

RELATIONSHIP INVENTORY

An Exploration of the Relationships that make our City,
Community and Region Strong



CITY OF
Lethbridge

City of Lethbridge
Planning and Development Services

Front Cover Photo Explanation:

Aspen tree stands are resilient as each tree is actually part of a larger singular organism - the underground network of roots. Like the Aspen Stand, building relationships and connections between individual stakeholders promotes mutual collaboration and responsibility, which can be the foundation for achieving greater outcomes.

Acknowledgement Statement

The City of Lethbridge acknowledges that the place we now call Lethbridge has for many generations had another name given to it by the Siksikaitstapi, the Blackfoot peoples. The name is Sikóóhkotok, a reference to the black rocks found in the area.

The City of Lethbridge is located in the traditional territory of the Blackfoot Peoples, and within Treaty 7 lands. The City of Lethbridge is also home to the Metis Nation of Alberta, Region III. We pay respect to all Indigenous peoples past, present and future, by recognizing and respecting their cultural heritage, beliefs, inherent rights and relationship to the land.



Acknowledgements

The City of Lethbridge would like to thank the members of the Relationship Inventory Project Team for their time and assistance in preparing this report.

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Executive Summary

In 2014, the Province of Alberta adopted the South Saskatchewan Regional Plan (SSRP). The SSRP sets the stage for strong and sustained growth, vibrant communities and a healthy environment within the region over the next 50 years. With that long-term horizon in mind, the SSRP identifies strategic directions for the region over the next 10 years, focusing on eight broad outcome areas, including: economy, air, biodiversity, water, efficient land use, outdoor recreation and historic resources, aboriginal peoples, and community development. The City of Lethbridge and the other municipalities within the region are required by the Province of Alberta to be in compliance with the SSRP by August 31, 2019.

In order to demonstrate compliance with the SSRP, the City of Lethbridge is undertaking a series of comprehensive data gathering projects under the umbrella of the **SSRP Compliance Initiative**. The Initiative is composed of four separate comprehensive data gathering strategies that seek to understand our legislative requirements, assess our baseline, and recommend implementation strategies towards achieving one or more of the SSRP outcomes. The four components within the SSRP Compliance Initiative include:

- i) Efficient Land Use Strategy (ELUS)
- ii) Environment and Historic Resources Strategy (EnvS)
- iii) Economy and Tourism Inventory (ETI)
- iv) Relationship Inventory (RelI)

The SSRP Compliance Initiative itself does not demonstrate SSRP compliance; however, upon completion, the Initiative will provide a thorough background report and baseline understanding of our community, and will be used to review and update the Integrated Community Sustainability Plan/Municipal Development Plan (ICSP/MDP) which was last updated in 2010.

The Relationship Inventory (RelI) is at its core, a baseline data collection project that looks at corporate (within the corporate organization), community (within the City) and regional (within the broader watershed) relationships held by the City of Lethbridge that support the SSRP outcomes. RelI helps us to better understand who our partners are in working towards the broadly defined SSRP Outcomes, the types of relationships we use to support those Outcomes, and to highlight opportunities looking forward, to strengthen or develop new relationships.



The Rell report begins with a discussion of the context of this project, the Alberta Land-use Framework and the SSRP, as well as the high-level trends and pressures that inform the context of the study. Three broad categories of trends and pressures are discussed in Chapter 1:

ORGANIZATIONALLY DRIVEN	Administrative structure and processes Organizational change
COMMUNITY DRIVEN	Changing community expectations around engagement and transparency Changing community demographics and priorities Reconciliation
EXTERNALLY DRIVEN	Changing provincial legislation Changing environment

Chapter 2 analyses current relationships (internal, external & community) and their impact on achieving the 8 SSRP outcomes. An overview of each SSRP outcome area is provided, documenting which City Business Units have a direct or indirect relationship with helping to achieve that outcome. An analysis of relationships with key stakeholders is provided for each SSRP outcome area, mapping existing relationships in order to identify those that are strong, and those where improvements can be made.

Finally, Chapter 3, as mentioned above, presents a list of considerations. These considerations have not been approved by Lethbridge City Council. Their purpose is to be used as an input into the review and update of the ICSP/MDP between 2018 and 2019, among other projects and initiatives. These considerations were generated based on the findings of the Relationship Inventory, through the collection of baseline data, as well as related studies and reports, and with input and feedback from stakeholders. Ultimately the considerations were reviewed by City staff and the project team for consistency with the data presented in this and related reports, and the SSRP. The inclusion of a consideration in this report does not suggest or guarantee its ultimate or future incorporation into the ICSP/MDP (or other projects or initiatives), nor that it has been endorsed by City Council.

The following table presents a series of considerations of the Rell, to be taken into account in the next MDP update. Greater detail on the considerations, including a discussion on the rationale and implementation mechanisms, is found in Chapter 3 of this report.

RELATIONSHIP INVENTORY



General	<i>MAINTAIN AND IMPROVE RELATIONSHIPS, COMMUNICATION AND WORK PROCESSES BETWEEN CITY BUSINESS UNITS.</i>
	<i>MAINTAIN AND IMPROVE RELATIONSHIPS BETWEEN THE CITY AND KEY NON-CITY STAKEHOLDERS.</i>
	<i>DRAFT POLICIES AND PLANS NEED TO BE ASSESSED THROUGH A VARIETY OF LENSES, IN ORDER TO ASSESS THEIR IMPACTS.</i>
Economy	<i>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS IN TOURISM, SURFACE MATERIALS, FORESTRY, ENERGY AND AGRICULTURE AS OUTLINED IN CHAPTER 2.</i>
Air	<i>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS IN AIR QUALITY, INCLUDING PROVINCIAL BODIES AND LOCAL INDUSTRY.</i>
Biodiversity & Ecosystems	<i>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS IN BIODIVERSITY AND ECOSYSTEMS, AS OUTLINED IN CHAPTER 2.</i>
Water	<i>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS IN WATER QUALITY, AS OUTLINED IN CHAPTER 2.</i>
Efficient Use of Land	<i>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS IN LAND DEVELOPMENT AND CONSTRUCTION.</i>
	<i>GOOD RELATIONSHIPS WITH NEIGHBOURHOOD ASSOCIATIONS ARE CRUCIAL IN APPROPRIATELY TARGETING INFILL DEVELOPMENT AND INTENSIFICATION.</i>
	<i>WORKING TO COORDINATE APPROACHES TO INFILL DEVELOPMENT BETWEEN BUSINESS UNITS CAN HELP TO REDUCE BARRIERS TO INVESTMENT.</i>
Outdoor Recreation & Historic Resources	<i>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS IN OUTDOOR RECREATION AND HISTORIC RESOURCES, WITH A FOCUS ON PRESERVATION AND WIDER PROMOTION BEYOND THE REGION.</i>
Aboriginal Peoples	<i>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH LETHBRIDGE'S ABORIGINAL POPULATION, AS WELL AS NEIGHBOURING ABORIGINAL COMMUNITIES.</i>
Community Development	<i>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS IN LAND DEVELOPMENT AND CONSTRUCTION.</i>
	<i>ENSURE THAT CITIZENS ARE EFFECTIVELY ENGAGED IN THE DEVELOPMENT PROCESS.</i>



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Chapter 1: Background and Introduction

INTRODUCTION

In 2014, the Province of Alberta adopted the South Saskatchewan Regional Plan (SSRP), the second Regional Plan in the Province (the Lower Athabasca Regional Plan was adopted in 2012). The SSRP sets the stage for strong and sustained growth, vibrant communities and a healthy environment within the region over the next 50 years. With that long-term horizon in mind, the SSRP identifies strategic directions for the region over the next 10 years and focuses on eight broad outcome areas and introduces a series of strategies to achieve them. The eight outcome areas include: economy, air, biodiversity, water, efficient land use, outdoor recreation and historic resources, aboriginal peoples, and community development. The City of Lethbridge and the other municipalities within the region are required by the Province of Alberta (Land Use Secretariat) to be in compliance with the SSRP by August, 2019.

In order to demonstrate compliance with the SSRP, the City of Lethbridge is undertaking a comprehensive data gathering project called the **SSRP Compliance Initiative**. The Initiative is composed of four separate comprehensive data gathering components that seek to understand our legislative requirements, assess our baseline, and recommend implementation strategies towards achieving one or more of the SSRP outcomes. The four components within the SSRP Compliance Initiative include:

- i) Efficient Land Use Strategy (ELUS)
- ii) Environment and Historic Resources Strategy (EnvS)
- iii) Economy and Tourism Inventory (ETI)
- iv) Relationship Inventory (Rell)

The SSRP Compliance Initiative itself does not demonstrate SSRP compliance, however upon completion, the Initiative will provide a thorough background report and baseline understanding of our community, and will be used to review and update the Integrated Community Sustainability Plan/Municipal Development Plan (ICSP/MDP) which was last updated in 2010.

The ICSP/MDP is a statutory plan, prepared and adopted by bylaw, in accordance with the *Municipal Government Act*, and provides a framework through which future development-related decisions within

The Relationship Inventory or Rell is focused on compiling a baseline understanding of the relationships that support the SSRP outcomes at three levels: corporate (within the corporate organization), community (within the City), and region (within the broader watershed). This information will be used to update our Integrated Community Sustainability Plan / Municipal Development Plan before August, 2019, in line the City's obligations under the Alberta Land Stewardship Act.

The intent of Rell is to understand who our partners are in working towards the broadly defined SSRP Outcomes, the types of relationships we use to support those Outcomes, and to highlight opportunities looking forward, to strengthen or develop new relationships.

Box 1: Relationship Inventory Intent



the municipality are made. By completing an update of the ICSP/MDP based on the requirements of the SSRP, it will ensure that all decisions within the municipality going forward are informed by a statutory plan that is itself compliant with the SSRP.

1.1 LEGISLATIVE FRAMEWORK

This section of the Report provides an outline of the existing planning legislation and policy framework that directly impacts the preparation of the Rell. The legislation is multi-layered, and includes provincial land use plans as well as municipal statutory and non-statutory plans.

Community planning in Lethbridge is conducted and administered within a series of plans and bylaws. These include the SSRP, ICSP/MDP, Secondary Plans (Area Structure Plans and Area Redevelopment Plans), Outline Plans, and the Land Use Bylaw.

The imperative for the SSRP Compliance Initiative and the Rell comes from the SSRP, and specifically the City of Lethbridge’s legal requirement to be in compliance with the SSRP by August 31, 2019. Within the hierarchy of plans and the direction of the *Municipal Government Act* (MGA), the ICSP/MDP must conform to the SSRP while all other Plans and Bylaws must conform to the ICSP/MDP.



Figure 1: Planning Legislation Hierarchy

Therefore, the purpose of the SSRP Compliance Initiative and the Rell is to inform an update of the ICSP/MDP, which will ultimately ensure all other plans and bylaws are in conformity with the SSRP. The following sections describe the legislative hierarchy from a top-down perspective. This list is not exhaustive, however provides a general landscape within which to situate the EnvS.

1.1.1 Alberta Land-use Framework and Alberta Land Stewardship Act

The Land-use Framework (LUF, 2008) is a policy and visioning document that sets out a management framework for land use in Alberta. The LUF’s operating premise is that there exist significant and often multiple and competing interest for our finite land base, including “oil and gas, forestry and mining, agriculture and recreation, housing and infrastructure.” Competing demands on the limited supply and



quality of land, air and water in the province pose a significant environmental, social and economic challenge that must be addressed through effective planning and management.

LUF Vision Statement: Albertans work together to respect and care for the land as the foundation of our economic, environmental and social well-being.

The LUF envisions the creation of regional planning areas throughout the province, generally based on watershed boundaries, to enable the achievement of the stated outcomes in such a way that respects local landscapes, values and realities. The LUF also describes the creation of a dedicated Land Use Secretariat to oversee the creation of seven Regional Plans and to manage their ongoing implementation.

The *Alberta Land Stewardship Act* (ALSA, 2009) is the implementing legislation for the LUF. ALSA creates the legislative authority for the province to undertake the creation of Regional Plans through the Land Use Secretariat. The LUF also replaces the previous provincial Land Use Principles within a region, once a regional plan for that area is completed.

All municipal bylaws, and many pieces of provincial legislation are now required to be in compliance with the ALSA and Regional Plans, including the MMGA and Municipal Development Plans.

1.1.2 South Saskatchewan Regional Plan

The South Saskatchewan Regional Plan (SSRP, 2014) is the second Regional Plan to be adopted by the province, and came into effect on September 1, 2014. Municipalities in the region have five years within which to submit a Statutory Declaration indicating compliance with the SSRP. At the end of those five years, by August 2019, all municipal plans, bylaws, policies and regulations must be in compliance with SSRP.

Within our watershed, the SSRP is the vehicle for implementing the vision and outcomes of the LUF. The South Saskatchewan Region contains 15 municipal districts, one specialized municipality, five cities, 29 towns, 23 villages, two summer villages, and seven First Nations—covering an area of over 84,000 square kilometers. At the time the document was written, there were nearly two million people living in the Region.



Figure 2: Regional Planning Areas
Source: Land Use Secretariat

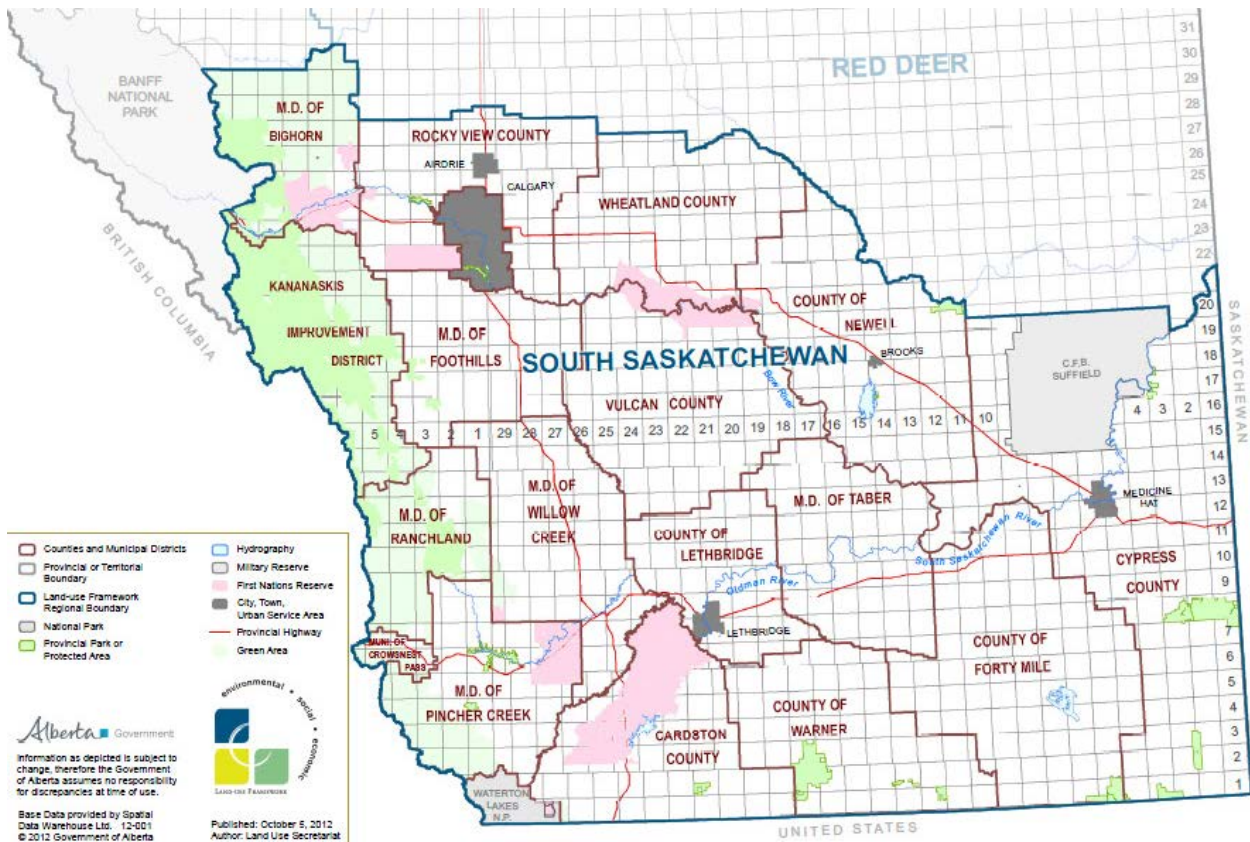


Figure 3: South Saskatchewan Regional Plan Area (source: Alberta Land Use Secretariat)

The SSRP document is divided into three main parts: Strategic Plan, Implementation Plan, and Regulatory Details. The Strategic Plan discusses the regional baseline, and outlines a high-level vision for the area (in line with the LUF vision statement). The Implementation Plan introduces eight broad thematic outcomes and a series of strategies to achieve them. The Implementation Plan also identifies indicators and /or timelines for each of the outcomes. Finally, the Regulatory Details contain the binding legislation within the SSRP, including key triggers for certain environmental outcomes. While the Regulatory Details part of the SSRP is the only one of the three parts to be explicitly “binding” on municipalities, Section 4(1) of the Regulatory Details states that local government bodies and decision-makers shall consider the Strategic Plan and Implementation Plan when exercising their duties. In that way, municipalities and their designated authorities (such as City Councils, subdivision and development authorities, planning commissions, and subdivision and development appeal boards) are obliged to consider the Strategic and Implementation Plans when exercising their duties.

The eight outcome areas within the Implementation Plan, along with their stated outcomes include:



ECONOMY	The region’s economy is growing and diversified.
AIR	Air quality is managed to support healthy ecosystems and human needs through shared stewardship.
BIODIVERSITY AND ECOSYSTEMS	Biodiversity and ecosystem function are sustained with shared stewardship.
WATER	Watersheds are managed to support healthy ecosystems and human needs through shared stewardship.
EFFICIENT USE OF LAND	Lands are efficiently used to minimize the amount of area taken up by the built environment.
OUTDOOR RECREATION AND HISTORIC RESOURCES	The quality of life of residents is enhanced through increased opportunities for outdoor recreation and the preservation and promotion of the region’s unique cultural and natural heritage.
ABORIGINAL PEOPLES	Aboriginal peoples are included in land-use planning.
COMMUNITY DEVELOPMENT	Community development needs are anticipated and accommodated.

The vision of the SSRP is as follows:

“Southern Alberta is a diverse, healthy, vibrant and prosperous region where the natural beauty of the region is managed so that citizens feel connected to the land and its history. Albertans, industry, governments and aboriginal peoples work together to share responsibility for stewardship of the land and resources in a way that ensures current needs are met without compromising opportunities for future generations. Aboriginal peoples, through their traditional knowledge, share their intimate understanding of the region’s natural environment and ecosystems.

The South Saskatchewan Region supports a diverse and growing population. Economic diversification supports employment and contributes to a prosperous



future. Agriculture is a significant renewable resource industry demonstrating environmental stewardship while pursuing growth and diversification opportunities. There are continued opportunities for oil and natural gas production and renewable energy production and renewable energy will become increasingly significant. Forests are managed with watershed management and headwaters protection as the highest priority and healthy forests continue to contribute to the province's timber supply.

The region has unique landscapes that form the basis of a popular tourism and recreation destination which continues to grow.

Air, water, land and biodiversity are sustained with healthy functioning ecosystems. The headwaters in the region supply vital regional fresh water quality. Conservation strategies help many species at risk in the South Saskatchewan Region recover, while also preserving the diversity and splendor of Alberta's natural regions with various parks and conservation areas providing Albertans with improved health and inspiration to value nature."

The Rell is the final of four components that will comprise the SSRP Compliance Initiative. Each of the component projects will align with one or more of the SSRP outcomes. The Rell project is designed to address the aspects of the SSRP's outcomes areas that speak to collaboration, coordination, relationships and integration, for example. In that way it touches on each of the eight outcome areas.

1.1.3 Integrated Community Sustainability Plan / Municipal Development Plan

The Integrated Community Sustainability Plan/Municipal Development Plan (ICSP/MDP, 2010) is a statutory plan which outlines the City of Lethbridge's long-term objectives and policies that will guide future growth and development within Lethbridge.

The plan does not include detailed analysis, actions, or targets, however is founded in strong community engagement and visioning. The plan was written with broad content to provide policy direction. The plan identifies 19 outcomes for land use planning in Lethbridge, which reflect the vision, and the requirements of the MGA. Each outcome contains a statement of intent, policies, and example actions to guide towards the achievement of the vision.

The plan provides a framework for the creation of a safe, healthy, vibrant, prosperous, economically viable place where all people can fully participate in community life. Within this context the City is committed to creating a sustainable community through the promotion of six objectives. The objectives



and the related outcomes are listed below. Again, the Rell is relevant to each of these policy areas as they all depend on varying levels of collaboration, coordination, relationships and integration.

1. A Prosperous City
 - i) Good Place to Open and Operate a Business
 - ii) Financially Viable City
2. A Healthy and Diverse City
 - i) Range of Housing that Meets Everyone's Needs
 - ii) Welcoming and Diverse City
 - iii) Opportunities for Personal Development and Social Well-being
 - iv) Safe City
3. A Culturally Vibrant City
 - i) Respects and Celebrates its History
 - ii) Celebrates Arts and Culture
 - iii) Supports Active Living
4. A Well Designed City
 - i) Compact City
 - ii) Efficient and Effective Integrated Transportation Network
 - iii) Walkable, Bicycle Friendly City
 - iv) Expanding in a Responsible Manner
 - v) Planned City that Exhibits Quality Urban Design
 - vi) Diverse Parks and Open Space System
 - vii) Strong and Vibrant Downtown
5. An Environmentally Responsible City
 - i) River Valley is the Primary Open Space System
 - ii) Conserves Natural Resources
6. A City that Supports the Region
 - i) Strong Relationship with Neighboring Communities

The ICSP/MDP includes many important objectives and outcomes that touch on the different aspects of what makes a community. Many of these outcomes are inter-related and dependent on one or more others to come to fruition.



1.2 RELATIONSHIP INVENTORY OVERVIEW

The Rell provides a snapshot of the relationships of City Business Units to SSRP outcome areas, as well as an analysis of current relationships between the City and key stakeholders. The Rell draws its focus from the eight outcome areas of the SSRP and certain policies of the ICSP/MDP—discussed above.

One of the main purposes of the Rell is to provide the necessary background information, baseline data, and thoughtful considerations to ensure that the ICSP/MDP update includes tangible and measurable goals and targets. Targets will support the full, effective and coordinated implementation of the community’s vision, on-going transparency, as well as timely monitoring and evaluation to support continued action going forward.

The intent of the Rell is to ensure that the City is well-positioned to work collaboratively with key stakeholders in each outcome area, coordinating and multiplying efforts to achieve shared goals. By identifying important relationships, as well as their current strengths, the City can focus future relationship-building efforts effectively.

The Rell report is structured as follows:

The remainder of Chapter 1 focuses on high-level trends and challenges that influence relationship-building in the City. This context, plus the legislative changes discussed above, provide the overall justification for why it is important to think about these resources comprehensively.

Chapter 2 provides a detailed overview of each SSRP outcome area in turn, each City Business Unit’s relationship to achieving that outcome area, and an analysis of relationships with stakeholders who are key to that outcome area.

Finally, Chapter 3 provides the Rell considerations which will serve as an input in to the review and update of the ICSP/MDP. In total, 52 considerations are outlined. The considerations are grounded in the high-level trends and challenges introduced in Chapter 1, as well as the changing legislative environment.

1.3 TRENDS AND CHALLENGES

The Rell brings together a conversation about relationships as they pertain to each of the eight SSRP outcomes, and at three distinct levels of analysis: corporate, community and region. To fully understand the inherent relationship dynamics, it is important to situate those conversations within larger trends and challenges. To do so, this section introduces three broad categories that summarize those trends and challenges. They include: organizationally driven; community driven; and externally driven.



Organizationally driven trends and challenges include the structures and processes that drive organizational structure and municipal government administration. They also include the on-going challenges and opportunities presented by organizational change brought about by changing labour force dynamics and retirements.

Community driven trends and challenges include changing community expectations around how public participation takes place, as well as access and transparency of information. It also includes consideration for demographic changes with our community, and emerging community priorities like Reconciliation, as forces impacting the ways in which we build and sustain relationships.

The final category is externally driven trends and challenges. This includes legislative changes, such as the Alberta Land-use Framework (previously discussed) and recent changes to the *Municipal Government Act*, all of which encourage and in some cases mandate greater levels of coordination between levels of government, and between government and its citizens. Externally driven trends and challenges also include environmental changes with impacts that are much larger than our municipality, but which will have definite local implications. This includes issues like climate change, water security and air quality, all of which are considered by the SSRP.

Organizationally Driven

There are two relationship trends that are most relevant and are organizationally driven. The first is embedded within the traditional structure of municipal government administration and the way work disciplines are divided by discipline, rather than outcome. The other is the pending organizational demographic shift.

Municipal administrations are naturally organized to have specialized professionals working in their particular area of expertise. While this is a logical organizational structure, one of the challenges that emerges is “organizational siloes”, where individual departments within a municipality each focus on their specialty and achieving personalized goals, rather than focusing on the collective desired outcomes of the organization. For example, one of the outcomes of the SSRP is for the region to ensure air quality is managed to support healthy ecosystems and human needs through shared stewardship. Within municipal organizations, departments would generally assume that air quality outcomes would fall under responsibility of those whose areas of expertise pertains to air quality, rather than thinking about the issue as a collective outcome that can be addressed through many services that municipalities provide (e.g., transportation, engineering, operations, planning, transit). The opportunity to work collaboratively as an organization begins with relationship building between departments, and removing those organizational silos that may stifle collective outcomes. An example of a more integrated and outcome-



focused endeavor in Lethbridge would be the Mobility and Accessibility Committee. This committee was formed as a coordinated approach to champion community accessibility through the collaboration of multiple city departments (e.g., Planning and Development, Transit, Facility Services, Parks).

Furthermore, there are ongoing challenges and opportunities presented by organizational change brought about by changing labour force dynamics and the large demographic shift as baby boomers reach retirement age. Most relationships held by municipal administration (whether organizationally, community or externally driven relationships) are typically focused around one or two individuals from a department who have developed specialized and personal relationships over time. As municipal administration (particularly the baby boomer generation) begins to retire from the work force and the next generations take over (generation X and millennials), it is important to consider the transitioning of relationships held by retiring staff. There is a need to create a formal structure through organizational support and policy that will ensure relationships are passed on to the next generation of the workforce to help transfer knowledge, learned experience and expertise to the next generation of employees.

Community Driven

In all municipalities, building sustainable relationships between government administration and the community is an important component in providing public service and responding to the needs of the citizens. However, as our communities continue to grow there are different trends and challenges that immerge and require us to rethink how we form relationships with the community, and also who we form relationships with.

Municipalities are growing to include a diverse population of people that have different and complex needs. In order to better respond to these needs we need to look at the community through the lens of “intersectionality”, where understanding the complexity of the community’s needs requires a more holistic and integrated perspective. We are shifting our perspective away from seeing everyone as equal, to realizing that certain groups—be they immigrants, refugees, Indigenous people, youth, seniors—face unique or unfamiliar barriers, or have different needs. That thought process has continued to evolve to realize that people within these groups experience the world differently. For example, a female refugee with no formal education has different needs than a male refugee who was a doctor in his home country. By understanding that people’s needs are very complex and based on multiple intersecting factors (intersectionality), we are better able understand and respond to these needs, and through that, develop the right types of relationships through appropriate approaches. Understanding intersectionality, and more importantly, acting with that lens requires the cultivation of strong relationships. Relationships are essential to be able to grow a more well-informed perspective, share in the diversity of community experiences and integrate this approach into engagement and policy work.



Furthermore, as municipalities continue to grow and demographics continue to change, the values of a community may also shift. In growing communities, like Lethbridge, we see new conversations and priorities developing around emerging topics such as climate change, mobility and accessibility, diversity and inclusion, and the importance of Reconciliation with our Indigenous population. It is important that we are building and strengthening the right types of relationships with the community around these changing values to both better understand them and learn how they can inform the work of public service.

Externally Driven

There are a variety of externally driven trends and challenges that lead municipal administration to build relationships with organizations beyond the borders of their municipality. These external influences can be broad and wide-ranging and include trends from legislative changes mandated from higher levels of government, to environmental, economic, social, or technological trends that have regional impacts across all municipal borders.

Legislative changes made at higher levels of government impact all municipalities, and require municipal administration to build relationships with outside organizations. Many of these relationships are mandated to municipalities, such as building relationships with Alberta Environment and Parks for certain water approvals, or notification relationships described by the MGA for municipal planning (e.g., School Boards, Alberta Health Services). Furthermore, as regulations and legislation changes, the scope of municipal relationships will have to expand in order to consider new things. A recent example of this would include the Intermunicipal Collaboration Framework (ICF) which catalogues inter-municipal relationships (particularly around servicing) between bordering municipalities. Although an ICF does not necessarily change the scope of relationships between bordering municipalities, the intent is to identify new areas of collaboration for more efficient and effective service delivery. Additionally, changing regulations and legislation means that new relationships may need to be created. For example, the MGA has recently added the requirement of notification of First Nations when a statutory planning document is being prepared (e.g., MDPs, ASPs, and ARPs), which may be a brand new relationship for municipalities that have not formed this kind of relationship yet. Overall, relationships can be mandated to all municipalities through legislative processes, and it is the responsibility of the municipalities to respond and treat these new or expanded relationships as opportunities to collaborate and achieve shared outcomes.

There are also broader external trends and challenges that require relationship building on a regional level. These external forces can include environmental, economic, social and technological trends and challenges that require relationship building that's necessary to understand, anticipate, prepare for, coordinate, respond to and communicate around potential outcomes. Municipalities have always used



relationships to work towards outcomes. For example, the City works with the following organizations to work towards various outcomes, including:

- Building Industry & Land Development (BILD) Lethbridge: This industry group helps the City stay abreast of new trends and challenges emerging in the home building industry such as infrastructure challenges for infill homes, or designing new communities. BILD works with the City to find solutions to these emerging issues as they arise. In turn, the City works with BILD as a representative of the building and development industry when the City needs industry input or feedback on a project.
- Lethbridge Housing Authority: LHA has information on current trends in the affordable housing, rent supplementation and other housing related issues as they evolve, which can be useful to the City in understanding critical housing needs and demands to be considered in community development.
- FCSS (Family & Community Support Services): This joint provincial-City organization can provide insight into social challenges facing individuals and groups within the city.
- Downtown Business Revitalization Zone (BRZ): This organization represents business owners in the downtown core, and can provide valuable insight into the trends, challenges and opportunities of the business environment in Downtown Lethbridge.

However, as regional trends and challenges emerge and outcomes change, existing relationships may require added scope, or new relationships will need to be formed. For example, climate change is an emerging trend and challenge that effects all municipalities on a regional level. Municipalities will need to build relationships with environmental experts to understand potential risks and outcomes through data and knowledge, as well as building relationships to help prepare and increase our resiliency. Some of these relationships will be brand new, while others will just be expanded in scope.

1.4 INTERMUNICIPAL RELATIONSHIP BUILDING

Intermunicipal Collaboration Framework (ICF)

Recent changes to the Municipal government Act includes a requirement for neighboring municipalities to adopt Intermunicipal Collaboration Frameworks, which is an opportunity for greater collaboration among neighboring municipalities (often for service delivery). The purpose of an ICF is to provide for the integrated and strategic planning, delivery and funding of inter-municipal services. The ICF, as mentioned earlier, catalogues: services currently being provided, services that should be provided (on an individual or mutual basis), and outlines how each service will be delivered and funded. Part of the legislative requirements of an ICF includes adoption of an Intermunicipal Development Plan (IDP) between



neighboring municipalities. The City of Lethbridge has had good working relationships with Lethbridge County and the two municipalities already have an IDP in place.

Intermunicipal Development Plan (City of Lethbridge & Lethbridge County)

The City of Lethbridge & Lethbridge County Intermunicipal Development Plan (2016) is an example of building external relationships with another municipality. This Plan is a mutual collaboration between the two municipalities and is governed by bylaw in each individual municipality. The Plan outlines collective long-range objectives and policies that will guide future growth and development in the Lethbridge area. The Plan helps achieve regional collaboration of land use planning by informing both statutory & non-statutory plans in both municipalities. The area which the Plan governs includes the City of Lethbridge and roughly 5km into the County beyond the City limits, often called the 'urban fringe' (as seen in Figure 4).

The Plan aligns with many of the objectives in the SSRP, and includes a particular focus on balancing urban growth with protecting agricultural land and natural environments within this area known as the 'urban fringe'. Specifically this Plan focuses on 2 outcome areas of the SSRP which are: 1) Economy - the IDP aims to diversify the economy of the area through supporting a wide range of urban and

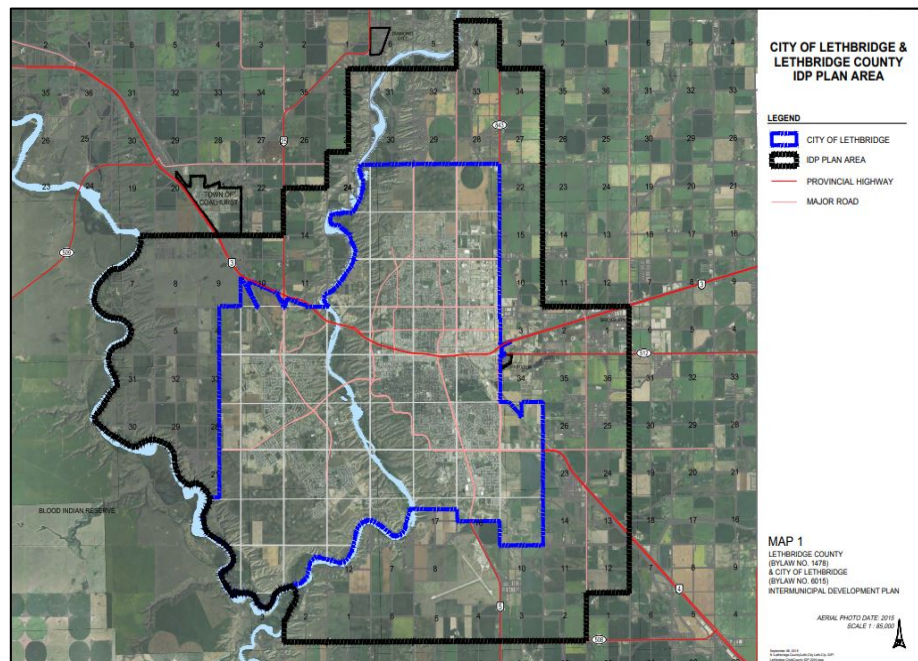


Figure 4: City of Lethbridge & Lethbridge County Intermunicipal Development Plan area
(Source: City of Lethbridge)

rural based economic activities, and 2) Efficient land use - minimizing the impact of urban sprawl and growth on these lands. In order to achieve these broad outcomes the plan identifies 8 goals, including:

1. Develop an IDP that accounts for long term growth for both municipalities, reviewed every 5 years.
2. Concentrate development in targeted areas by identifying priority areas for growth and development and opportunities for long term infrastructure and utility planning.
3. Ensuring stakeholders & landowners in both municipalities are involved in the process of developing the IDP.



4. Recognizing the growth needs of the urban centre which serves a large rural threshold.
5. Ensure compliance with the two Municipal Development Plans and other statutory plans adopted within the area.
6. Respect the agricultural nature as well as the economic diversity of the study area.
7. Protect prime agricultural lands and provide stewardship of the natural environment and river valley.
8. Create a collaborative environment for future planning activities.



Chapter 2: Relationships Inventory

This Chapter analyses current relationships (internal, external & community) and their impact on achieving the eight SSRP outcomes: economy, air, biodiversity and ecosystems, water, efficient land use, outdoor recreation & historic resources, Aboriginal Peoples, and community development.

Understanding the current trends & challenges (as discussed previously in Chapter 1.3) at different relationships levels helps better understand where existing relationships stand and where they may be going in the future. Complying with the eight SSRP outcomes cannot be done alone, as many of the outcomes involve overlapping responsibility and interest from various stakeholders. As a result, building positive, constructive relationships between stakeholders will be key in the City of Lethbridge's ability to meet the SSRP outcomes.

Mapping existing relationships can help determine where the City excels and where improvements can be made. At the corporate level the objectives of one department are often better achieved if there is a good working relationship with other departments, as their operations are often interwoven. This is why it is important to reduce 'departmental siloes', and establish processes that encourage senior employees to share wisdom and develop relationships with the younger generation of workers, as previously identified. At the Community and Regional scales, strong relationships are vital to reach mutual agreement on issues of shared responsibility and shared interest.

Each subsection within this chapter is broken into 2 levels of inventory: 1) corporate relationships, and 2) Community & Regional scale relationships of the City of Lethbridge. The corporate relationship inventory includes a table, which shows the results from a survey where each Business Unit was asked to identify the nature of the relationship ('direct', 'indirect', or 'no relationship') between their unit's work and each SSRP outcome. While some Business Units identified that they have less of a direct impact on each outcome (such as internal service providers), the support they supply to other Business Units assists in achieving each of the 8 SSRP outcomes. The results reflect how each respondent perceives that relationship, and is certainly subjective.



2.1 ECONOMY

The Economy outcome in the SSRP is that *“The region’s economy is growing and diversified”*. Maintaining a healthy, sustainable region in the future requires an economy that is diversified and growing, which is a large and complex task to achieve. As a result the SSRP has identified that *“Sustainable economic development is not the sole responsibility of one player, but a mutually shared responsibility among regional businesses, communities, all levels of government and other stakeholders”* (p.43). For Lethbridge to comply with this complex outcome a collective stewardship among various stakeholders is needed at the corporate, community, and regional levels.

CORPORATE RELATIONSHIPS

The City of Lethbridge has many departments with varying roles and agendas, however these stakeholders play an important role in helping the City maintain a growing and diversified economy. The relationships of each Business Unit in the corporation to the Economy SSRP outcome are identified in Table 1. From the table it can be seen that there are Business Units that perceive themselves as having more of a direct impact on the economy than others. Assessment & Taxation has a direct impact on the economy as the property values are a reflection of the economic state of the city and taxation provides essential funding for projects that improve and diversify the local economy. The Cemeteries department maintains the grounds of the Nikka Yuko Japanese Garden, which is a world class, year-round tourism destination for the City. Services such as Electric Operations and Waste & Recycling need to expand their services as the city grows and as economic output increases. The ENMAX department also plays a direct role in sustaining economic health and through providing a world class facility which attracts concerts. The facility also hosts the Lethbridge Hurricanes which supports tourism, investment and local spending in the economy. Planning & Development and RELD facilitate long-range planning for the economy and work with various corporate partners in developing land and directing the future growth of the city

	Economy
311	
Asset Mgmt	
Assessment & Tax.	Direct relationship
Cemeteries	Direct relationship
City Clerk's Office	
City Mgr's Office	
City Solicitor's Off.	Indirect Relationship
Comm. & Soc. Dev.	Indirect Relationship
Cus. & Bus. Support	
Communications	
Electric	Direct relationship
ENMAX	Direct relationship
Facility Services	Indirect Relationship
Financial Serv.	
Fire & EMS	Direct relationship
Fleet Services	Indirect Relationship
Galt Museum	Direct relationship
Helen Schuler	Indirect Relationship
HR / ERC	
Information Mgmt.	Indirect Relationship
Integ. Risk Mgmt.	
IT	Indirect Relationship
Library	Indirect Relationship
Parks	Indirect Relationship
Planning & Dev	Direct relationship
Police	Indirect Relationship
Procurement	Indirect Relationship
Public Safety Comms Centre	
Rec. & Culture	Direct relationship
Regulatory Serv.	
RELD	Direct relationship
Transit	
Transportation	Direct relationship
Urban Construction	Indirect Relationship
Utility Services	
Waste & Recycling	Direct relationship
WWW	Indirect Relationship

Table 1: Economy & Business Units



in a healthy and diversified manner. Recreation and Culture provides programming and facilities that bring both small and large events to the City, which helps support and diversify the local economy. Transportation directly corresponds to economic growth as greater demand is placed on roads, pathways & public transit to meet the needs of a growing city. Overall, ensuring healthy and constructive working relationships between the following Business Units is essential as they will play a lead corporate role in helping the City meet the Economy SSRP outcome:

<ul style="list-style-type: none"> • Assessment & Taxation • Cemeteries • Electric Utilities • Fire & EMS 	<ul style="list-style-type: none"> • ENMAX • Galt Museum • Planning & Development • Recreation & Culture 	<ul style="list-style-type: none"> • RELD • Transportation • Waste & Recycling
---	--	---

COMMUNITY & REGIONAL RELATIONSHIPS

The City of Lethbridge also has many relationships with community and regional stakeholders. These partnerships help the City expand its ability to achieve the Economy outcome in the SSRP. An inventory of these relationships, their specific outcome area, focus (corporate, community or regional), and their desired outcome has been compiled below. These relationships include (but are not limited to):

<u>RELATIONSHIP PARTNERS</u>	<u>OUTCOME AREA</u>	<u>FOCUS</u> CORPORATE/ COMMUNITY/ REGION	<u>TYPE OF RELATIONSHIP</u>	<u>DESIRED RELATIONSHIP OUTCOME</u>
ALBERTA CULTURE & TOURISM/TRAVEL ALBERTA	TOURISM	COMMUNITY, REGION	THE RELATIONSHIP IS INFORMAL AND PROJECT OR GRANT-SPECIFIC.	TOURISM PROMOTION & FUNDING.

RELATIONSHIP INVENTORY



DESTINATION MANAGEMENT ORGANIZATION	TOURISM	COMMUNITY	THIS ORGANIZATION IS AN ARMS-LENGTH AGENCY OF THE CITY OF LETHBRIDGE.	THE PROMOTION OF 'DESTINATIONS'
LETHBRIDGE LODGING ASSOCIATION	TOURISM	COMMUNITY	INFORMAL RELATIONSHIP	THIS IS AN ADVOCACY ASSOCIATION WHO PROMOTES LETHBRIDGE AS A TOURISM DESTINATION. THIS RELATIONSHIP HELPS ATTRACT OUTSIDE DOLLARS/SPENDING IN THE LOCAL ECONOMY
ALBERTA ENVIRONMENT & PARKS	SURFACE MATERIALS	COMMUNITY	REGULATORY RELATIONSHIP	AEP IS THE REGULATOR
INDIVIDUAL AGGREGATE COMPANIES	SURFACE MATERIALS	COMMUNITY	REGULATORY RELATIONSHIP	THE CITY OF LETHBRIDGE APPROVES THE USE OF THE LAND BUT NOT THE EXTRACTIVES PROCESS OR RECLAMATION.
OLDMAN WATERSHED COUNCIL	FORESTRY	REGION	THE RELATIONSHIPS ARE CREATED THROUGH AGREEMENTS.	THE CITY SITS ON THE BOARD OF DIRECTORS FOR OWC, AND AS SUCH HAS A DIRECT STAKE IN THE DECISIONS THAT ARE MADE.
UTILITIES (ALTALINK, FORTIS)	ENERGY	COMMUNITY, REGION	LEGISLATIVELY REQUIRED	THE CITY MAINTAINS A RELATIONSHIP WITH

RELATIONSHIP INVENTORY



				OTHER TRANSMISSION AND DISTRIBUTION FACILITY OWNERS IN THE REGION. THESE RELATIONSHIPS ARE GOVERNED THROUGH REGULATION
AUC/AESO	ENERGY	REGION	REGULATORY RELATIONSHIP	AUC AND AESO ARE THE REGULATORS OF ELECTRICAL ENERGY DISTRIBUTION AND TRANSMISSION.
ENERGY USERS/MICROGENERATION (RENEWABLES)	ENERGY	COMMUNITY	LEGISLATIVELY REQUIRED/CONTRACT	LETHBRIDGE ELECTRIC PROVIDES ELECTRICAL ENERGY SERVICE TO ESSENTIALLY ALL USERS IN THE CITY. MICRO-GENERATORS ARE REGULATED BY THE PROVINCE.
ATCO	ENERGY	COMMUNITY, REGION	ATCO IS THE PROVIDER AND HAS A FRANCHISE AGREEMENTS WITH THE CITY.	ATCO DISTRIBUTES AND PROVIDES GAS SERVICE IN THE CITY. THERE ARE PLANNING-HELD RELATIONSHIPS WITH ATCO SIMILAR TO OTHER UTILITIES.
PETROLEUM INTERESTS	ENERGY	COMMUNITY, REGION	EXISTING WELL SITES IN THE CITY & COUNTY	LETHBRIDGE ELECTRIC PROVIDES ELECTRICAL ENERGY SERVICE TO ESSENTIALLY ALL USERS IN THE CITY.
IRRIGATION DISTRICTS	AGRICULTURE	REGION	THE CITY HAS AGREEMENTS, AND THEY ARE ALSO LANDOWNERS.	THE CITY USES IRRIGATION DISTRICT WATER FOR SOME OF OUR PONDS / LAKES /



				IRRIGATION. SOME WATERLINES PASS THROUGH THE CITY.
LETHBRIDGE COUNTY	AGRICULTURE	REGION	THE CITY HAS A STRONG WORKING RELATIONSHIP WITH THE COUNTY, AS WELL AS RELATIONSHIPS THROUGH THE IDP AND THROUGH REGULATORY RELATIONSHIPS IN THE MGA.	TO SUPPORT THE LARGE CONCENTRATION OF AGRICULTURAL PRODUCERS IN LETHBRIDGE COUNTY
AGRICULTURE INDUSTRY/BUSINESS (AGRI-PROCESSORS)	AGRICULTURE	COMMUNITY	THE CITY OF LETHBRIDGE IS THE DEVELOPMENT AUTHORITY WHICH GOVERNS AGRICULTURAL LAND USES IN THE CITY.	MINIMIZE CONSUMPTION OF AGRICULTURAL LAND AND REGULATE AGRICULTURAL LAND USES
INDUSTRIAL ASSOCIATION OF SOUTHERN ALBERTA	AGRICULTURE	COMMUNITY, REGION	INFORMAL RELATIONSHIP	IASA IS AN ADVOCACY ORGANIZATION FOR INDUSTRIAL INTERESTS IN SOUTHERN ALBERTA.



2.2 AIR

The Air outcome in the SSRP states: *“Air quality is managed to support healthy ecosystems and human needs through shared stewardship”*. Managing air quality requires analysis of many point sources of pollution and strategies to reduce these sources of pollution which involves coordination among many stakeholders. For Lethbridge to comply with the Air outcome a collective stewardship among various stakeholders is needed at the corporate, community, and regional levels.

CORPORATE RELATIONSHIPS

The City of Lethbridge – as the largest city in Southern Alberta south of Calgary – plays a key role in managing air quality in the region. This requires collaboration amongst different Business Units in the City to achieve this outcome. The self-identified relationships of each Business Unit to the Air SSRP outcome are shown in Table 2. Certain departments have more of a direct impact on air quality, yet the City can achieve more if the entire corporation takes collective stewardship. The Facility Services and Fleet Services departments play a direct corporate role as they ensure City vehicles and buildings are operating efficiently and minimizing pollution associated with day to day functions of public operations. The Parks Department has a direct impact on air quality as trees, grasses, wetlands and other natural ecosystems act to capture carbon and other particulates and keep our air clean. Planning and Development has a direct role in managing air quality by, for example, encouraging greater density and mixed use in neighborhoods - this promotes the use of lower greenhouse gas-emitting forms of transportation, and reduces travel demand. Transit has a significant role in reducing emissions by selecting lower emission vehicles for their fleet (such as ‘Clean Diesel’ hybrids). Urban Construction monitors wind-blown dust and coordinates with developers to minimize particulates in the air during construction projects. The Waste & Recycling department monitors greenhouse gas emissions at both closed and active landfills and works towards the target of reducing these emissions. Ensuring healthy and constructive working relationships between the









































	Air
 = Direct relationship	
 = Indirect Relationship	
 = No relationship	
311	
Asset Mgmt	
Assessment & Tax.	
Cemeteries	
City Clerk's Office	
City Mgr's Office	
City Solicitor's Off.	
Comm. & Soc. Dev.	
Cus. & Bus. Support	
Communications	
Electric	
ENMAX	
Facility Services	
Financial Serv.	
Fire & EMS	
Fleet Services	
Galt Museum	
Helen Schuler	
HR / ERC	
Information Mgmt.	
Integ. Risk Mgmt.	
IT	
Library	
Parks	
Planning & Dev	
Police	
Procurement	
Public Safety Comms Centre	
Rec. & Culture	
Regulatory Serv.	
RELD	
Transit	
Transportation	
Urban Construction	
Utility Services	
Waste & Recycling	
WWW	

Table 2: Air & Business Units



following Business Units is essential as they will play a lead corporate role in helping the City meet the Air SSRP outcome:

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> • Planning & Development • Parks | <ul style="list-style-type: none"> • Transit • Facility Services • Fleet Services | <ul style="list-style-type: none"> • Urban Construction • Waste & Recycling |
|---|--|---|

COMMUNITY & REGIONAL RELATIONSHIPS

The City of Lethbridge also has relationships with stakeholders outside of the corporation including community and regional-scale relationships. Because air quality in the region is based on provincial policy, legislation and regulations, many of these external relationships are with the Government of Alberta. An inventory of these relationships is provided in the chart below. These relationships include (but are not limited to):

<u>RELATIONSHIP PARTNERS</u>	<u>OUTCOME AREA</u>	<u>FOCUS</u> CORPORATE/ COMMUNITY/ REGION	<u>TYPE OF RELATIONSHIP</u>	<u>DESIRED RELATIONSHIP OUTCOME</u>
ALBERTA ENVIRONMENT & PARKS	AIR	REGION	INFORMAL RELATIONSHIP USED IN THE PAST TO ACCESS AND ANALYZE AIR QUALITY DATA.	NO REAL DESIRED OUTCOME OTHER THAN TO ESTABLISH CONTACTS FOR FURTHER ANALYSIS IF NEEDED IN THE FUTURE.
ALBERTA ENVIRONMENT & PARKS	AIR	CORPORATE, COMMUNITY	REGULATORY RELATIONSHIP AS AEP REGULATES SPECIFIED EMITTERS, OF WHICH THE CITY IS ONE.	CLEAR COMMUNICATION AND INFORMATION ABOUT REGULATORY REQUIREMENTS.



to the coulees to minimize disturbance. Lastly, Waste & Recycling impacts biodiversity and ecosystems by overseeing recycling programs that reduce the amount of trash/waste that enter our natural environment. This preserves natural and sensitive ecosystems (such as the River Valley) from harmful waste and chemicals and reduces pollution of waterways such as the Oldman River. Ensuring healthy and constructive working relationships between the following Business Units is essential as they will play a lead corporate role in helping the City meet the Biodiversity & Ecosystems SSRP outcome:

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • Electric Utilities • Helen Schuler Nature Centre | <ul style="list-style-type: none"> • Parks • Planning & Development | <ul style="list-style-type: none"> • Recreation & Culture • Urban Construction • Waste & Recycling |
|---|---|---|

COMMUNITY & REGIONAL RELATIONSHIPS

Biodiversity and ecosystems stretch far beyond any one local municipal boundary, which is why it is important to have good working regional partnerships to ensure sustainability of these vital natural features. The City of Lethbridge has relationships with stakeholders outside of the corporation, including community and regional-scale relationships. Many of these relationships are with provincial departments, regional boards, and non-profit organizations who have a regional-scale focus on protecting and sustaining ecosystem functions and biodiversity in southern Alberta. An inventory of these relationships is shown below. These relationships include (but are not limited to):

RELATIONSHIP PARTNERS	OUTCOME AREA	FOCUS CORPORATE/ COMMUNITY/ REGION	TYPE OF RELATIONSHIP	DESIRED RELATIONSHIP OUTCOME
ALBERTA ENVIRONMENT & PARKS (PLANNING)	BIODIVERSITY & ECOSYSTEMS	REGION	AN INFORMAL RELATIONSHIP WHERE THE CITY OF LETHBRIDGE OCCASIONALLY INTERACTS WITH THE AEP PLANNING STAFF TO GET ACCESS TO DOCUMENTS AND DATA, AND TO STAY AWARE OF LEGISLATIONS AND POLICY CHANGES.	TO STAY AWARE OF PROVINCIAL LEGISLATION AND POLICY CHANGES, AS WELL AS TO STAY CONNECTED INTO LARGER PROVINCIAL-WIDE DIALOGUES AND TO ENSURE STRONG COMMUNICATION ON PLANNING MATTERS.

RELATIONSHIP INVENTORY



ALBERTA ENVIRONMENT & PARKS (APPROVALS)	BIODIVERSITY & ECOSYSTEMS	COMMUNITY	LEGISLATIVELY REQUIRED RELATIONSHIP WHERE AEP APPROVALS ARE REQUIRED ON CERTAIN PROJECTS.	THE PURPOSE IS TO MAINTAIN STRONG COMMUNICATION ON PLANNING MATTERS AND ON POTENTIAL FUTURE LEGISLATION AND POLICY CHANGES.
OLDMAN WATERSHED COUNCIL	BIODIVERSITY & ECOSYSTEMS	REGION	THE CITY OF LETHBRIDGE HAS A PERMANENT PLACE ON THE OWC BOARD OF DIRECTORS, AND CURRENTLY SERVES AS CHAIR.	TO SUPPORT & ADVOCATE FOR STRONG MANAGEMENT OF THE OLDMAN RIVER WATERSHED.
ENVIRONMENT LETHBRIDGE	BIODIVERSITY & ECOSYSTEMS	COMMUNITY	THIS IS AN INFORMAL AGREEMENT WHERE THE CITY PROVIDED FUNDS TO EL TO GET THEM STARTED. THE CITY HAS ALSO USED THEM IN A MORE INFORMAL CAPACITY TO PARTNER ON ENVIRONMENT PROJECTS (DATA COLLECTION, ANALYSIS, CONTENT WRITING).	TO PROVIDE SOUND SCIENTIFIC AND COMMUNITY INPUT TO ADVISE THE CITY ON ENVIRONMENTAL POLICIES, PROGRAMS AND INITIATIVES.
DUCKS UNLIMITED	BIODIVERSITY & ECOSYSTEMS	COMMUNITY	LEGISLATIVELY REQUIRED/TRANSACTIONAL RELATIONSHIP, WHERE THE CITY IS REQUIRED TO PAY FOR WETLAND LOSS COMPENSATION TO THEM ON LAND DEVELOPMENT	NO INTENDED OUTCOME STATED.

RELATIONSHIP INVENTORY



			PROJECTS (THROUGH THE WETLAND POLICY).	
OTHER COMMUNITY ADVOCACY GROUPS (SAGE, SACPA, CFC ETC.)	BIODIVERSITY & ECOSYSTEMS	COMMUNITY	THIS RELATIONSHIP PLAYS AN ADVOCACY ROLE.	DESIRED OUTCOME VARIES WITH EACH GROUP'S INTEREST AND ISSUES.



water quality in the Oldman River as they oversee the operations of the wastewater treatment plant and storm-water retention. Ensuring healthy and constructive working relationships between the following Business Units is essential as they will play a lead corporate role in helping the City meet the Water SSRP outcome:

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Facility Services • Helen Schuler Nature Centre | <ul style="list-style-type: none"> • Parks • Planning & Development | <ul style="list-style-type: none"> • Urban Construction • Water & Wastewater |
|--|---|--|

COMMUNITY & REGIONAL RELATIONSHIPS

Water management for the City of Lethbridge requires building relationships beyond corporate boundaries as the City’s water source – the Oldman River – is impacted by the regional climate and provincial water management laws, which have local implications. The City of Lethbridge has relationships with both community and regional stakeholders in water management. An inventory of these relationships is shown below. These relationships include (but are not limited to):

<u>RELATIONSHIP PARTNERS</u>	<u>OUTCOME AREA</u> SWQ: SURFACE WATER QUALITY WM: WATERSHED MANAGEMENT WS: WATER SUPPLY HW: HEADWATERS	<u>FOCUS</u> CORPORATE/ COMMUNITY/ REGION	<u>TYPE OF RELATIONSHIP</u>	<u>DESIRED RELATIONSHIP OUTCOME</u>
OLDMAN WATERSHED COUNCIL	WM, HW	REGION	THE CITY OF LETHBRIDGE HAS A PERMANENT PLACE ON THE OWC BOARD OF DIRECTORS, AND CURRENTLY SERVES AS CHAIR.	TO SUPPORT AND ADVOCATE FOR STRONG MANAGEMENT OF THE OLDMAN RIVER WATERSHED.

RELATIONSHIP INVENTORY



NEIGHBORING MUNICIPALITIES	WS	REGION	THESE RELATIONSHIPS ARE BASED ON AGREEMENTS BETWEEN THE CITY AND OTHER MUNICIPALITIES (SUCH AS THE CITY OF LETHBRIDGE 7 LETHBRIDGE COUNTY IDP)	DESIRED OUTCOME IS FOR THE CITY TO PROVIDE RELIABLE UTILITY SERVICES TO NEIGHBORING MUNICIPALITIES THROUGH WATER CO-OPS.
ALBERTA ENVIRONMENT & PARKS	SWQ, WM, WS, HW	COMMUNITY, REGION	REGULATORY RELATIONSHIP WHERE THE CITY MUST COMPLY WITH AEP'S GUIDELINES & REGULATIONS	CLEAR COMMUNICATION AND INFORMATION ABOUT REGULATORY REQUIREMENTS
ALBERTA ONE CALL	WS	COMMUNITY, REGION	TRANSACTIONAL RELATIONSHIP	ALBERTA ONE CALL IS USED TO ENSURE WATER WORKS DO NO IMPACT OTHER SERVICING/UTILITIES.
WATER USERS	SWQ, WS	COMMUNITY	A PROVIDER-CUSTOMER RELATIONSHIP AS THE CITY PROVIDES WATER SERVICE TO A VARIETY OF TYPES OF CONSUMERS IN THE CITY	TO ENSURE THE RELIABLE DELIVERY OF CLEAN DRINKING WATER TO MEET RESIDENTIAL, COMMERCIAL, INSTITUTIONAL AND INDUSTRIAL NEEDS AND TO PROVIDE EFFECTIVE WASTEWATER MANAGEMENT.
ALBERTA HEALTH SERVICES	SWQ, WS	COMMUNITY	REGULATORY RELATIONSHIP AS THE CITY MUST	CLEAR COMMUNICATION AND INFORMATION

RELATIONSHIP INVENTORY



			COMPLY WITH AHS'S GUIDELINES & REGULATIONS	ABOUT REGULATORY REQUIREMENTS
RESIDENTS, BUSINESSES & INSTITUTIONS	SWQ, WS	COMMUNITY	INFORMAL RELATIONSHIP IN WHICH USERS IMPACT WATER QUALITY AND SUPPLY –POSITIVELY AND NEGATIVELY- THROUGH THEIR OWN ACTIONS & BEHAVIORS.	DESIRED OUTCOME FOR THE CITY TO PROVIDE CLEAR COMMUNICATION AND AWARENESS TO WATER CONSUMERS ABOUT THE IMPACTS OF LAND USE AND BEHAVIOR ON SURFACE WATER QUALITY AND SUPPLY.



2.5 EFFICIENT USE OF LAND

The Efficient Use of Land Outcome states that *“Lands are efficiently used to minimize the amount of area taken up by the built environment”*. Making the most efficient use of land does not stop development but rather requires consultation amongst various stakeholders to *“determine which land-uses are most appropriate for a given area of land...and to ensure that it occurs in a manner that minimizes the amount of land that is taken up by development”*. This is especially important in urban areas and in areas of the urban-rural fringe of Lethbridge as the city continues to grow. Achieving an efficient use of land requires constructive relationships between stakeholders at the corporate, community and regional levels.

CORPORATE RELATIONSHIPS

While Lethbridge continues to grow, the City has identified the need to build in a more efficient manner. This has been identified in the City’s Integrated Community Sustainability Plan/ Municipal Development Plan (ICSP/MDP). Policy 6.4.1 of the ICSP/MDP aims for Lethbridge to be a more compact city, while Policy 6.4.4 strives to ensure orderly expansion by reducing non-contiguous growth and protecting agricultural lands. The City already has goals to use land efficiently, however the success in meeting these targets will be better achieved if there are strong corporate relationships among the various departments who are working towards this outcome. The relationships of each Business Unit to the Efficient Use of Land outcome are identified in Table 5. From a corporate perspective, the Assessment & Taxation Department has a direct role in managing the use of land as taxation rates may impact development densities and vice versa. Community & Social Development, Electric Operations, and Facility Services all play a direct role as land is required for each of the departments as the city grows. The Parks Department requires land for the creation of parks & open spaces. Planning & Development directly impacts the amount of land used as the city grows by establishing plans, rules and regulations for how land is to be developed. This include statutory plans such as the ICSP/MDP or Area Structure Plans as well as development rules in Land Use Bylaw 5700, which regulates use of land at the individual parcel scale including items such as densities (units per hectare), parcel

	Efficient Use of Land
= Direct relationship	
= Indirect Relationship	
= No relationship	
311	
Asset Mgmt	
Assessment & Tax.	
Cemeteries	
City Clerk's Office	
City Mgr's Office	
City Solicitor's Off.	
Comm. & Soc. Dev.	
Cus. & Bus. Support	
Communications	
Electric	
ENMAX	
Facility Services	
Financial Serv.	
Fire & EMS	
Fleet Services	
Galt Museum	
Helen Schuler	
HR / ERC	
Information Mgmt.	
Integ. Risk Mgmt.	
IT	
Library	
Parks	
Planning & Dev	
Police	
Procurement	
Public Safety Comms Centre	
Rec. & Culture	
Regulatory Serv.	
RELD	
Transit	
Transportation	
Urban Construction	
Utility Services	
Waste & Recycling	
WWW	

Table 5: Efficient Land Use & B.U.'s



coverage, setbacks, etc. Urban Construction controls public infrastructure standards which impacts the amount of land needed for public infrastructure projects. Ensuring healthy and constructive working relationships between the following Business Units is essential as they will play a lead corporate role in helping the City meet the Efficient Use of Land SSRP outcome:

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Assessment & Taxation • Community & Social Development • Electric Operations | <ul style="list-style-type: none"> • ENMAX • Facility Services • Parks | <ul style="list-style-type: none"> • Planning & Development • Real Estate & Land Development • Urban Construction |
|--|---|--|

COMMUNITY & REGIONAL RELATIONSHIPS

While corporate relationships are vital to managing land use, the City of Lethbridge has relationships with other community and regional partners which play a role in determining the use of land in and around the City of Lethbridge. These relationships include surrounding municipalities, developers and neighborhood associations. Many of these relationships are with land developers (large, small, municipal and individuals) who have valuable expertise in developing structures that can maximize profit while minimizing land consumption. These partners can share expertise and help the City identify reasonable targets for land consumption needed as the city grows. An inventory of these relationships is shown in the chart below. These relationships include (but are not limited to):

<u>RELATIONSHIP PARTNERS</u>	<u>OUTCOME AREA</u>	<u>FOCUS</u> CORPORATE/ COMMUNITY/ REGION	<u>TYPE OF RELATIONSHIP</u>	<u>DESIRED RELATIONSHIP OUTCOME</u>
LETHBRIDGE COUNTY	EFFICIENT USE OF LAND	REGION	LEGISLATIVELY REQUIRED IN THE MGA	THE INTERMUNICIPAL DEVELOPMENT PLAN (IDP) REQUIRES CONSULTATION WITH THE COUNTY AND PROVIDES OPPORTUNITIES FOR THE COUNTY TO MAKE COMMENTS ON LAND USE PLANS (MDP, ASP, ARP'S. ALL OF THESE PLANS, TO VARYING EXTENTS, CONTAIN

RELATIONSHIP INVENTORY



				POLICIES WHICH DIRECTLY OR INDIRECTLY LINK BACK TO EUL.
BILD (BUILDING INDUSTRY & DEVELOPMENT) LETHBRIDGE	EFFICIENT USE OF LAND	COMMUNITY	BILD (FORMERLY CHBA & UDI) REPRESENT THE BUILDING AND DEVELOPMENT INDUSTRY. THE CITY WORKS CLOSELY WITH THE LETHBRIDGE CHAPTER ON INDIVIDUAL PROJECTS, STRATEGIC PROJECTS, AND IN ONGOING FORUMS SET UP TO IMPROVE MUTUAL UNDERSTANDING AND ANTICIPATE AND RESOLVE ISSUES. PARTNERSHIP IN DEVELOPING THE OFFSITE LEVY RATE.	THIS COLLABORATIVE RELATIONSHIP AIMS TO FACILITATE GOOD DEVELOPMENT IN LETHBRIDGE. ANTICIPATION AND SWIFT RESOLUTION OF ANY ISSUES. WORKING TOWARDS INCREASINGLY EFFICIENT USE OF LAND.
INDIVIDUAL SMALL-VOLUME DEVELOPERS	EFFICIENT USE OF LAND	COMMUNITY	AN INDIVIDUALLY BASED COLLABORATIVE RELATIONSHIP BETWEEN THE CITY AND INDIVIDUAL DEVELOPERS. VARIES ON A CASE BY CASE BASIS.	AIMS TO ACHIEVE A HEALTHY WORKING RELATIONSHIP (COLLABORATIVE) WHICH FACILITATES GOOD DEVELOPMENT IN LETHBRIDGE.
INDIVIDUALS WHO DEVELOP (E.G. BUILDING THEIR OWN HOME)	EFFICIENT USE OF LAND	COMMUNITY	VERY INDIVIDUAL RELATIONSHIP BETWEEN THE CITY AND HOME AND BUSINESS OWNERS.	AIMS TO ACHIEVE A HEALTHY WORKING RELATIONSHIP WHICH FACILITATES GOOD



				DEVELOPMENT IN LETHBRIDGE.
NEIGHBORHOOD ASSOCIATIONS	EFFICIENT USE OF LAND	COMMUNITY	THE OLDER MORE ESTABLISHED NEIGHBORHOOD ASSOCIATIONS (N.A.) HAVE MORE OF AN ONGOING RELATIONSHIP WITH THE CITY. NEWER N.A.'S TEND TO HAVE LITTLE RELATIONSHIP WITH THE CITY SO FAR. THIS IS PARTIALLY DUE TO THE FACT THAT N.A.'S ARE OFTEN CONCERNED WITH REDEVELOPMENT, WHICH IS NOT AS MUCH OF A CONCERN IN NEWER NEIGHBORHOODS.	A COLLABORATIVE RELATIONSHIP BASED ON IMPROVING NEIGHBORHOODS, RATHER THAN ONLY COMING INTO CONTACT WITH EACH OTHER WHEN N.A.'S ARE OPPOSING A DEVELOPMENT.
INDIVIDUAL RESIDENTS	EFFICIENT USE OF LAND	COMMUNITY	INDIVIDUAL RESIDENTS ARE OFTEN CONCERNED WITH CHANGES IN DENSITY AND/OR INTENSITY OF LAND USE IN THEIR NEIGHBORHOOD.	BUILDING TRUST OF THE CITIZENS THAT THEIR VOICES AND CONCERNS ARE BEING HEARD BY THE CITY. WHILE DISAGREEMENTS IN LAND USE DECISIONS WILL INEVITABLY ARISE, THE CITY SEEKS TO IMPROVE UNDERSTANDING AND SHOW COMPROMISE WHICH MAY ALLEVIATE SOME CONCERNS OF RESIDENTS.



2.6 OUTDOOR RECREATION & HISTORIC RESOURCES

The sixth SSRP outcome - Outdoor Recreation & historic Resources - states that: *“The quality of life of residents is enhanced through increased opportunities for outdoor recreation and the preservation and promotion of the region’s unique cultural and natural heritage.”* Expanding the recreational and tourism experiences for regional residents and visitors as well as identifying and managing our artifacts, historic places and Aboriginal heritage sites (as identified in this outcome’s objectives), will require collaboration among various stakeholders across jurisdictions and industries. This goal will likely be achieved both locally and regionally, which requires corporate, community and regional partnerships to achieve the outcome.

CORPORATE RELATIONSHIPS

Corporate relationships will help various departments in the City work together to improve our recreational opportunities and preserve our local history. While Lethbridge continues to grow into the future the City celebrates its history and aims to expand recreational opportunities, which is identified in the current ICSP/MDP. Policy 6.3.1 of the City’s ICSP/MDP aims to identify and preserve historic resources, as well as to incorporate significant archaeological, historical and cultural sites into the urban fabric of the City. This policy will require collaboration among various City departments. The City is also striving to improve the recreation opportunities through Policy 6.3.3 of the ICDP/MDP which aims to support sport and recreational activities by providing opportunities for passive recreation and expanding multi-purpose recreation/sport facilities. Both of these current municipal policies in the ICSP/MDP require different Business Units of the corporation to work together and draw upon the expertise of various professionals within the organization. The relationships of each Business Unit to the Outdoor Recreation & Historic Resources SSRP outcome are identified in Table 6. The Cemeteries Department has a direct impact as they work with Recreation & Culture to maintain Nikka Yuko Centennial Garden, both a Provincial and Municipal Historic Resource. Community & Social Development promotes the adequate opportunity for all residents to participate in community life and experience a sense of belonging and
























	Outdoor Rec. & Historic Resources
	= Direct relationship
	= Indirect Relationship
	= No relationship
311	
Asset Mgmt	
Assessment & Tax.	
Cemeteries	
City Clerk's Office	
City Mgr's Office	
City Solicitor's Off.	
Comm. & Soc. Dev.	
Cus. & Bus. Support	
Communications	
Electric	
ENMAX	
Facility Services	
Financial Serv.	
Fire & EMS	
Fleet Services	
Galt Museum	
Helen Schuler	
HR / ERC	
Information Mgmt.	
Integ. Risk Mgmt.	
IT	
Library	
Parks	
Planning & Dev	
Police	
Procurement	
Public Safety Comms Centre	
Rec. & Culture	
Regulatory Serv.	
RELD	
Transit	
Transportation	
Urban Construction	
Utility Services	
Waste & Recycling	
WWW	

Table 6: Outdoor Rec. & Business Units



identity. The ENMAX, Parks, Facility Services and Recreation & Culture Departments each play a vital role in providing recreational programming and activities from large events such as concerts & sports (like the Lethbridge Hurricanes) to smaller recreational experiences such as facility rentals for small sporting events, BBQs, etc. The Galt Museum and Helen Schuler both provide historical education to visitors and the Galt Museum is a key player in the identification and preservation of local historical places, people and events. Planning & Development Services Department also plays a direct role in achieving this outcome in two ways. The first is through its work supporting the Historic Places Advisory Committee, and thus the identification of municipal, provincial & federal historic resources and designations which help provide education and also important funding for maintenance and restorations to help preserve local historic resources. Secondly, Planning & Development Services also generate plans that identify locations for recreational opportunities in the future. Ensuring healthy and constructive working relationships between the following Business Units is essential as they will play a lead corporate role in helping the City meet the Outdoor Recreation & Historic Resources SSRP outcome:

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • Cemeteries • Community & Social Development • ENMAX | <ul style="list-style-type: none"> • Facility Services • Galt Museum • Helen Schuler | <ul style="list-style-type: none"> • Planning & Development • Parks • Recreation & Culture |
|---|---|---|

COMMUNITY & REGIONAL RELATIONSHIPS

While corporate relationships are vital to enhancing recreation and & preserving historical resources, the City of Lethbridge has relationships with other community and regional partners which play a role in achieving this SSRP outcome. These partners can share expertise and help the City identify historic resources and recreational needs. An inventory of these relationships is shown below. These relationships include (but are not limited to):

<u>RELATIONSHIP PARTNERS</u>	<u>OUTCOME AREA</u>	<u>FOCUS CORPORATE/ COMMUNITY/ REGION</u>	<u>TYPE OF RELATIONSHIP</u>	<u>DESIRED RELATIONSHIP OUTCOME</u>
HISTORIC PLACES ADVISORY COMMITTEE	HISTORIC RESOURCES	COMMUNITY	REQUIRED THROUGH COUNCIL POLICY. HERITAGE PLACES POLICY CC33 REQUIRES CITY ADMINISTRATION TO 'PROVIDE ONGOING SUPPORT' TO HISTORIC PLACES ADVISORY COMMITTEE.	PLANNING & DEVELOPMENT SERVICES SUCCESSFULLY SUPPORTS HPAC IN THEIR ROLE ADVISING CITY COUNCIL.

RELATIONSHIP INVENTORY



OWNERS OF POTENTIAL OR DESIGNATED HISTORIC RESOURCES	HISTORIC RESOURCES	COMMUNITY	PLANNING & DEVELOPMENT SERVICES IS RESPONSIBLE FOR APPLICATION PROCESS, PREPARING DESIGNATION BYLAWS, EDUCATING OWNERS OF DESIGNATED RESOURCES.	GOOD INFORMATION FOR OWNERS, GROWING LIST OF DESIGNATED RESOURCES.
PROVINCE (ALBERTA CULTURE & TOURISM)	HISTORIC RESOURCES	REGION	FORMAL & INFORMAL, ACT PROVIDES ADVICE AND EXPERTISE ON DESIGNATION. P&DS LIAISES WITH ACT ON ALBERTA HISTORICAL RESOURCES FOUNDATION GRANT APPLICATION.	GOOD INFORMATION FOR OWNERS, GROWING LIST OF DESIGNATED RESOURCES, CONSERVATION OF HISTORIC RESOURCES, SUCCESSFUL GRANT APPLICATIONS.
PROVINCE (ALBERTA CULTURE AND TOURISM) - FUNDING FOR CITY	HISTORIC RESOURCES	CORPORATE	AHRF PROVIDES GRANTS FOR CITY PROJECTS.	SECURE FUNDS FOR CITY-OWNED FACILITIES, FUND PLANNING PROJECTS.
PARKS CANADA	HISTORIC RESOURCES	CORPORATE	CITY HAS ONE FEDERALLY-DESIGNATED RESOURCE (POST OFFICE). PARKS CANADA IS THE DESIGNATING AGENCY.	COMMUNICATIONS FOR ANY PROPOSED CHANGES TO THE POST OFFICE.
GENERAL PUBLIC	OUTDOOR RECREATION	COMMUNITY	PROVISION OF FACILITIES, BOOKING SERVICES, PERMITTING, PROGRAMMING.	THE CITY PROVIDES THE COMMUNITY & CUSTOMERS WITH: FACILITIES, BOOKING SERVICES, EXPERTISE, RULES AND REGULATIONS, FEE STRUCTURES, PROGRAMMING, INFO & CUSTOMER SUPPORT.
ARTS GROUPS	OUTDOOR RECREATION	COMMUNITY	FORMAL (AGREEMENTS IN PLACE) AND INFORMAL RELATIONSHIPS	THE CITY PROVIDES THESE PARTNERS AND SUPPLIERS WITH: ACCESS TO

RELATIONSHIP INVENTORY



				FACILITIES, LAND FOR FACILITIES, OFFICE SPACE FINANCIAL ASSISTANCE, PROJECT MANAGEMENT ASSISTANCE, INFORMATION, LEADERSHIP FACILITATION NETWORK, CENTRALIZED BOOKING SERVICES, PROMOTION OF THEIR ACTIVITIES, SUPPORT/GUIDANCE, AND AGREEMENTS/CONTRACTS.
SPORTS GROUPS	OUTDOOR RECREATION	COMMUNITY	FORMAL (AGREEMENTS IN PLACE) AND INFORMAL RELATIONSHIPS	THE CITY PROVIDES THESE PARTNERS AND SUPPLIERS WITH: ACCESS TO FACILITIES, LAND FOR FACILITIES, OFFICE SPACE FINANCIAL ASSISTANCE, PROJECT MANAGEMENT ASSISTANCE, INFORMATION, LEADERSHIP FACILITATION NETWORK, CENTRALIZED BOOKING SERVICES, PROMOTION OF THEIR ACTIVITIES, SUPPORT/GUIDANCE, AND AGREEMENTS/CONTRACTS.
LEISURE GROUPS	OUTDOOR RECREATION	COMMUNITY	MOSTLY INFORMAL RELATIONSHIPS	THE CITY PROVIDES THESE PARTNERS AND SUPPLIERS WITH: ACCESS TO FACILITIES, LAND FOR FACILITIES, OFFICE SPACE FINANCIAL ASSISTANCE, PROJECT MANAGEMENT



				ASSISTANCE, INFORMATION, LEADERSHIP FACILITATION NETWORK, CENTRALIZED BOOKING SERVICES, PROMOTION OF THEIR ACTIVITIES, SUPPORT/GUIDANCE, AND AGREEMENTS/CONTRACTS.
SCHOOL DISTRICTS, POST-SECONDARY INSTITUTIONS	OUTDOOR RECREATION	COMMUNITY	FACILITY AGREEMENTS (PROGRAMMING/COMMUNITY ACCESS), EVENT HOSTING, COORDINATION/COMMUNICATION; USE OF SPECIALIZED FACILITIES. THE CITY RELIES ON THESE FOR VOLUNTEER AND COACH TRAINING	THE CITY PROVIDES THESE PARTNERS AND SUPPLIERS WITH: ACCESS TO FACILITIES, LAND FOR FACILITIES, OFFICE SPACE FINANCIAL ASSISTANCE, PROJECT MANAGEMENT ASSISTANCE, INFORMATION, LEADERSHIP FACILITATION NETWORK, CENTRALIZED BOOKING SERVICES, PROMOTION OF THEIR ACTIVITIES, SUPPORT/GUIDANCE, AND AGREEMENTS/CONTRACTS.
ASSOCIATIONS (SUCH AS SOUTHERN ALBERTA RECREATION ASSOCIATION), FUNDING PROGRAMS, ALBERTA CULTURE & TOURISM	OUTDOOR RECREATION	REGION	REGIONAL AND PROVINCIAL RELATIONSHIP. SPORTS AND REC ORGANIZATIONS/USERS FROM OTHER MUNICIPALITIES WHO USE OUR FACILITIES EITHER AS THE GENERAL PUBLIC OR AS SPORTS ORGANIZATION. THE CITY ALSO LOOKS TO OTHER MUNICIPALITIES TO USE FACILITIES (FOR LARGER EVENTS LIKE THE ALBERTA SUMMER GAMES ETC.).	SHARING OF FACILITIES TO MEET RECREATIONAL NEEDS WITHIN AND OUTSIDE OF LETHBRIDGE.

RELATIONSHIP INVENTORY



<p>CITY OF LETHBRIDGE ART COMMITTEE</p>	<p>OUTDOOR RECREATION</p>	<p>COMMUNITY</p>	<p>VOLUNTEER ADVISORY BODY. CHAIRED BY THE CITY OF LETHBRIDGE RECREATION AND CULTURE LIAISON.</p>	<p>PROMOTE IMPORTANCE AND AWARENESS OF PUBLIC ART, EVALUATE PROPOSED PUBLIC ART, AND ADVISE COUNCIL IN SELECTING PUBLIC ART PROJECTS</p>
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2.7 ABORIGINAL PEOPLES

The Aboriginal Peoples SSRP outcome states that: “*Aboriginal Peoples are included in land-use planning.*” Land use planning often involves conversion of vacant land, some of which has significant historical, cultural or spiritual significance to Aboriginal Peoples. Therefore collaboration with Aboriginal Peoples on land use matters is very important. The SSRP identifies how Aboriginal Peoples can be included by inviting First Nations to “*share their traditional knowledge to inform land and natural resource planning in this region and will have access to information and communication products which will help their communities better understand the work of government*” (South Saskatchewan Regional Plan, p. 99). Inclusion of Aboriginal Peoples in land use planning (including resource planning & Aboriginal community development) involves collaboration among both local and regional stakeholders. Collaboration can be achieved as various stakeholders come together and learn from each other through sharing traditional knowledge, learning from the past, and drawing on the expertise of each stakeholder at the table. Achieving the Aboriginal Peoples outcome will require relationship building between corporate/community/regional land use stakeholders and Aboriginal Communities.

CORPORATE RELATIONSHIPS

Working together with Aboriginal Peoples involves understanding their culture, history and traditions. This will require stronger relationships between various City departments and the Piikani, Kainai, and Siksika Nations, as well as a wider process of trust-building to help engage Lethbridge’s urban aboriginal population. Business Units identified their relationship to the Aboriginal Peoples SSRP outcome as identified in Table 7. It is important to note however that this Table only captures relationships identified by each Business Unit to the specific outcome of involving Aboriginal Peoples in land use planning; it is certainly subjective and in no way represents a comprehensive list of all corporate relationships with Aboriginal Peoples. From a corporate perspective the Cemeteries department has developed a

	Aboriginal Peoples						
<table border="1"> <tr> <td style="background-color: #004a66; width: 20px; height: 15px;"></td> <td>= Direct relationship</td> </tr> <tr> <td style="background-color: #808080; width: 20px; height: 15px;"></td> <td>= Indirect Relationship</td> </tr> <tr> <td style="background-color: #ffffff; width: 20px; height: 15px;"></td> <td>= No relationship</td> </tr> </table>		= Direct relationship		= Indirect Relationship		= No relationship	
	= Direct relationship						
	= Indirect Relationship						
	= No relationship						
311							
Asset Mgmt							
Assessment & Tax.							
Cemeteries							
City Clerk's Office							
City Mgr's Office							
City Solicitor's Off.							
Comm. & Soc. Dev.							
Cus. & Bus. Support							
Communications							
Electric							
ENMAX							
Facility Services							
Financial Serv.							
Fire & EMS							
Fleet Services							
Galt Museum							
Helen Schuler							
HR / ERC							
Information Mgmt.							
Integ. Risk Mgmt.							
IT							
Library							
Parks							
Planning & Dev							
Police							
Procurement							
Public Safety Comms Centre							
Rec. & Culture							
Regulatory Serv.							
RELD							
Transit							
Transportation							
Urban Construction							
Utility Services							
Waste & Recycling							
WWW							

Table 7: Aboriginal Peoples & Business Unit



relationship working with Aboriginal Peoples through consultation in developing new cemeteries. Community & Social Development has direct implications as it strives for diversity and inclusion in community programs. Planning & Development Services has a direct impact on inclusion of Aboriginal Peoples in land use planning by consulting First Nations in the planning process, and also by learning from Aboriginal Peoples, such as through the recent Traditional Knowledge and Use Assessment project. The recent addition of an Indigenous person and a Traditional Indigenous Land Use Expert to the Historic Places Advisory Committee has provided a new perspective on historic resource planning. Waste & Recycling performs public consultation including Aboriginal Peoples as the Waste & Recycling Centre (WRC) is a regional facility that provides services to surrounding communities including Aboriginal Peoples. Overall, ensuring healthy and constructive working relationships between the following Business Units is essential as they will play a lead corporate role in helping the City meet the Aboriginal Peoples SSRP outcome:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Cemeteries • Community & Social Development | <ul style="list-style-type: none"> • Planning & Development Services • Waste & Recycling |
|--|--|

COMMUNITY & REGIONAL RELATIONSHIPS

While corporate relationships can help the City better work with Aboriginal Peoples, the external relationships directly with Aboriginal and First Nations are the most important relationships to build in achieving this outcome. These partners can share expertise and help the City identify Aboriginal needs and opportunities, and help protect important Aboriginal lands as the City develops. An inventory of these relationships, their specific outcome area, focus (corporate, community or regional), and their desired outcome has been compiled below. These relationships include (but are not limited to):

<u>RELATIONSHIP PARTNERS</u>	<u>OUTCOME AREA</u>	<u>FOCUS</u> CORPORATE/ COMMUNITY/ REGION	<u>TYPE OF RELATIONSHIP</u>	<u>DESIRED RELATIONSHIP OUTCOME</u>
URBAN INDIGENOUS COMMUNITY (2 ORGANIZATIONS: LETHBRIDGE INDIGENOUS SHARING NETWORK, AND THE SIK-OOH-KOTOKI FRIENDSHIP CENTRE)	INCLUSION OF ABORIGINAL PEOPLES IN LAND USE PLANNING	COMMUNITY	THIS IS LARGELY AN INFORMAL RELATIONSHIP THAT IS HELD BY A FEW INDIVIDUALS AT THE CITY	TO ENSURE THERE IS AN AVENUE FOR DIALOGUE BETWEEN THE URBAN INDIGENOUS COMMUNITY, COMMUNITY STAKEHOLDERS, AND CITY ADMINISTRATION.



BLACKFOOT CONFEDERACY FIRST NATIONS	INCLUSION OF ABORIGINAL PEOPLES IN LAND USE PLANNING	REGION	LARGELY INFORMAL, ALTHOUGH CERTAIN ASPECTS ARE LEGISLATIVELY COMPELLED THROUGH THE MGA (E.G. NOTIFICATIONS FOR STATUTORY PLANS TO BLOOD TRIBE)	STRONG COLLABORATION WITH NEIGHBOURING NATIONS FOR EXAMPLE: SHARED ENVIRONMENTAL, INFRASTRUCTURE AND SOCIO-CULTURAL INTERESTS.
METIS NATION OF ALBERTA, REGION III	INCLUSION OF ABORIGINAL PEOPLES IN LAND USE PLANNING	REGION	NO RELATIONSHIP	NO ESTABLISHED OUTCOME
ARM'S LENGTH ORGANIZATIONS WITH ABORIGINAL REPRESENTATION	INCLUSION OF ABORIGINAL PEOPLES IN LAND USE PLANNING	COMMUNITY, REGION	ARM'S LENGTH ORGANIZATIONS HAVE THEIR OWN SETS OF RELATIONSHIPS	DIFFERENT DESIRED OUTCOMES FOR DIFFERENT GROUPS
RECONCILIATION LETHBRIDGE ADVISORY COMMITTEE	INCLUSION OF ABORIGINAL PEOPLES IN LAND USE PLANNING	COMMUNITY, REGION	ONE MEMBER OF CITY COUNCIL SITS ON THE 17-MEMBER COMMITTEE AND THE CITY ALSO PROVIDES A SENIOR ADMINISTRATOR AS A NON-VOTING MEMBER	DESIRED OUTCOME IS TO PROMOTE MUTUAL UNDERSTANDING AND SUPPORT OF URBAN INDIGENOUS POPULATIONS IN LETHBRIDGE. THIS WILL BE ACHIEVED BY CREATING LETHBRIDGE'S RECONCILIATION IMPLEMENTATION PLAN.
INDIGENOUS PERSON AND INDIGENOUS LAND USE EXPERT ON THE HISTORIC PLACES ADVISORY COMMITTEE	INCLUSION OF ABORIGINAL PEOPLES IN LAND USE PLANNING	COMMUNITY	HISTORIC PLACES ADVISORY COMMITTEE IS A STANDING COMMITTEE, PROVIDING ADVICE AND RECOMMENDATIONS TO	THE RECENT ADDITION OF AN INDIGENOUS PERSON AND AN INDIGENOUS LAND USE EXPERT AS COMMITTEE MEMBERS PROVIDES GREATER



			CITY COUNCIL ON HISTORIC RESOURCES.	INSIGHT FROM AN INDIGENOUS PERSPECTIVE INTO HISTORIC RESOURCE PLANNING AND HISTORIC EVENTS.
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2.8 COMMUNITY DEVELOPMENT

The eighth SSRP outcome - Community Development - states: *“Community development needs are anticipated and accommodated.”* Anticipating and accommodating the needs associated with growth requires careful land use planning. The SSRP explains that *“there is a need to explore ways to engage communities that will help improve collaboration and processes for decisions that make wise use of land, air and water”* (South Saskatchewan Regional plan, p. 103). Engaging and collaborating with various communities involves building relationships between City departments, as well as with external community, regional, and provincial partners.

CORPORATE RELATIONSHIPS

Corporate collaboration is essential to anticipate and accommodate future community development. The City is working towards this outcome already through the direction of the City’s ICSP/MDP. Policy 6.5.2 of the ICSP/MDP aims to minimize the ecological footprint of Lethbridge by making efficient use of water, energy and air. Policy 6.4.1 directs growth of the City in a compact manner to minimize the urban footprint by using lands more efficiently. Both of these current municipal policies in the ICSP/MDP require different Business Units of the corporation to work together and draw upon the expertise of various professionals within the organization. The relationships of each Business Unit to the Community Development SSRP outcome are identified in Table 8. From a corporate perspective the Assessment & Taxation department has a direct impact on community development as assessments and the associated property taxes are impacted by redevelopments and growth in the city. The Cemeteries department requires land for new cemeteries, while the Helen Schuler Nature Centre contributes to the maintenance and enhancement of a healthy natural environment. The Parks department requires land for open spaces as the urban footprint expands and new communities develop. The Electric Utilities, Fire & EMS, and Urban Construction departments each have a direct impact on community development as their services need to be expanded in tandem with growth of the city. The Planning & Development department impacts community development directly






































	Community Development
 = Direct relationship	
 = Indirect Relationship	
 = No relationship	
311	
Asset Mgmt	
Assessment & Tax.	
Cemeteries	
City Clerk's Office	
City Mgr's Office	
City Solicitor's Off.	
Comm. & Soc. Dev.	
Cus. & Bus. Support	
Communications	
Electric	
ENMAX	
Facility Services	
Financial Serv.	
Fire & EMS	
Fleet Services	
Galt Museum	
Helen Schuler	
HR / ERC	
Information Mgmt.	
Integ. Risk Mgmt.	
IT	
Library	
Parks	
Planning & Dev	
Police	
Procurement	
Public Safety Comms Centre	
Rec. & Culture	
Regulatory Serv.	
RELD	
Transit	
Transportation	
Urban Construction	
Utility Services	
Waste & Recycling	
WWW	

Table 8: Community Development & B.U.'s



by understanding and projecting growth trends, and implementing statutory plans to anticipate this growth. Planning & Development also ensures efficient use of land in accordance with Land Use Bylaw 5700. The Waste & Recycling Department also participates in land planning and new developments with the aim of promoting a healthy environment and conserving natural resources. Overall ensuring healthy and constructive working relationships between the following Business Units is essential as they will play a lead corporate role in helping the City meet the Community Development SSRP outcome.

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • Assessment & taxation • Cemeteries • Community & Social Development • Electric Utilities | <ul style="list-style-type: none"> • Fire & EMS • Helen Schuler • IT • Planning & Development | <ul style="list-style-type: none"> • Real Estate & Land Development • Urban Construction • Waste & Recycling |
|---|---|---|

COMMUNITY & REGIONAL RELATIONSHIPS

While corporate relationships are vital to anticipating and accommodating development, the City of Lethbridge has relationships with other community and regional partners which play a role in achieving this SSRP outcome. These partners can share expertise and help the City comply with this outcome. An inventory of these relationships, their specific outcome area, focus (corporate, community or regional), and their desired outcome has been compiled below. These relationships include (but are not limited to):

<u>RELATIONSHIP PARTNERS</u>	<u>OUTCOME AREA</u>	<u>FOCUS</u> CORPORATE/ COMMUNITY/ REGION	<u>TYPE OF RELATIONSHIP</u>	<u>DESIRED RELATIONSHIP OUTCOME</u>
PROVINCE OF ALBERTA	BUILDING SUSTAINABLE COMMUNITIES	COMMUNITY, REGION	THE PROVINCE SETS THE REGULATORY FRAMEWORK THAT OUR MUNICIPALITY OPERATES IN. THEY ALSO MANAGE CERTAIN COMMUNITY DEVELOPMENT OUTCOMES INCLUDING AIR, WATER, NATURAL	STRONG COMMUNICATION & COORDINATION BETWEEN THE PROVINCE & THE CITY.



			RESOURCES AND HISTORIC RESOURCES.	
ADVOCACY GROUPS	BUILDING SUSTAINABLE COMMUNITIES	COMMUNITY	THESE VARIOUS GROUPS FOCUS ON PARTICULAR DEMOGRAPHICS OR OUTCOMES. THE CITY WORKS WITH THESE GROUPS TO VARYING EXTENTS ON DIFFERENT PROJECTS, INCLUDING LAND USE PLANNING, OPERATING/CAPITAL PLANNING, TRANSPORTATION PLANNING ETC.	STRONG COMMUNICATION TO IMPROVE THE DELIVERY AND RESPONSIVENESS OF MUNICIPAL PLANNING AND SERVICES TO MEET THE COMMUNITY'S NEEDS AND EXPECTATIONS.
PLANNING REVIEW TEAM (PRT)	BUILDING SUSTAINABLE COMMUNITIES	CORPORATE	PRT IS COMPRISED OF REPRESENTATIVES FROM VARIOUS DEPARTMENTS. THE TEAM WORKS COLLABORATIVELY WITH LANDOWNERS, DEVELOPERS & CONSULTANTS TO EVALUATE PLANS AND APPLICATIONS FOR ALIGNMENT WITH STATUTORY PLANS, BYLAWS, REGULATIONS & STANDARDS.	DIFFERENT DESIRED OUTCOMES FOR DIFFERENT GROUPS
RECREATION & SPORT-BASED RELATIONSHIPS	BUILDING SUSTAINABLE COMMUNITIES	COMMUNITY	REC & CULTURE HAS VARIOUS RELATIONSHIPS WITH EXTERNAL STAKEHOLDERS	SUPPORTING THE SPORT-BASED NEEDS OF VARIOUS ORGANIZATIONS.



			INCLUDING SPORTS/REC ORGANIZATIONS, FACILITY USERS, FACILITY OWNERS, AND THE GOVERNMENT OF ALBERTA (FOR GRANTS & COORDINATION).	
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Chapter 3: Considerations

3.1 SUMMARY

The considerations presented below are meant to guide conversations during the update to the MDP. **Therefore none of the considerations presented are binding, nor will they necessarily be found in the updated MDP.** Final decision-making authority for the content of the MDP lies with City Council.

3.1.1 General

CONSIDERATION	RATIONALE	IMPLEMENTATION
MAINTAIN AND IMPROVE RELATIONSHIPS, COMMUNICATION AND WORK PROCESSES BETWEEN CITY BUSINESS UNITS.	COMPLYING WITH THE 8 SSRP OUTCOMES REQUIRES PRODUCTIVE CROSS-DEPARTMENTAL WORKING RELATIONSHIPS. GOOD COMMUNICATION AND MAINTAINING & DEVELOPING WORK PROCESSES BETWEEN BUSINESS UNITS WILL BE KEY IN THE CITY'S ABILITY TO MEET ITS OBLIGATIONS UNDER THE SSRP.	FOCUS ON CROSS-DEPARTMENTAL COMMUNICATION AND DEVELOPING WORK PROCESSES. SEEK OPPORTUNITIES FOR JOINT PROJECTS.
MAINTAIN AND IMPROVE RELATIONSHIPS BETWEEN THE CITY AND KEY NON-CITY STAKEHOLDERS.	COMPLYING WITH THE 8 SSRP OUTCOMES REQUIRES WORKING CLOSELY WITH MANY EXTERNAL STAKEHOLDERS. BUILDING POSITIVE, CONSTRUCTIVE RELATIONSHIPS BETWEEN STAKEHOLDERS WILL BE KEY IN THE CITY'S ABILITY TO MEET ITS OBLIGATIONS UNDER THE SSRP.	FOCUS ON MAINTAINING AND IMPROVING RELATIONSHIPS WITH KEY STAKEHOLDERS. SEEK OPPORTUNITIES TO INVOLVE STAKEHOLDERS IN RELEVANT PROJECTS AT AN EARLY STAGE.
DRAFT POLICIES AND PLANS NEED TO BE ASSESSED THROUGH A VARIETY OF LENSES, IN ORDER TO ASSESS THEIR IMPACTS.	AS LETHBRIDGE GROWS AND BECOMES MORE DIVERSE (DISCUSSED ON P.20-21), IT IS IMPORTANT THAT STAFF HAVE A SUITABLE TOOL AVAILABLE TO EXAMINE THE POTENTIAL EFFECTS OR UNINTENDED CONSEQUENCES OF DRAFT POLICIES AND PLANS ON DIFFERENT GROUPS OF PEOPLE WITHIN THE COMMUNITY.	WORK WITH THE PROVINCE AND OTHER PARTNERS TO DEVELOP AN ASSESSMENT TOOL BASED ON INTERSECTIONALITY.

3.1.2 Economy

CONSIDERATION	RATIONALE	IMPLEMENTATION
FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS IN TOURISM, SURFACE MATERIALS, FORESTRY, ENERGY AND AGRICULTURE AS OUTLINED IN CHAPTER 2.	THE ECONOMY OUTCOME IN THE SSRP IS THAT <i>"THE REGION'S ECONOMY IS GROWING AND DIVERSIFIED"</i> . FURTHER, THE SSRP IDENTIFIES THAT <i>"SUSTAINABLE ECONOMIC DEVELOPMENT IS NOT THE SOLE RESPONSIBILITY OF ONE PLAYER, BUT A MUTUALLY SHARED RESPONSIBILITY AMONG REGIONAL BUSINESSES,</i>	MAINTAIN AND BUILD RELATIONSHIPS WITH EXISTING ECONOMIC FORUMS/GROUPS, SUCH AS ECONOMIC DEVELOPMENT



	<p>COMMUNITIES, ALL LEVELS OF GOVERNMENT AND OTHER STAKEHOLDERS”.</p> <p>THE CITY MUST MAINTAIN AND IMPROVE KEY STAKEHOLDER RELATIONSHIPS IN ORDER TO ACHIEVE DESIRED ECONOMIC OUTCOMES.</p>	<p>LETHBRIDGE, THE CHAMBER OF COMMERCE, BILD, AND INTELLIGENT YQL.</p>
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3.1.3 Air

CONSIDERATION	RATIONALE	IMPLEMENTATION
<p>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS IN AIR QUALITY, INCLUDING PROVINCIAL BODIES AND LOCAL INDUSTRY.</p>	<p>THE AIR OUTCOME IN THE SSRP STATES: “AIR QUALITY IS MANAGED TO SUPPORT HEALTHY ECOSYSTEMS AND HUMAN NEEDS THROUGH SHARED STEWARDSHIP”. CITY BOUNDARIES MEAN LITTLE TO OUR AIR, AND SO THIS REQUIRES WIDER REGIONAL RELATIONSHIPS. AS THE LARGEST CITY IN THE REGION, LETHBRIDGE IS WELL POSITIONED TO TAKE A LEAD ROLE IN ORGANISING COMMUNICATION AND COLLABORATION BETWEEN STAKEHOLDERS.</p>	<p>CONSIDER ESTABLISHING REGULAR MEETINGS/ FORUMS WITH KEY LOCAL, REGIONAL AND PROVINCIAL STAKEHOLDERS IN AIR QUALITY SUCH AS AEP, ENVIRONMENT LETHBRIDGE, SAGE ETC. (AS DETAILED IN SECTION 2.2).</p>

3.1.4 Biodiversity & Ecosystems

CONSIDERATION	RATIONALE	IMPLEMENTATION
<p>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS IN BIODIVERSITY AND ECOSYSTEMS, AS OUTLINED IN CHAPTER 2.</p>	<p>THE BIODIVERSITY & ECOSYSTEMS OUTCOME IN THE SSRP STATES THAT: “BIODIVERSITY AND ECOSYSTEM FUNCTION ARE SUSTAINED WITH SHARED STEWARDSHIP”. BIODIVERSITY AND ECOSYSTEM ISSUES STRETCH FAR BEYOND OUR CITY BOUNDARIES, SO IT IS IMPORTANT TO HAVE GOOD WORKING REGIONAL PARTNERSHIPS TO IDENTIFY ISSUES AND FACILITATE STEWARDSHIP.</p>	<p>WORK WITH EXISTING GROUPS/FORUMS SUCH AS OLDMAN WATERSHED COUNCIL, ENVIRONMENT LETHBRIDGE, COMMUNITY ADVOCACY GROUPS AND ALBERTA ENVIRONMENT & PARKS TO BUILD UNDERSTANDING OF ISSUES AND ACCESS DATA.</p>

3.1.5 Water

CONSIDERATION	RATIONALE	IMPLEMENTATION
<p>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS IN WATER QUALITY, AS OUTLINED IN CHAPTER 2.</p>	<p>THE WATER OUTCOME IN THE SSRP STATES THAT: “WATERSHEDS ARE MANAGED TO SUPPORT HEALTHY ECOSYSTEMS AND HUMAN NEEDS THROUGH SHARED STEWARDSHIP”. PERHAPS MORE THAN ANY OTHER ENVIRONMENTAL ASPECT, WATER IS FUNDAMENTAL</p>	<p>CONTINUE TO USE FORUMS SUCH AS OLDMAN WATERSHED COUNCIL TO MAINTAIN</p>



	<p>TO THE SSRP'S AIMS. THE SOUTH SASKATCHEWAN WATERSHED IS OUR HOME, AND ITS REGIONAL HEALTH IS KEY TO LETHBRIDGE CONTINUING TO BE A GREAT PLACE TO LIVE. REGIONAL RELATIONSHIPS ACROSS THE WATERSHED MUST BE MAINTAINED AND BUILT UPON IN ORDER TO CREATE RESILIENCY AHEAD OF LIKELY INCREASED DEMANDS AND PRESSURES IN THE FUTURE.</p>	<p>AND BUILD RELATIONSHIPS WITH KEY LOCAL, REGIONAL AND PROVINCIAL STAKEHOLDERS IN WATER USE AND QUALITY (AS DETAILED IN SECTION 2.4).</p>
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3.1.6 Efficient Use of Land

CONSIDERATION	RATIONALE	IMPLEMENTATION
<p>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS IN LAND DEVELOPMENT AND CONSTRUCTION.</p>	<p>THE SSRP EFFICIENT USE OF LAND OUTCOME STATES THAT: "LANDS ARE EFFICIENTLY USED TO MINIMIZE THE AMOUNT OF AREA TAKEN UP BY THE BUILT ENVIRONMENT". THIS OUTCOME PRIMARILY RELIES ON RELATIONSHIPS BETWEEN THE CITY, COUNTY, THE DEVELOPING AND BUILDING INDUSTRIES, AND EXISTING LETHBRIDGE NEIGHBOURHOODS (E.G. BY ACCOMMODATING INFILL DEVELOPMENT).</p>	<p>CONTINUE TO MAINTAIN AND BUILD RELATIONSHIPS WITH KEY STAKEHOLDERS IN LAND DEVELOPMENT AND CONSTRUCTION, E.G. THROUGH THE BUILDING LETHBRIDGE TOGETHER FORUM.</p>
<p>GOOD RELATIONSHIPS WITH NEIGHBOURHOOD ASSOCIATIONS ARE CRUCIAL IN APPROPRIATELY TARGETING INFILL DEVELOPMENT AND INTENSIFICATION.</p>	<p>NEIGHBOURHOOD ASSOCIATIONS ARE VERY IMPORTANT IN HELPING THE CITY TO WORK WITH RESIDENTS AND OTHER STAKEHOLDERS IN PRODUCING AREA REDEVELOPMENT PLANS. THESE PLANS HELP TO DIRECT INFILL AND INTENSIFICATION TO APPROPRIATE LOCATIONS, WITH THE SUPPORT OF THE COMMUNITY. AS LETHBRIDGE'S OLDER NEIGHBOURHOODS CONTINUE TO AGE, INFILL DEVELOPMENT CAN BE A VALUABLE PART OF REINVESTMENT IN A NEIGHBOURHOOD. INTENSIFICATION CAN HELP TO ENSURE THAT WE ARE USING LAND MORE EFFICIENTLY, E.G. BY PROVIDING MORE HOUSING UNITS IN MORE ACCESSIBLE PARTS OF THE CITY.</p>	<p>CONTINUE TO BUILD RELATIONSHIPS WITH ESTABLISHED AND NEW NEIGHBOURHOOD ASSOCIATIONS.</p> <p>WORK WITH NEIGHBOURHOOD ASSOCIATIONS AND OTHER STAKEHOLDERS TO PRODUCE AREA REDEVELOPMENT PLANS FOR OLDER NEIGHBOURHOODS WHICH ARE SEEING SIGNIFICANT REDEVELOPMENT ACTIVITY.</p>
<p>WORKING TO COORDINATE APPROACHES TO INFILL DEVELOPMENT BETWEEN BUSINESS UNITS CAN HELP TO REDUCE BARRIERS TO INVESTMENT.</p>	<p>ENCOURAGING INFILL DEVELOPMENT REQUIRES CLOSE AND EFFECTIVE CROSS-DEPARTMENTAL WORKING. DIFFERING REQUIREMENTS CAN RAISE REDEVELOPMENT COSTS, OR SERVE TO DISCOURAGE DEVELOPERS FROM TAKING ON PROJECTS. WHILE AREA REDEVELOPMENT PLANS TARGET REDEVELOPMENT APPROPRIATELY, INFRASTRUCTURE AND SERVICING MUST BE</p>	<p>PRODUCE CROSS-DEPARTMENTAL INFILL INFRASTRUCTURE GUIDELINES TO HELP REDUCE BARRIERS IN THE REDEVELOPMENT PROCESS AND EFFECTIVELY TARGET</p>



	AVAILABLE TO SUPPORT MODERN REQUIREMENTS AND/OR INTENSIFICATION.	INFRASTRUCTURE INVESTMENT TO FACILITATE INTENSIFICATION.
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3.1.7 Outdoor Recreation & Historic Resources

CONSIDERATION	RATIONALE	IMPLEMENTATION
<p>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS IN OUTDOOR RECREATION AND HISTORIC RESOURCES, WITH A FOCUS ON PRESERVATION AND WIDER PROMOTION BEYOND THE REGION.</p>	<p>THE SSRP OUTDOOR RECREATION & HISTORIC RESOURCES OUTCOME STATES THAT: <i>“THE QUALITY OF LIFE OF RESIDENTS IS ENHANCED THROUGH INCREASED OPPORTUNITIES FOR OUTDOOR RECREATION AND THE PRESERVATION AND PROMOTION OF THE REGION’S UNIQUE CULTURAL AND NATURAL HERITAGE.”</i> THIS OUTCOME CAN BE VIEWED AS A GIVE-AND-TAKE RELATIONSHIP; LETHBRIDGE HAS ITS OWN OUTDOOR RECREATION AND HISTORIC RESOURCES TO OFFER, AS DO OTHER COMMUNITIES THROUGHOUT THE REGION. THE CITY SHOULD FOCUS ON ATTRACTING INTEREST IN, AND TOURISM TO, OUR OWN RESOURCES, AS WELL AS HELPING TO BUILD AWARENESS OF REGIONAL RESOURCES. FOR EXAMPLE, OUR LOCATION CLOSE TO THE ROCKIES IS A SIGNIFICANT DRAW FOR PEOPLE AND BUSINESSES CONSIDERING LOCATING HERE.</p>	<p>CONTINUE TO DOCUMENT, PROTECT, AND BUILD AWARENESS OF LETHBRIDGE’S OWN NATURAL AND HISTORIC RESOURCES.</p> <p>WORK WITH STAKEHOLDERS TO PRESERVE AND PROMOTE LETHBRIDGE’S OPPORTUNITIES FOR OUTDOOR RECREATION, BOTH TO CITY RESIDENTS AND THE WIDER REGION. FOR EXAMPLE, THE RECENT SUCCESS OF NIKKA YUKO CENTENNIAL GARDEN’S DESIGNATION AS A PROVINCIAL HISTORIC RESOURCE AND RECEIVING A VISIT FROM PRINCESS AYAKO OF TAKAMADO INVOLVED CLOSE COLLABORATION BETWEEN THE GARDEN, THE CITY, AND OTHER GROUPS.</p>

3.1.8 Aboriginal Peoples

CONSIDERATION	RATIONALE	IMPLEMENTATION
<p>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH LETHBRIDGE’S ABORIGINAL POPULATION, AS WELL AS NEIGHBOURING ABORIGINAL COMMUNITIES.</p>	<p>THE SSRP ABORIGINAL PEOPLES OUTCOME STATES THAT: <i>“ABORIGINAL PEOPLES ARE INCLUDED IN LAND-USE PLANNING.”</i> ACHIEVING INCLUSION REQUIRES THE BUILDING OF TRUST BETWEEN THE CITY AND ABORIGINAL GROUPS, WITHIN BOTH</p>	<p>CONTINUE TO MAINTAIN AND BUILD RELATIONSHIPS WITH ABORIGINAL STAKEHOLDERS THROUGH</p>



	<p>LETHBRIDGE'S OWN POPULATION AND OTHER COMMUNITIES. IMPORTANT WORK IN THIS AREA HAS BEGUN, WITH THE START OF IMPLEMENTING THE RECOMMENDATIONS OF THE CITY'S RECONCILIATION IMPLEMENTATION PLAN.</p>	<p>CHANNELS SUCH AS RECONCILIATION LETHBRIDGE ADVISORY COMMITTEE.</p> <p>CONTINUE TO IMPLEMENT THE RECOMMENDATIONS OF THE RECONCILIATION IMPLEMENTATION PLAN.</p>
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3.1.9 Community Development

CONSIDERATION	RATIONALE	IMPLEMENTATION
<p>FOCUS ON MAINTAINING AND BUILDING RELATIONSHIPS WITH KEY STAKEHOLDERS IN LAND DEVELOPMENT AND CONSTRUCTION.</p>	<p>THE SSRP COMMUNITY DEVELOPMENT OUTCOME STATES: "COMMUNITY DEVELOPMENT NEEDS ARE ANTICIPATED AND ACCOMMODATED." LETHBRIDGE HAS A VERY ACTIVE DEVELOPMENT AND CONSTRUCTION INDUSTRY, WHICH WORKS QUITE CLOSELY WITH THE CITY TO ACHIEVE SHARED OUTCOMES. THE NATURE OF THIS INDUSTRY WILL CONTINUE TO EVOLVE, PARTICULARLY AS DEVELOPMENT PRESSURES SHIFT OVER TIME AND OLDER NEIGHBOURHOODS REDEVELOP. THE CITY NEEDS TO MAINTAIN GOOD COMMUNICATION WITH INDUSTRY, AS WELL AS RESIDENTS, TO IMPROVE THE DELIVERY AND RESPONSIVENESS OF DEVELOPMENT.</p>	<p>CONTINUE TO MAINTAIN AND BUILD RELATIONSHIPS WITH KEY STAKEHOLDERS IN LAND DEVELOPMENT AND CONSTRUCTION, E.G. THROUGH THE BUILDING LETHBRIDGE TOGETHER FORUM.</p>
<p>ENSURE THAT CITIZENS ARE EFFECTIVELY ENGAGED IN THE DEVELOPMENT PROCESS.</p>	<p>THE DEVELOPMENT PROCESS CAN BE DIFFICULT TO UNDERSTAND AND CAN SEEM OPAQUE TO MEMBERS OF THE PUBLIC. CURRENT NOTIFICATION PROCESSES MAY NOT BE KEEPING UP WITH CHANGES IN THE WAY MOST PEOPLE COMMUNICATE TODAY.</p>	<p>ENSURE THAT OUR NOTIFICATION PROCESSES ARE RELEVANT TO PEOPLE AND EFFECTIVE.</p> <p>FOR EXAMPLE: INVESTIGATE MAKING USE OF ELECTRONIC NOTIFICATIONS TO ALERT PEOPLE TO POTENTIAL DEVELOPMENTS AROUND THEIR HOMES; EXAMINE THE EFFECTIVENESS OF NEWSPAPER ADVERTISEMENTS.</p>

