige of Downtown living, higher-end market housing should be promoted to lead the market.

e) Promote Downtown Diversity by Maintaining Residential Affordability

As a long term strategy, the City should adopt policies to promote residential affordability. Typical policies employed to this end include: inclusionary zoning (% affordable units in a development) through density bonusing; City-provided low-interest loans or grants to non-profit housing providers (in partnership with higher level government funding); and, by developing a displacement and relocation strategy for rental conversions.

f) Continue to Encourage Downtown Student Housing through Partnerships with the University and / or College

Work with The University of Lethbridge and Lethbridge Community College to establish a larger student presence in the Downtown. Strategies can include development partnerships for University facilities, student housing and parking as well as special student transit passes.

g) Ensure a High Quality Public Realm and Desirable Amenities Downtown

Create a desirable residential market in Downtown through city-wide land use policies and initiatives that aim to curb sprawl and promote sustainable intensification objectives (such as an Urban Growth Boundary). Attract neighbourhood commercial and develop everyday amenities for residents Downtown.

h) Manage or Preempt Potential Mixed-use Conflicts

Employ adequate buffers, discourage significant residential developments from high commercial traffic
6.0 Other Recommended Strategies

areas, and regulate entertainment uses.

i) Consider Aggressive Measures to Address Issues Relating to Absentee Landowners

Approaches include enforcing minimum property standards, a Landlord Registration Program (enforceable by fines), an etiquette system to address tenant/landlord conflicts, and possibly even expropriation.

3. Attract Commercial Investment and Build a Vibrant Downtown

a) Strengthen and expand primary Downtown businesses and business clusters

Retail, tourism and services are the primary business sectors in Downtown. Downtown’s strong civic identity comes in part from a significant government sector in the Civic Corridor Focus Area. The City should engage in an active program of visitation to and resource development with these businesses to proactively identify issues and servicing gaps and work to resolve them.

b) Undertake a Strategic Business Plan for Downtown and Provide Incentives to Achieve It

Define a package of business recruitment incentives and a marketing and promotion strategy. This strategy should include a phasing strategy to develop time frames for incentive packages as office commercial uses transition to mixed use or retail uses.

c) Promote Downtown distinction to attract alternative industries

To position Downtown to attract a broad and diverse residential community and an educated, talented and skilled workforce, the City should seek to attract new economy businesses, in particular: those in the information, technology, and communications (ITC) sectors; other creative sectors such as design, arts and culture, and new media; and business investment that broadens the range of complementary services that can be offered to a diverse market.
d) Build on Lethbridge’s strong roots in research and innovation to develop a model for business incubation

Key local and regional industry sectors (agriculture and value added food processing, business and tourism, retail, manufacturing, and research and development) have established Lethbridge as a centre for innovative business. Few of these sectors, however, have a strong connection with Downtown. The City should seek to leverage this knowledge base by partnering to pursue an Innovation Centre or University Research Centre that develops networking, learning, resourcing, influencing and promotional resources for the incubation of creative and innovative businesses.

e) Make Downtown the impetus for selling the ‘Lethbridge Advantage’ to the Region and Province

Lethbridge’s many assets make it a lifestyle attractor for potential employee and business relocation. These assets include climate, affordability, a skilled and educated workforce, affordability and quality of life, arts and culture, and a recreational lifestyle. Downtown is an important piece of this advantage and establishes Lethbridge on a competitive playing field of similar and even larger-sized cities. Lethbridge should recognize this playing field and seek to counter current demographic losses and attract new business.

f) Encourage and facilitate the supporting infrastructure and amenity for business

The City should pursue business amenities and infrastructure to support creative and networked businesses, such as a major conference/convention centre, high quality hotel facilities, localized wireless internet access and municipal parking structures.
d) Recruit like-minded developers to promote the Master Plan Vision and lead the market

Seek appropriate development partners aggressively. There is a high perceived risk to be the first developer, since no traditional market assessment exists and pioneering approaches are required in Downtown.

e) Identify an effective and respected ‘champion’ for the Master Plan and Downtown initiatives

A non-partisan and trusted name with local presence and extensive networks, broad appeal, vision and leadership can draw attention, change negative perceptions and generate enthusiasm. A champion would keep the improvement of the Downtown high on the public agenda and advocate on its behalf.

f) Create a promotional package outlining the development process

Such a package should include development potential, clear incentives, fee exemptions for desired development, and highlight advantages to investing in Downtown. A Downtown champion and organization need to be attached to such a promotional package as not only a key point of contact, but provide design, marketing, promotion and planning expertise. This package should provide guidelines but also comprise glossy booklets for owners and developers.

To guide the retail mix, service base, aggressive promotions, recruiting and business support services.

5. Enhance the Viability of Retail

a) Undertake a detailed retail market study

To understand the competition at all scales (local, regional, national, global) and to establish the ‘playing field’. This should be an ongoing initiative to assess program success and to keep abreast of shifts in the market.

b) Develop an agreed-upon business model for Downtown retail

c) Ensure amenity and service levels that shoppers expect

Today’s retailing must meet market expectations with respect to quality, service and convenience. Shopper amenities such as common hours of operation, retail mix, public washrooms, shop directories, extensive wayfinding, and seating have become important to attract a wide demographic. One common discouragement to attracting shoppers is the lack of coordinated shop hours. A consistent retail experience is important to concentrated retail zones. Some important lessons to learn from malls include consistent window dressing for empty storefronts, directory listings for retailers, and conspicuous cleanliness and upkeep.

d) Create a consistent, high quality and legible pedestrian-oriented retail environment

To enhance the shopping experience and encourage extensive circulation, including enhanced visual and physical connectivity, Downtown should incorporate orienting devices such as landmarks, weather protection, indoor opportunities, convenient and well defined parking.
6.0 Other Recommended Strategies

e) Create strategically located attractions and destinations

To generate pedestrian traffic and extensive circulation throughout the Central District, particular emphasis should be placed on drawing users of Park Place Mall by making the development and enhancement of 5th and 7th Streets a priority and by encouraging the transformation of Lethbridge Centre.

f) Residential Intensification Will Support Downtown Retail Growth

The City should encourage and facilitate market residential and mixed-use developments to support the Downtown retail core through enabling policies, tax incentives, and by providing a level of certainty through a form-based zoning approach.

g) Develop a Compelling Branding and Marketing Campaign Aimed at the Regional Population

Lethbridge has a regional catchment area of approximately 200,000 people (including parts of British Columbia, Saskatchewan and Montana) and its appeal to this broader region is a tremendous opportunity. This campaign should promote both Downtown’s traditional appeal - it’s ‘Main Street’ shopping and heritage experience - and turn it into an asset – for example downtown as the “big box” alternative.

h) Encourage Specialty Retail to Concentrate

The success of retail cores today is closely related to the quality and continuity of the retail experience they provide. It is important to concentrate retail for two reasons: first, isolated retail loses some of its ability to draw people based upon the liveliness of the district; second, retailers move to an area expecting support in the form of nearby shops and the foot traffic they generate. As the market grows the retail can expand outwardly and other retail areas in the Downtown could then be considered where appropriate.

i) Develop a Wayfinding Strategy

Lethbridge’s current signs fail to convey a distinct image for the downtown. A new signage system is needed not only to convey information, but also to reinforce the special identity of the Downtown. This will become even more of an issue over time and with the advent of more facilities, including civic buildings, housing and retail. It will become increasingly important that people are aware of the features and of facilities in Downtown so that they can easily find their way there, when travelling by different modes of transportation.

j) Establish supportive City-wide Policies

Over zoning for commercial lands can be detrimental to all existing commercial development in the City, not just the Downtown. The City should carefully consider the effect of developing competing nodes to Downtown.

k) Accommodate Larger Format Retailers in Compatible Forms

The existence of large format retailers in Downtown is evidence that they can be viable urban commercial uses. As a residential population increases, large supermarkets, drug stores and other big box types are a necessity for contemporary cities. Downtown must balance the need to serve a residential population with the objective to improve its urban and pedestrian quality. Urban big-box retail requires specific guidelines and development strategies for appropriate site configuration and building design.

l) Encourage and facilitate complementary uses and events

The City should seek to promote multiple traffic generators to complement retail by supporting cultural facilities, festivals, employment nodes, regional civic uses and facilities, as well as hotels conference facilities.
6.0 Other Recommended Strategies

m) Keep momentum going between events
Many Downtown Associations employ festivals, events and complementary programming to increase visitors, pedestrian traffic and sales. The City and BRZ should seek to promote and maintain the all-hours, all season attraction of Downtown through a sustained coordinated marketing and promotion campaign, including the development of attractions and festivals to bring people Downtown in the ‘shoulder season’ and winter months.

n) Promote First Nations cultural heritage
An integral part of Lethbridge’s cultural heritage is the First Nations community. Many regional destinations that attract national and international tourism (often the largest tourist draws) celebrate and pass on the heritage experience of First Nations culture. The City should continue to work with the community to integrate related attractions, commerce and events to establish Lethbridge, and Downtown in particular, as a regional hub for the experience of First Nations Culture.

6. A Creative Milieu: Arts, Culture, Tourism + Attractions to Build an Exciting Downtown

a) Develop a clear cultural policy
The City should firmly establish the role of arts and culture as a key component in the revitalization of Downtown through specific policies, recognizing the cultural sector as an important source of economic vitality for Downtown. City policy should seek to make Downtown a creative urban environment that encourages innovation, risk-taking and entrepreneurship while providing a creative milieu for artists, community groups and non-profit organizations.

b) Make investments in the arts a priority – create a cultural overlay for Downtown
Nurturing the arts and culture community in Downtown may be Lethbridge’s most important investment. Not only does it provide an important and growing amenity for a wide demographic but creates a vibrant and authentic milieu that acts as a critical lifestyle attractor and tourist draw (particularly to creative, university student and older populations). Ensure key cultural investments have presence on the regional and global playing field, and leverage investments from other levels of government and other sectors. Examples include artist live-work space, performance venues, public galleries, museums, cultural centres and heritage sites. Increase visibility of the arts through strategically placed public art installations.
c) Provide Downtown-based forums and support for arts and culture organizations and initiatives

Attracting and retaining educated, talented and skilled artists in Downtown is essential to create a critical mass of artists, arts organizations and audiences for arts and culture. Funding forums and support organizations for the purposes of networking, sharing resources, building awareness and creative relationships will help nurture Lethbridge’s emerging arts and culture community. Events, festivals and other promotional initiatives create value and generate exposure for both artists and Downtown, including corporate sponsorship.

d) Nurture the creation of a Cultural Corridor Focus Area

The Cultural Corridor Focus Area builds on the existing cluster of arts and culture related uses along 4th Street and 2nd Avenue. This needs to be more prominent, in recognition of what council has already done. This area can serve as a focus for exotic restaurants, bars, entertainment venues, galleries and studios. In keeping with the priorities recently established by Council, the City should reinforce these functions with arts and culture-related investments in the Corridor, including a possible performing arts centre.

e) Partner with University of Lethbridge Faculty of Fine Arts

The University of Lethbridge Faculty of Fine Arts is an established arts and culture community in Lethbridge, and should be recognized as an incubator and supporter of the arts in its own right. The City should seek to partner with the University to develop creative and cultural facilities, identify and capture potential Provincial/Federal Funding sources, and work together to augment education, accessibility and participation in the arts for all through performances, concerts, exhibitions, and opportunities for cultural venues.

f) Promote the cultural assets that are distinct to Downtown and Lethbridge

First Nations culture, modern architecture, and contemporary arts all appeal to untapped tourist markets, as well as helping to attract and retain educated, talented and skilled artists.

g) Leverage Heritage Assets

The most significant in-place resource from which to draw broad and far reaching appeal is the rich heritage building stock of Downtown. Lethbridge should aggressively identify, protect, restore and widely promote both its magnificent built heritage and modern architecture.

h) Capitalize on the Emerging Cultural Tourism Region and Incorporate Blackfoot (First Nations) history and culture into Downtown tourism and culture initiatives and attractions.

Consider devolving arts and culture programs and initiatives to an arm’s length Downtown arts council or organization to avoid competing with Parks and Recreation for resources.

i) Explore the market viability of pursuing a high end hotel and convention centre, aimed at further developing the regional market and bringing conference culture Downtown
6.0 Other Recommended Strategies

7. Build the Foundations: A Sustainable and Beautiful Downtown

Parking

a) Maintain current levels of public parking as infill development and streetscaping displace parking stalls

To encourage greater efficiency in parking use throughout Downtown and to promote the gradual shift in user expectations for convenience, commit to maintaining (not increasing) current levels of public parking capacity as infill development and streetscape improvements displace parking stalls. Continue to monitor parking patterns and demands to determine when increasing capacity becomes essential.

b) Build strategically located and well designed municipal parking structures

The City should consolidate public parking as the phases of infill development displace Downtown parking lots. The goal of these investments is to stabilize and centralize the long term, off-street parking supply for Downtown residents, employees and visitors; to facilitate the reduction of parking standards and stimulate small-scale infill developments and revitalization; and to replace displaced parking stalls as angled parking is converted to parallel parking along key retail streets.

c) Implement more favourable parking standards to stimulate investment

In conjunction with the development of municipal parking structures, eliminate commercial parking requirements for developments within the retail core. Outside of the retail core, eliminate parking requirements and possibly employ cash-in-lieu for developments that include heritage buildings or involve small properties where on-site parking is not feasible. Throughout Downtown, eliminate parking requirements for residential conversions above existing commercial uses; and, require no more than 1 parking space per residential dwelling unit as a base standard. Finally, reduce parking requirements on all other new commercial developments.

d) Employ strict design standards for private parking facilities

Above-grade facilities should maximize at-grade uses along street frontages, with access from the rear lane, and incorporate concealing façade treatments that are visually appealing and harmonious with the surrounding built character. Surface lots should be located to the rear of infill developments, with access by the rear lane.

Existing surface lots should be enhanced through tree planting, adequate lighting, safe and appealing pedestrian paths and well landscaped street interfaces.

e) Develop a parking marketing and promotion strategy to encourage more Downtown visits

The City should counter current perceptions of parking shortages by developing promotional information (for example identifying convenient parking locations, pricing, cross promotions, as well as security and maintenance) and installing effective way-finding that clearly identifies Downtown access, arrival, modal connections, parking identification and location.
6.0 Other Recommended Strategies

**Traffic**

f) Commit to maintaining current traffic capacities

The City should maintain the capacity of through-routes in Downtown, even if this results in slower speeds and modest congestion. In particular, the City should ensure no future widenings of Downtown roads, particularly within the Core District.

g) Clearly rationalize future road construction that would bypass traffic away from Downtown.

To maintain strong connectivity between Downtown and the wider city and to continue to capture bypass and destination traffic and avoid routing traffic around the core, the construction of a new bridge crossing across the Oldman River should be considered only when the Downtown has securely established momentum of revitalization and achieved the critical mass to warrant a by-pass.

h) Redesign streets according to a streetscape hierarchy tailored to Downtown

To acknowledge the role of streets as a fundamental component of the open space network and ensure their design to balance a variety of modes of movement (vehicular, active transportation, and pedestrian-oriented) and enhancements to the public realm, a streetscape hierarchy is proposed that includes Parkways, Boulevards, Promenades, Main Streets, and Urban and Neighbourhood Streets.

i) Adopt traffic calming measures and streetscape designs conducive to Downtown objectives

To retain traffic capacity while nurturing a high quality, inviting and safe walking environment, the City should implement a range of traffic calming measures on Downtown streets. These include:

- the broadening of sidewalks to enhance safety, minimizing travel lane widths;
- the introduction of ‘bumpouts’ and minimizing turning radii at intersections to accommodate transit stops and reduce crossing distances;
- introducing street trees to enhance visual appeal and to serve as shade and wind mitigation;
- using feature paving design to emphasize crosswalks and distinguish on-street parking from roadways; and
- developing a unified high quality design vocabulary for paving, street furnishings, signage and light standards.

j) Develop and implement a Transportation Demand Management (TDM) marketing and promotion campaign

The City should seek to influence travel decisions by providing incentives and transportation options, requiring significant new developments to conduct traffic impact studies and offering incentives for implementing TDM policies.
Transit

k) Consider a Dispersed Transit Strategy

To ensure Downtown is accessible from all areas of the city to the broadest possible demographic of various means and physical abilities, the City should consider a dispersed transit strategy for Downtown buses to accommodate an incremental and integrated approach to development and infrastructure. To capture bypass and destination transit routing as a significant City node, Downtown transit planning should allow for flexibility and convenience for passenger arrival, departure and Downtown local trips. Service should maximize Downtown accessibility, and should be seamless and convenient at interbus and modal transfer locations.

l) Improve Downtown Transit Service Standards & Design

To ensure Downtown is an attractive and sustainable place to invest by enhancing connectivity and multi-modal choices the City should consider minimum service independently of ridership, promote integration of transit into the Downtown experience and demonstrate a key public policy move to support City-wide sustainability commitments.

m) Develop and Implement a Transit Marketing & Promotional Campaign

To provide high quality transportation choices to access Downtown, to reduce automobile infrastructure costs such as road and parking infrastructure and to achieve City-wide sustainability objectives, the City should develop and implement Travel Demand Management programs that influence travel decisions by providing education, incentives and transportation options. Significant new developments should be required to implement City Transportation Demand Management policies by maximizing transit opportunities and incentives.
Implementation Summary Table
## Capital Improvement Priorities

### Streetscape improvements
- m 5th Street South, from 1st Avenue to 5th Avenue (4 linear blocks)
- m 3rd Avenue South, from 7th Street to 8th Street (1 linear block)
- pr 6th Street South, from 3rd Avenue to 4th Avenue (1 linear block)
- m 7th Street South, from 3rd Avenue to 4th Avenue (1 linear block)

### Purchase Priority Properties
- "City Block" - Northeast Corner of 4th Street South and 2nd Avenue (purchased)

### Pedestrian Amenities
- Tourist Information Booth + Notice Board at Festival Square

### Bicycle Parking (including racks for short term stays + lockers for employees)
- Galt Gardens / SAAG

### Gateway Installations
- City-Wide Identity
- City-Wide Gateway: Whoop-Up Drive and Scenic Drive
- Downtown
  - Downtown Gateway: Scenic Drive South & 1st Avenue South
  - Downtown Gateway: 6th Avenue South & 6th Street South

### Public Art Sites
- Galt Gardens South
- Galt Gardens West
- Galt Gardens Southwest
- Historic Railway Station
- Galt Museum Terminus Site

### Redevelop Crosswalks
- sl Park Place Mall Access West, 1st Avenue South Crossing
- sl 1st Avenue South, Scenic Drive Crossing

### Convert Angled Parking (maintain 10% large vehicle angled spaces)
- 2nd Avenue South, from Scenic Drive to 5th Street (3 linear blocks) - north side
- 3rd Avenue South, from 6th to 8th Streets (Galt Gardens)
- 5th Street South, 1st Avenue to 6th Avenue (5 linear blocks)

### Parking Structures
- Capitol Block Site Parking - West Downtown Anchor (3 options)

### Development Partnerships
- Lethbridge Centre Area
- Hotel + Conference Facilities

### Purchase Priority Properties
- Community Services Property - North Lethbridge
- Potential Municipal Parking - Downtown West
- Potential Municipal Parking - Downtown West
- Potential Municipal Parking - Downtown West

### Urban Parks + Plazas
- Festival square

### Transit Improvements
- Downtown Shuttle - interim strategy
### Immediate Term
- Streetscape improvements
  - 5th Street South, from 1st Avenue to 5th Avenue (4 linear blocks)
  - 3rd Avenue South, from 7th Street to 8th Street (1 linear block)
  - 6th Street South, from 3rd Avenue to 4th Avenue (1 linear block)
  - 7th Street South, from 3rd Avenue to 4th Avenue (1 linear block)

- Purchase Priority Properties
  - "City Block" - Northeast Corner of 4th Street South and 2nd Avenue (purchased)

### Near Term
- Pedestrian Amenities
  - Tourist Information Booth + Notice Board at Festival Square
  - Bicycle Parking (including racks for short term stays + lockers for employees)
  - Galt Gardens / SAAG

- Gateway Installations
  - City-Wide Identity
  - City-Wide Gateway: Whoop-Up Drive and Scenic Drive
  - Downtown Gateway: Scenic Drive South & 1st Avenue South
  - Downtown Gateway: 6th Avenue South & 6th Street South

- Public Art Sites
  - Galt Gardens South
  - Galt Gardens West
  - Galt Gardens Southwest
  - Historic Railway Station
  - Galt Museum Terminus Site

- Redevelop Crosswalks
  - Park Place Mall Access West, 1st Avenue South Crossing
  - 1st Avenue South, Scenic Drive Crossing

- Convert Angled Parking (maintain 10% large vehicle angled spaces)
  - 2nd Avenue South, from Scenic Drive to 5th Street (3 linear blocks) - north side
  - 3rd Avenue South, from 6th to 8th Streets (Galt Gardens)
  - 5th Street South, 1st Avenue to 6th Avenue (5 linear blocks)

- Parking Structures
  - Capitol Block Site Parking - West Downtown Anchor (3 options)

### Medium Term
- Development Partnerships
  - Lethbridge Centre Area
  - Hotel + Conference Facilities

- Purchase Priority Properties
  - Community Services Property - North Lethbridge
  - Potential Municipal Parking - Downtown West

### Long Term
- Urban Parks + Plazas
  - Festival Square

- Transit Improvements
  - Downtown Shuttle - interim strategy

### Approximate Cost
- Immediate Term
- Near Term
- Medium Term
- Long Term

<table>
<thead>
<tr>
<th>Pedestrian Amenities</th>
<th>Public Washroom Facilities at Festival Square</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bicycle Parking <strong>(including racks for short term stays + lockers for employees)</strong></td>
<td>Courthouse Plaza</td>
</tr>
<tr>
<td></td>
<td>Civic Precinct</td>
</tr>
<tr>
<td>Gateway Installations</td>
<td>City-Wide Identity</td>
</tr>
<tr>
<td></td>
<td>City-Wide Gateway: Crowsnest Trail and Scenic Drive</td>
</tr>
<tr>
<td></td>
<td>Downtown</td>
</tr>
<tr>
<td></td>
<td>Downtown Gateway: Stafford Drive South &amp; Crowsnest Trail</td>
</tr>
<tr>
<td></td>
<td>Downtown Gateway: Scenic Drive South &amp; 5th Avenue South</td>
</tr>
<tr>
<td></td>
<td>Central District</td>
</tr>
<tr>
<td></td>
<td>District Gateway: Scenic Drive South &amp; 3rd Avenue South</td>
</tr>
<tr>
<td></td>
<td>District Gateway: Stafford Drive South &amp; 3rd Avenue South</td>
</tr>
<tr>
<td>Wayfinding</td>
<td>Historic Street renaming in Central District</td>
</tr>
<tr>
<td>Uplight Landmarks</td>
<td>Old Firehall</td>
</tr>
<tr>
<td>Planning + Design Processes</td>
<td>Civic Precinct Plan</td>
</tr>
<tr>
<td></td>
<td>Comprehensive Parking Study - Inventory parking use and correlate needs to current / future land uses</td>
</tr>
<tr>
<td></td>
<td>Infrastructure Inventory - address underground utilities conditions/access + correlate to streetscaping projects</td>
</tr>
<tr>
<td>Streetscape improvements</td>
<td>pr 2nd Avenue South, from Scenic Drive to 5th Street (3 linear blocks) + Galt Gardens plaza West</td>
</tr>
<tr>
<td></td>
<td>m 3rd Avenue South from Scenic Drive to 5th Street (3 linear blocks)</td>
</tr>
<tr>
<td></td>
<td>un 4th Street South, 1st Avenue to 4th Avenue (3 linear blocks)</td>
</tr>
<tr>
<td>Redevelop Crosswalks</td>
<td>sl 3rd Avenue South, Scenic Drive Crossing</td>
</tr>
<tr>
<td></td>
<td>sl 4th Avenue South, Scenic Drive Crossing</td>
</tr>
<tr>
<td></td>
<td>sl 5th Avenue South, Scenic Drive Crossing</td>
</tr>
<tr>
<td></td>
<td>sl 8th Street South, 1st Avenue Crossing</td>
</tr>
<tr>
<td>Convert Angled Parking <strong>(maintain 10% large vehicle angled spaces)</strong></td>
<td>6th Street South, 3rd Avenue to 6th Avenue (3 linear blocks)</td>
</tr>
<tr>
<td></td>
<td>7th Street South, 1st Avenue to 6th Avenue (5 linear blocks)</td>
</tr>
<tr>
<td></td>
<td>4th Street South, 1st Avenue to 4th Avenue (3 linear blocks)</td>
</tr>
<tr>
<td>Parking Structures</td>
<td>Bridge Hotel Block</td>
</tr>
<tr>
<td>Development Partnerships</td>
<td>Bridge Hotel Block</td>
</tr>
<tr>
<td></td>
<td>Artist Studio Space - location tba</td>
</tr>
<tr>
<td>Purchase Priority Properties</td>
<td>Potential Municipal Parking - Downtown East</td>
</tr>
<tr>
<td>Construct Civic / Cultural Facilities or Residential</td>
<td>Performing Arts Facility</td>
</tr>
<tr>
<td></td>
<td>Aboriginal Cultural Centre + Gallery</td>
</tr>
<tr>
<td>Urban Parks + Plazas</td>
<td>Cultural Corridor</td>
</tr>
<tr>
<td></td>
<td>Galt Museum Plaza + Coulee Vista Promenade</td>
</tr>
<tr>
<td>Transit Improvements</td>
<td>Transit Terminal ’Zone’ Improvements - service kiosk, shelters, retail pilot</td>
</tr>
</tbody>
</table>
### 7.0 Implementation Summary Table

<table>
<thead>
<tr>
<th>Immediate Term</th>
<th>Near Term</th>
<th>Medium Term</th>
<th>Long Term</th>
<th>Approximate Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Part 6 Design Guidelines**
### Implementation Summary Table

<table>
<thead>
<tr>
<th>Capital Improvement Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Part 6</strong></td>
</tr>
<tr>
<td>Implementation Strategies</td>
</tr>
<tr>
<td><strong>Major Transit Stops</strong></td>
</tr>
<tr>
<td>- redesign as Downtown gateways with amenities + wayfinding</td>
</tr>
<tr>
<td><strong>Pedestrian Amenities</strong></td>
</tr>
<tr>
<td>- Street Furniture Guidelines; Tender through RFP</td>
</tr>
<tr>
<td><strong>Bicycle Parking</strong></td>
</tr>
<tr>
<td>(including racks for short term stays + lockers for employees)</td>
</tr>
<tr>
<td>- Galt Museum Plaza</td>
</tr>
<tr>
<td>- 4th Avenue South and 6th Street South</td>
</tr>
<tr>
<td>- 5th Street South (Provincial Government Buildings)</td>
</tr>
<tr>
<td>- Park Place Mall – Chapters, 5th Street South</td>
</tr>
<tr>
<td>- Train Station</td>
</tr>
<tr>
<td><strong>Natural Parks + Trails</strong></td>
</tr>
<tr>
<td>- Detailed planning, design + staging for Coulee Vista frontage trail - parking, signage - route cantilever, easements</td>
</tr>
<tr>
<td><strong>Gateway Installations</strong></td>
</tr>
<tr>
<td>- Downtown</td>
</tr>
<tr>
<td>- Downtown Gateway: 3rd Avenue South and 13th Avenue South</td>
</tr>
<tr>
<td>- Downtown Gateway: Rail Grade and Scenic Drive South</td>
</tr>
<tr>
<td>- Downtown Gateway: 6th Avenue South &amp; 11th Street South</td>
</tr>
<tr>
<td>- Central District</td>
</tr>
<tr>
<td>- District Gateway: Scenic Drive South &amp; 1st Avenue South</td>
</tr>
<tr>
<td>- District Gateway: Stafford Drive South &amp; 1st Avenue South</td>
</tr>
<tr>
<td><strong>Public Art Sites</strong></td>
</tr>
<tr>
<td>- Galt Gardens Northwest</td>
</tr>
<tr>
<td>- Galt Gardens Northeast</td>
</tr>
<tr>
<td>- Galt Gardens Southeast</td>
</tr>
<tr>
<td>- Courthouse Plaza</td>
</tr>
<tr>
<td><strong>Street Furniture + Amenities</strong></td>
</tr>
<tr>
<td>- Street furniture + lighting along key pedestrian routes + public spaces</td>
</tr>
<tr>
<td>- Public Washroom Facilities</td>
</tr>
<tr>
<td><strong>Wayfinding</strong></td>
</tr>
<tr>
<td>- Interpretive plaques for historic pedestrian route / tour</td>
</tr>
<tr>
<td>- Interpretive plaques for Lethbridge Modern pedestrian route / tour</td>
</tr>
<tr>
<td><strong>Uplight Landmarks</strong></td>
</tr>
<tr>
<td>- Canada Post Building</td>
</tr>
<tr>
<td>- City Hall</td>
</tr>
<tr>
<td>- Galt Museum</td>
</tr>
<tr>
<td><strong>Planning + Design Processes</strong></td>
</tr>
<tr>
<td>- Scenic District Precinct + Trails Plan</td>
</tr>
<tr>
<td>- Plan and design high quality bus shelters at major Downtown stops</td>
</tr>
<tr>
<td>- Bicycle route planning</td>
</tr>
<tr>
<td>- Master plan for downtown routes</td>
</tr>
<tr>
<td>- Form-Based Zoning Code overlay for Downtown</td>
</tr>
<tr>
<td>- Downtown-wide Sustainability &amp; Serviceability Commitment and / or Standards for Capital Improvements</td>
</tr>
<tr>
<td><strong>Streetscape improvements</strong></td>
</tr>
<tr>
<td>- 2nd Avenue South, from 7th Street to Stafford Drive (2 linear blocks) + Galt Gardens plaza East</td>
</tr>
<tr>
<td>- 3rd Avenue South, from 8th Street to 13th Avenue (7 linear blocks)</td>
</tr>
<tr>
<td>- Scenic Drive South, from 3rd to 6th Avenues South (3 linear blocks)</td>
</tr>
<tr>
<td>- 5th Street South, from 5th to 6th Avenues South (1 linear block)</td>
</tr>
<tr>
<td>- 6th Street South, from 4th to 6th Avenues South (2 linear blocks)</td>
</tr>
<tr>
<td>- 7th Street South, from 4th to 5th Avenues South (1 linear block)</td>
</tr>
<tr>
<td><strong>Redevelop Crosswalks</strong></td>
</tr>
<tr>
<td>- 5th Street South, 6th Avenue Crossing</td>
</tr>
<tr>
<td>- 6th Street South, 6th Avenue Crossing</td>
</tr>
</tbody>
</table>

---
### 7.0 Implementation Summary Table

<table>
<thead>
<tr>
<th>Immediate Term</th>
<th>Near Term</th>
<th>Medium Term</th>
<th>Long Term</th>
<th>Approximate Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Major Transit Stops - redesign as Downtown gateways with amenities + wayfinding**
- 4th Avenue South and 6th Street South
- 5th Street South (Provincial Government Buildings)
- Park Place Mall – Chapters, 5th Street South
- Train Station

**Pedestrian Amenities**
- Detailed planning, design + staging for Coulee Vista frontage trail - parking, signage - route cantilever, easements

**Gateway Installations**
- Downtown Gateway: 3rd Avenue South and 13th Avenue South
- Downtown Gateway: Rail Grade and Scenic Drive South
- Downtown Gateway: 6th Avenue South & 11th Street South

**Central District**
- District Gateway: Scenic Drive South & 1st Avenue South
- District Gateway: Stafford Drive South & 1st Avenue South

**Public Art Sites**
- Galt Gardens Northwest
- Galt Gardens Northeast
- Galt Gardens Southeast
- Courthouse Plaza

**Street Furniture + Amenities**
- Street furniture + lighting along key pedestrian routes + public spaces

**Public Washroom Facilities**

**Wayfinding**
- Interpretive plaques for historic pedestrian route / tour
- Interpretive plaques for Lethbridge Modern pedestrian route / tour

**Uplight Landmarks**
- Canada Post Building
- City Hall
- Galt Museum

**Planning + Design Processes**
- Scenic District Precinct + Trails Plan
- Plan and design high quality bus shelters at major Downtown stops
- Bicycle route planning
- Master plan for downtown routes
- Form-Based Zoning Code overlay for Downtown
- Downtown-wide Sustainability & Serviceability Commitment and / or Standards for Capital Improvements

**Streetscape improvements**
- 2nd Avenue South, from 7th Street to Stafford Drive (2 linear blocks) + Galt Gardens plaza East
- 3rd Avenue South, from 8th Street to 13th Avenue (7 linear blocks)
- Scenic Drive South, from 3rd to 6th Avenues South (3 linear blocks)
- 5th Street South, from 5th to 6th Avenues South (1 linear block)
- 6th Street South, from 3rd Avenue to 4th Avenue (1 linear block)
- 7th Street South, from 3rd Avenue to 4th Avenue (1 linear block)

**Purchase Priority Properties**
- "City Block" - Northeast Corner of 4th Street South and 2nd Avenue (purchased)

**Convert Angled Parking (maintain 10% large vehicle angled spaces)**
- 2nd Avenue South, from Scenic Drive to 5th Street (3 linear blocks) - north side
- 3rd Avenue South, from 6th to 8th Streets (Galt Gardens)
- 5th Street South, 1st Avenue to 6th Avenue (5 linear blocks)

**Parking Structures**
- Capitol Block Site Parking - West Downtown Anchor (3 options)

**Development Partnerships**
- Lethbridge Centre Area
- Hotel + Conference Facilities

**Purchase Priority Properties**
- Community Services Property - North Lethbridge
- Potential Municipal Parking - Downtown West
- Potential Municipal Parking - Downtown West

**Urban Parks + Plazas**
- Festival square

**Transit Improvements**
- Downtown Shuttle - interim strategy
7.0 Implementation Summary Table

<table>
<thead>
<tr>
<th>Capital Improvement Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Streetscape improvements</strong></td>
</tr>
<tr>
<td>7th Street South, 6th Avenue Crossing</td>
</tr>
<tr>
<td>8th Street South, 6th Avenue Crossing</td>
</tr>
<tr>
<td>Stafford Drive South, 6th Avenue Crossing</td>
</tr>
<tr>
<td>Stafford Drive, Crowsnest Trail Crossing</td>
</tr>
<tr>
<td><strong>Convert Angled Parking (maintain 10% large vehicle angled spaces)</strong></td>
</tr>
<tr>
<td>8th Street South, 1st Avenue to 5th Avenue (5 linear blocks)</td>
</tr>
<tr>
<td><strong>Parking Structures</strong></td>
</tr>
<tr>
<td>Civic Precinct</td>
</tr>
<tr>
<td><strong>Development Partnerships</strong></td>
</tr>
<tr>
<td>Civic Precinct - Residential + Recreation</td>
</tr>
<tr>
<td>Innovation Centre or University Research Centre - for business incubation in Downtown</td>
</tr>
<tr>
<td>Civic District Area - civic uses and view terminus</td>
</tr>
<tr>
<td><strong>Purchase Priority Properties</strong></td>
</tr>
<tr>
<td>Civic District Area - civic uses and view terminus</td>
</tr>
<tr>
<td>Downtown West - for gateway building and major civic use</td>
</tr>
<tr>
<td>Downtown West - Plaza</td>
</tr>
<tr>
<td><strong>Construct Civic / Cultural Facilities or Residential</strong></td>
</tr>
<tr>
<td>Senior's Centre Redevelopment (Civic Precinct)</td>
</tr>
<tr>
<td>Bowman Arts Expansion</td>
</tr>
<tr>
<td><strong>Urban Parks + Plazas</strong></td>
</tr>
<tr>
<td>Civic Precinct</td>
</tr>
<tr>
<td><strong>Transit Improvements</strong></td>
</tr>
<tr>
<td>Civic Precinct - Residential + Recreation</td>
</tr>
<tr>
<td>Innovation Centre or University Research Centre - for business incubation in Downtown</td>
</tr>
<tr>
<td>Civic District Area - civic uses and view terminus</td>
</tr>
<tr>
<td><strong>Urban Parks + Plazas</strong></td>
</tr>
<tr>
<td>Civic Precinct</td>
</tr>
<tr>
<td><strong>Transit Improvements</strong></td>
</tr>
<tr>
<td>Civic Precinct - Residential + Recreation</td>
</tr>
<tr>
<td>Innovation Centre or University Research Centre - for business incubation in Downtown</td>
</tr>
<tr>
<td>Civic District Area - civic uses and view terminus</td>
</tr>
<tr>
<td><strong>Urban Parks + Plazas</strong></td>
</tr>
<tr>
<td>Civic Precinct</td>
</tr>
<tr>
<td><strong>Transit Improvements</strong></td>
</tr>
<tr>
<td>Civic Precinct - Residential + Recreation</td>
</tr>
<tr>
<td>Innovation Centre or University Research Centre - for business incubation in Downtown</td>
</tr>
<tr>
<td>Civic District Area - civic uses and view terminus</td>
</tr>
<tr>
<td><strong>Urban Parks + Plazas</strong></td>
</tr>
<tr>
<td>Civic Precinct</td>
</tr>
<tr>
<td><strong>Transit Improvements</strong></td>
</tr>
<tr>
<td>Civic Precinct - Residential + Recreation</td>
</tr>
<tr>
<td>Innovation Centre or University Research Centre - for business incubation in Downtown</td>
</tr>
<tr>
<td>Civic District Area - civic uses and view terminus</td>
</tr>
<tr>
<td><strong>Public Art Sites</strong></td>
</tr>
<tr>
<td>Galt Gardens East</td>
</tr>
<tr>
<td>Galt Gardens – North, South and Park Place Centre Sites</td>
</tr>
<tr>
<td>RCMP Terminus Site</td>
</tr>
<tr>
<td><strong>Wayfinding</strong></td>
</tr>
<tr>
<td>Improvement of pedestrian connections – route planning + markings</td>
</tr>
<tr>
<td>Transit terminal signage</td>
</tr>
<tr>
<td>Improvement of automobile wayfinding signage</td>
</tr>
<tr>
<td>Major gateway parking route identification – location of regular + oversize parking lots</td>
</tr>
<tr>
<td><strong>Uplight Landmarks</strong></td>
</tr>
<tr>
<td>High Level Bridge??</td>
</tr>
<tr>
<td><strong>Planning + Design Processes</strong></td>
</tr>
<tr>
<td>Midtown + Upper East Side Precinct Plans</td>
</tr>
<tr>
<td>Design Guidelines for Cultural Corridor Public Realm</td>
</tr>
<tr>
<td>Designate Downtown Special Heritage control area (Or Conservation District) within the Central District</td>
</tr>
<tr>
<td><strong>Streetscape improvements</strong></td>
</tr>
<tr>
<td>Scenic Drive South, from the Rail Overpass to 3rd Avenue (3 linear blocks)</td>
</tr>
<tr>
<td>Immediate Term</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>7th Street South, 6th Avenue Crossing</td>
</tr>
<tr>
<td>8th Street South, 6th Avenue Crossing</td>
</tr>
<tr>
<td>Stafford Drive South, 6th Avenue Crossing</td>
</tr>
<tr>
<td>Stafford Drive, Crowsnest Trail Crossing</td>
</tr>
<tr>
<td>Convert Angled Parking (maintain 10% large vehicle angled spaces)</td>
</tr>
<tr>
<td>8th Street South, 1st Avenue to 5th Avenue (5 linear blocks)</td>
</tr>
<tr>
<td>Parking Structures</td>
</tr>
<tr>
<td>Development Partnerships</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Senior’s Centre Redevelopment (Civic Precinct)</td>
</tr>
<tr>
<td>Bowman Arts Expansion</td>
</tr>
<tr>
<td>Urban Parks + Plazas</td>
</tr>
<tr>
<td>Transit Improvements</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Gateway Installations</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Public Art Sites</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Public Art Sites</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Parking Structures</td>
</tr>
<tr>
<td>Development Partnerships</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Urban Parks + Plazas</td>
</tr>
<tr>
<td>Transit Improvements</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Uplight Landmarks</td>
</tr>
<tr>
<td>Planning + Design Processes</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Streetscape improvements</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Gateway Installations</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Public Art Sites</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Parking Structures</td>
</tr>
<tr>
<td>Development Partnerships</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Urban Parks + Plazas</td>
</tr>
<tr>
<td>Transit Improvements</td>
</tr>
</tbody>
</table>
### Implementation Strategies

<table>
<thead>
<tr>
<th>Street</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2nd St South, 1st to 4th Ave</td>
<td>(3 linear blocks)</td>
</tr>
<tr>
<td>7th St South, 5th to 6th Ave</td>
<td>(1 linear block)</td>
</tr>
<tr>
<td>8th St South, 1st to 6th Ave</td>
<td>(5 linear blocks)</td>
</tr>
<tr>
<td>Stafford Drive South, Crowsnest to 6th Ave</td>
<td>(6 linear blocks)</td>
</tr>
<tr>
<td>1st Ave South, Scenic to 12B St and 12B St South</td>
<td>(7 linear blocks)</td>
</tr>
<tr>
<td>5th Ave South, Scenic to Stafford</td>
<td>(7 linear blocks)</td>
</tr>
<tr>
<td>5th Ave South, Galt Museum to Scenic Drive</td>
<td></td>
</tr>
<tr>
<td>Coulee Vista Trail</td>
<td>4th to 5th Ave South</td>
</tr>
<tr>
<td>6th Ave South, Scenic to 11th Ave</td>
<td>(8 linear blocks)</td>
</tr>
<tr>
<td>3rd St South, Parl Place Access to 4th Ave South</td>
<td></td>
</tr>
<tr>
<td>Redevelop Crosswalks</td>
<td></td>
</tr>
<tr>
<td>5th Ave South at Lethbridge Centre</td>
<td></td>
</tr>
<tr>
<td>Stafford Drive South at YMCA</td>
<td></td>
</tr>
<tr>
<td>Convert Angled Parking (maintain 10% large vehicle angled spaces)</td>
<td></td>
</tr>
<tr>
<td>10th St South, 1st Ave to 4th Ave</td>
<td>(3 linear blocks)</td>
</tr>
<tr>
<td>11th St South, 1st Ave to 6th Ave</td>
<td>(7 linear blocks)</td>
</tr>
<tr>
<td>Parking Structures</td>
<td></td>
</tr>
<tr>
<td>South Downtown Anchor</td>
<td></td>
</tr>
<tr>
<td>Development Partnerships</td>
<td></td>
</tr>
<tr>
<td>Infill Opportunities</td>
<td></td>
</tr>
<tr>
<td>Infill Opportunities</td>
<td></td>
</tr>
<tr>
<td>Purchase Priority Properties</td>
<td></td>
</tr>
<tr>
<td>Upper East Side Park</td>
<td></td>
</tr>
<tr>
<td>Upper East Side potential development blocks</td>
<td></td>
</tr>
<tr>
<td>Broadview Neighbourhood development blocks</td>
<td></td>
</tr>
<tr>
<td>Construct Civic / Cultural Facilities or Residential</td>
<td></td>
</tr>
<tr>
<td>Downtown Library</td>
<td></td>
</tr>
<tr>
<td>City Hall Expansion</td>
<td></td>
</tr>
<tr>
<td>Potential Museum Site</td>
<td></td>
</tr>
<tr>
<td>Urban Parks + Plazas</td>
<td></td>
</tr>
<tr>
<td>City Hall Plaza</td>
<td></td>
</tr>
<tr>
<td>Library Square</td>
<td></td>
</tr>
<tr>
<td>Transit Improvements</td>
<td></td>
</tr>
<tr>
<td>Minor Transit Stops - redesign with amenities (shelters, bus schedules, lighting)</td>
<td></td>
</tr>
<tr>
<td>Gateway Installations</td>
<td></td>
</tr>
<tr>
<td>Central District</td>
<td></td>
</tr>
<tr>
<td>District Gateway: Scenic Drive South &amp; 4th Avenue South</td>
<td></td>
</tr>
<tr>
<td>District Gateway: Scenic Drive South &amp; 2nd Avenue South</td>
<td></td>
</tr>
<tr>
<td>Midtown District</td>
<td></td>
</tr>
<tr>
<td>District Gateway: 6th Avenue South &amp; 5th Street South</td>
<td></td>
</tr>
<tr>
<td>District Gateway: 6th Avenue South &amp; 7th Street South</td>
<td></td>
</tr>
<tr>
<td>Public Art Sites</td>
<td></td>
</tr>
<tr>
<td>2nd Avenue South, West Terminus Site – Senior’s Housing</td>
<td></td>
</tr>
<tr>
<td>4th Avenue South, West Terminus Site</td>
<td></td>
</tr>
<tr>
<td>Wayfinding</td>
<td></td>
</tr>
<tr>
<td>Tourist information pullout + plaque (regional + local information)</td>
<td></td>
</tr>
<tr>
<td>Tourist route planning + attractions signage</td>
<td></td>
</tr>
<tr>
<td>Bicycle Routes - Temporary painting / awareness campaign</td>
<td></td>
</tr>
<tr>
<td>Bicycle Routes - Permanent routes with streetscape improvements</td>
<td></td>
</tr>
<tr>
<td>Streetscape improvements</td>
<td></td>
</tr>
<tr>
<td>13th St South, Crowsnest to 6th Street South</td>
<td>(6 linear blocks)</td>
</tr>
</tbody>
</table>
### Part 6: Implementation Strategies

#### Design Guidelines

- 2nd Street South, from 1st Avenue to 4th Avenue (3 linear blocks)
- 7th Street South, from 5th Avenue to 6th Avenue (1 linear block)
- 8th Street South, from 1st Avenue to 6th Avenue (5 linear blocks)
- Stafford Drive South, from Crowsnest Trail to 6th Avenue (6 linear blocks)
- 1st Avenue South, from Scenic Drive to 12B Street (7 linear blocks) and 12B Street South (1st to 3rd)
- 5th Avenue South, from Scenic Drive to Stafford (7 linear blocks)
- 5th Avenue South, from Galt Museum to Scenic Drive
- Coulee Vista Trail, from 4th to 5th Avenue South
- 6th Avenue South, from Scenic Drive to 11th Avenue (8 linear blocks)
- 3rd Street South, from Parl Place Access to 4th Avenue South

#### Redevelop Crosswalks

- 5th Avenue South at Lethbridge Centre
- Stafford Drive South at YMCA

#### Convert Angled Parking (maintain 10% large vehicle angled spaces)

- 10th Street South, 1st Avenue to 4th Avenue (3 linear blocks)
- 11th Street South, 1st Avenue to 6th Avenue (7 linear blocks)

#### Parking Structures

- South Downtown Anchor

#### Development Partnerships

- Lethbridge Centre Area
- Hotel + Conference Facilities

#### Infill Opportunities

- “City Block” - Northeast Corner of 4th Street South and 2nd Avenue (purchased)

#### Purchase Priority Properties

- Community Services Property - North Lethbridge
- Potential Municipal Parking - Downtown West

#### Construct Civic / Cultural Facilities or Residential

- Downtown Library
- City Hall Expansion
- Potential Museum Site

#### Urban Parks + Plazas

- City Hall Plaza
- Library Square

#### Transit Improvements

- Minor Transit Stops - redesign with amenities (shelters, bus schedules, lighting)
- Gateway Installations

#### Midtown District Gateway: 6th Avenue South & 7th Street South

- Public Art Sites

- 2nd Avenue South, West Terminus Site – Senior’s Housing
- 4th Avenue South, West Terminus Site

#### Wayfinding

- Tourist information pullout + plaque (regional + local information)
- Tourist route planning + attractions signage
- Bicycle Routes - Temporary painting / awareness campaign
- Bicycle Routes - Permanent routes with streetscape improvements

#### Streetscape Improvements

- 13th Street South, from Crowsnest Trail to 6th Street South (6 linear blocks)

---

### 7.0 Implementation Summary Table

<table>
<thead>
<tr>
<th>Immediate Term</th>
<th>Near Term</th>
<th>Medium Term</th>
<th>Long Term</th>
<th>Approximate Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Capital Improvement Priority Plan 2008-2057**

- **Immediate Term**
- **Near Term**
- **Medium Term**
- **Long Term**
- **Approximate Cost**

**2007-2008**

- Streetscape improvements
  - 5th Street South, from 1st Avenue to 5th Avenue (4 linear blocks)
  - 3rd Avenue South, from 7th Street to 8th Street (1 linear block)
  - 6th Street South, from 3rd Avenue to 4th Avenue (1 linear block)
  - 7th Street South, from 3rd Avenue to 4th Avenue (1 linear block)

**Purchase Priority Properties**

- “City Block” - Northeast Corner of 4th Street South and 2nd Avenue (purchased)

**Pedestrian Amenities**

- Tourist Information Booth + Notice Board at Festival Square
- Bicycle Parking (including racks for short term stays + lockers for employees)
- Galt Gardens / SAAG

**Gateway Installations**

- City-Wide Identity
- City-Wide Gateway: Whoop-Up Drive and Scenic Drive

**Downtown Gateway: Scenic Drive South & 1st Avenue South**

**Downtown Gateway: 6th Avenue South & 6th Street South**

**Public Art Sites**

- Galt Gardens South
- Galt Gardens West
- Galt Gardens Southwest
- Historic Railway Station
- Galt Museum Terminus Site

**Redevelop Crosswalks**

- Park Place Mall Access West, 1st Avenue South Crossing
- 1st Avenue South, Scenic Drive Crossing

**Convert Angled Parking (maintain 10% large vehicle angled spaces)**

- 2nd Avenue South, from Scenic Drive to 5th Street (3 linear blocks) - north side
- 3rd Avenue South, from 6th to 8th Streets (Galt Gardens)
- 5th Street South, 1st Avenue to 6th Avenue (5 linear blocks)

**Parking Structures**

- Capitol Block Site Parking - West Downtown Anchor (3 options)

**Development Partnerships**

- Lethbridge Centre Area

**Purchase Priority Properties**

- Community Services Property - North Lethbridge
- Potential Municipal Parking - Downtown West

**Urban Parks + Plazas**

- Festival square

**Transit Improvements**

- Downtown Shuttle - interim strategy
## 7.0 Implementation Summary Table

<table>
<thead>
<tr>
<th>Implementation Strategies</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Part 6</strong></td>
<td><strong>Implementation Strategies</strong></td>
</tr>
<tr>
<td>72</td>
<td></td>
</tr>
</tbody>
</table>

### Capital Improvement Priorities

<table>
<thead>
<tr>
<th>Capital Improvement Priorities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>un 11 Street South, from 1st to 6th Avenues South (6 linear blocks)</td>
<td></td>
</tr>
<tr>
<td>bl 4th Avenue South, from 11 Street South to 13th Street South (2 linear blocks)</td>
<td></td>
</tr>
<tr>
<td>un 10 Street South, from 1st to 4th Avenues South (3 linear blocks)</td>
<td></td>
</tr>
<tr>
<td>un 12 Street South, from 1st to 4th Avenues South (3 linear blocks)</td>
<td></td>
</tr>
<tr>
<td>un 5th Avenue South, from 11 Street South to 13th Street South (7 linear blocks)</td>
<td></td>
</tr>
<tr>
<td>bl Stafford Drive North, from Crowsnest Trail to 5th Avenue North (5 linear blocks)</td>
<td></td>
</tr>
<tr>
<td>m 13th Street North, from Crowsnest Trail to 5th Street North (6 linear blocks)</td>
<td></td>
</tr>
<tr>
<td>un 3rd Avenue North, from Stafford Drive to 13th Street North (7 linear blocks)</td>
<td></td>
</tr>
<tr>
<td>m 2A Avenue North, form Stafford Drive to 13th Street North (7 linear blocks)</td>
<td></td>
</tr>
<tr>
<td>ub Coulee Vista Boulevard extension + route improvements West of Scenic Drive South (4 linear blocks)</td>
<td></td>
</tr>
</tbody>
</table>

### Redevelop Crosswalks

<table>
<thead>
<tr>
<th>Redevelop Crosswalks</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>mb 1st Avenue South between Stafford Drive and 12B Street (3 crosswalks)</td>
<td></td>
</tr>
</tbody>
</table>

### Convert Angled Parking (maintain 10% large vehicle angled spaces)

<table>
<thead>
<tr>
<th>Convert Angled Parking (maintain 10% large vehicle angled spaces)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Avenue South from Stafford Drive to 12B Street South (5 linear blocks)</td>
<td></td>
</tr>
<tr>
<td>2nd Avenue South from 8th Street to 12B Street South (7 linear blocks)</td>
<td></td>
</tr>
</tbody>
</table>

### Parking Structures

<table>
<thead>
<tr>
<th>Parking Structures</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East Downtown Anchor</td>
<td></td>
</tr>
<tr>
<td>Upper East Side Parking Structure</td>
<td></td>
</tr>
</tbody>
</table>

### Development Partnerships

<table>
<thead>
<tr>
<th>Development Partnerships</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper East Side Development Block</td>
<td></td>
</tr>
<tr>
<td>Downtown Mall Redevelopment Opportunities</td>
<td></td>
</tr>
<tr>
<td>Lethbridge North Mall Opportunities</td>
<td></td>
</tr>
</tbody>
</table>

### Purchase Priority Properties

<table>
<thead>
<tr>
<th>Purchase Priority Properties</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Trail Right-of-Ways - East West Corridor</td>
<td></td>
</tr>
<tr>
<td>Trail Right-of-Ways Coulee Frontage Trail</td>
<td></td>
</tr>
<tr>
<td>Potential Trail Access Mid-Block Connections</td>
<td></td>
</tr>
<tr>
<td>North Lethbridge Park blocks</td>
<td></td>
</tr>
<tr>
<td>North Lethbridge Plaza properties</td>
<td></td>
</tr>
</tbody>
</table>

### Construct Civic / Cultural Facilities or Residential

<table>
<thead>
<tr>
<th>Construct Civic / Cultural Facilities or Residential</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Coulee Vista Amphitheatre</td>
<td></td>
</tr>
<tr>
<td>Athletic / Recreation Facilities (Civic Precinct)</td>
<td></td>
</tr>
<tr>
<td>Educational Facilities Expansion (Upper East Side)</td>
<td></td>
</tr>
</tbody>
</table>

### Urban Parks + Plazas

<table>
<thead>
<tr>
<th>Urban Parks + Plazas</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ford Street (2nd Avenue/ Galt Gardens East Gate)</td>
<td></td>
</tr>
<tr>
<td>Upper East Side</td>
<td></td>
</tr>
<tr>
<td>Centre Village Plaza</td>
<td></td>
</tr>
<tr>
<td>Centre Village Park</td>
<td></td>
</tr>
<tr>
<td>Park Place Plaza</td>
<td></td>
</tr>
<tr>
<td>Broadview Linear Park</td>
<td></td>
</tr>
<tr>
<td>Broadview Plazas</td>
<td></td>
</tr>
</tbody>
</table>

### Pedestrian Amenities

<table>
<thead>
<tr>
<th>Pedestrian Amenities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Washrooms at Upper East Side Park</td>
<td></td>
</tr>
</tbody>
</table>

### Gateway Installations

<table>
<thead>
<tr>
<th>Gateway Installations</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper East Side District</td>
<td></td>
</tr>
<tr>
<td>District Gateway: 2nd Avenue South &amp; 13th Street South</td>
<td></td>
</tr>
<tr>
<td>Centre Village / Broadview Districts</td>
<td></td>
</tr>
<tr>
<td>District Gateway: Stafford Drive North &amp; 5th Avenue North</td>
<td></td>
</tr>
<tr>
<td>District Gateway: Stafford Drive North &amp; 2A Avenue North</td>
<td></td>
</tr>
<tr>
<td>District Gateway: 13th Street North &amp; 2A Avenue North</td>
<td></td>
</tr>
</tbody>
</table>

### Public Art Sites

<table>
<thead>
<tr>
<th>Public Art Sites</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Whoop-Up Drive Cloverleaf Site (4)</td>
<td></td>
</tr>
<tr>
<td>Immediate Term</td>
<td>Near Term</td>
</tr>
<tr>
<td>----------------</td>
<td>-----------</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 7.0 Implementation Summary Table

<table>
<thead>
<tr>
<th>Capital Improvement Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crowsnest Ramp Sites (2)</td>
</tr>
<tr>
<td>Civic Precinct Termini East, North and South</td>
</tr>
<tr>
<td>Upper East Side Park</td>
</tr>
<tr>
<td>12th Avenue South, North Terminus</td>
</tr>
</tbody>
</table>
### 7.0 Implementation Summary Table

<table>
<thead>
<tr>
<th>Immediate Term</th>
<th>Near Term</th>
<th>Medium Term</th>
<th>Long Term</th>
<th>Approximate Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Immediate Term**
  - Streetscape improvements
  - 5th Street South, from 1st Avenue to 5th Avenue (4 linear blocks)
  - 3rd Avenue South, from 7th Street to 8th Street (1 linear block)
  - 6th Street South, from 3rd Avenue to 4th Avenue (1 linear block)
  - 7th Street South, from 3rd Avenue to 4th Avenue (1 linear block)

- **Near Term**
  - Purchase Priority Properties
    - "City Block" - Northeast Corner of 4th Street South and 2nd Avenue (purchased)

- **Medium Term**
  - Pedestrian Amenities
    - Tourist Information Booth + Notice Board at Festival Square
    - Bicycle Parking (including racks for short term stays + lockers for employees)
  - Galt Gardens / SAAG Gateway Installations
  - City-Wide Identity
    - City-Wide Gateway: Whoop-Up Drive and Scenic Drive
    - Downtown Gateway: Scenic Drive South & 1st Avenue South
    - Downtown Gateway: 6th Avenue South & 6th Street South
  - Public Art Sites
    - Galt Gardens South
    - Galt Gardens West
    - Galt Gardens Southwest
    - Historic Railway Station
    - Galt Museum Terminus Site
  - Redevelop Crosswalks
    - Park Place Mall Access West, 1st Avenue South Crossing
    - 1st Avenue South, Scenic Drive Crossing
  - Convert Angled Parking (maintain 10% large vehicle angled spaces)
    - 2nd Avenue South, from Scenic Drive to 5th Street (3 linear blocks) - north side
    - 3rd Avenue South, from 6th to 8th Streets (Galt Gardens)
    - 5th Street South, 1st Avenue to 6th Avenue (5 linear blocks)
  - Parking Structures
    - Capitol Block Site Parking - West Downtown Anchor (3 options)
  - Development Partnerships
    - Lethbridge Centre Area
    - Hotel + Conference Facilities
    - Purchase Priority Properties
      - Community Services Property - North Lethbridge
      - Potential Municipal Parking - Downtown West
      - Potential Municipal Parking - Downtown West
      - Potential Municipal Parking - Downtown West
  - Urban Parks + Plazas
    - Festival Square
  - Transit Improvements
    - Downtown Shuttle - interim strategy

- **Long Term**
  - Years 4-6 (2012-2014)
  - Years 7-10 (2015-2017, 2048-2057, 2018-2027, 2028-2037, 2038-2047)
  - Years 9-18
  - Years 19-28
  - Years 29-38
  - Years 39-48

- **Approximate Cost**
  - < 1 Year
  - 1 Year
  - 1000's