

Part 5 Development Design Guidelines

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1.0 Introduction

The purpose of the Development Design Guidelines is to provide appropriate standards or benchmarks applicable to new Downtown development. The Guidelines are informed by and reinforce the objectives of the Guiding Framework. Although they seek to provide clarity on intended outcomes of the Plan, they also provide flexibility within certain parameters to encourage distinction, variety and creative architectural responses.

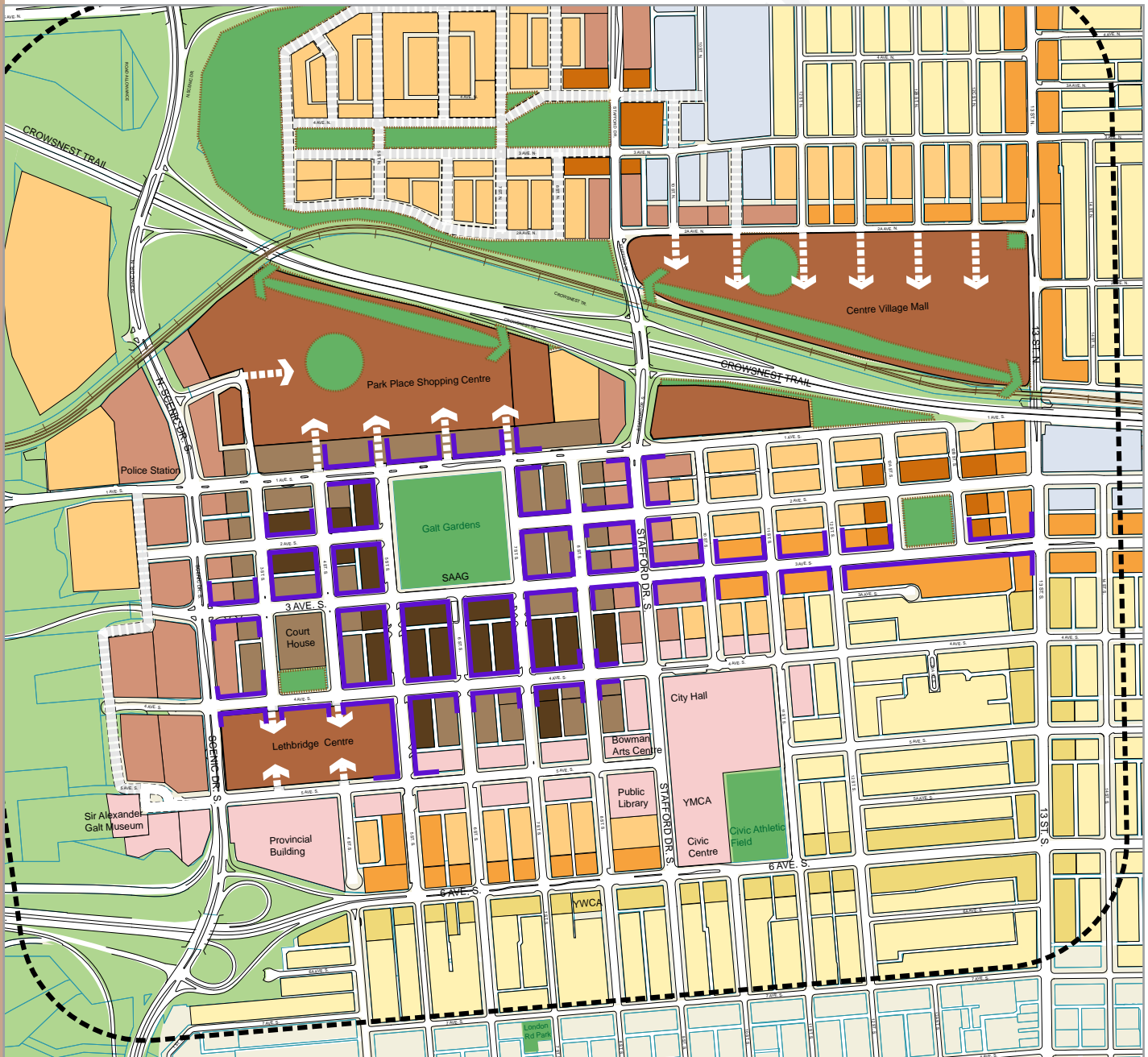
The Guidelines are comprised of: Central District Built Form Design Guidelines, including guides for infilling within the Historic Blocks; Building Types Design Guidelines for designing a variety of buildings types applicable across the Downtown area; Environmentally Sustainable Design Guidelines; and, Site-Specific Guidelines for sites that have been given a greater level of consideration.

The Development Design Guidelines seek to provide the municipal development approval process with a reasonable degree of predictability by establishing a common understanding of design criteria and development standards among developers, neighbours and the City, early in the design and planning of new developments.

How to Use the Guidelines

As standards and benchmarks for new Downtown development, the Guidelines are informed by best practices in urban design but tailored to the unique conditions of Downtown Lethbridge. They help to guide and shape new buildings so as to reinforce the objectives of the Master Plan. At the same time, they provide flexibility within certain parameters to encourage distinction, variety and creative architectural responses.

Where developments do not conform to the guidelines but propose alternative standards, they should be assessed to ensure the intent and spirit of the guidelines are met with respect to the Vision, Principles and Guiding Framework presented in the Master Plan.



- | | | | |
|-----------------------------|------------------------|--------------------------|-----------------------------|
| Urban Core: Heritage Blocks | District Centre | Industrial Character | Existing Public Open Space |
| Urban Core | District Corridor | Required Retail Frontage | Potential Public Open Space |
| Urban Centre | District Neighbourhood | | Other Open Space |
| Urban Corridor | Neighbourhood Corridor | | |
| Civic Character | Neighbourhood General | | |

2.0 Built Character Framework Summary Table

Downtown Lethbridge and its environs is comprised of areas that are established and stable; areas that are dynamic and ever-changing; and, areas that are underutilized and in need of revitalization. While directing change and growth to Downtown is a fundamental objective of the Master Plan, development will not occur uniformly in scale or in time across the area. The Built Character Framework serves to provide a level of predictability with respect to where change ought to be directed and in what use, shape and form.

Because conventional land use and zoning approaches to planning are two-dimensional in their scope, they often do not have the intended outcome. Downtowns are complex environments with mixed and intertwined uses. Accordingly, for Downtown to thrive it should be understood as a hierarchal and ordered structure defined less by land use, and more by its built characteristics as defined by the pattern of streets and blocks, the forms of buildings and the interrelationship between all these components. Therefore, this Framework considers land uses with a focus on the character of built aspects to ensure that the outcomes intended are clearly understood.

The Built Character Framework builds on the Vision, Districts & Neighbourhoods and Public Realm Framework to define an inherent order to Downtown which can guide decisions regarding growth and development so as to ensure that changes reinforce the desired function, built quality and character of a given area. This hierarchy also serves to guide appropriate transitions between areas of varying densities, scales and land use intensities.

As indicated on the plan on the facing page, the Framework identifies a number of Built Character categories. The intended built character for each category is summarized on the following pages in the Built Character Framework Summary Table, which provides the appropriate uses, building heights, appropriate building types, and the applicable guidelines contained in this document.

As the Central Neighbourhoods are not subject to the Downtown Master Plan and not anticipated to change in character into the foreseeable future, the Neighbourhood Corridor and Neighbourhood General categories are excluded from the Table.

2.0 Built Character Framework Summary Table

Built Character Category	Appropriate Uses	Minimum Height	Maximum Height	Bonus Height	Appropriate Building Types	Applicable Design Guidelines
Urban Core	Retail Commercial Mixed-Use Live-Work Office Public	3 Storeys	6 Storeys	2 Storeys	Low-Rise Apt Main Street Mid-Rise Apt Small Format Retail* Medium Format Retail* Mid-Rise Office Civic Parking Structure	Central District Building Types Sustainable Site Specific
Urban Core: Heritage Blocks	Retail Commercial Mixed-Use Live-Work Office Public	3 Storeys	4 Storeys	2 Storeys	Low-Rise Apt Main Street Civic	Central District Building Types Sustainable Site Specific
Urban Centre	Retail Commercial Residential Mixed-Use Live-Work Office Public	3 Storeys	8 Storeys	2 Storeys (up to 20 Storeys at key sites)	Continuous House Forms Low-Rise Apt Main Street Mid-Rise Apt High-Rise Apt Small Format Retail* Large Format Retail* Mid-High Rise Office Civic Parking Structure	Building Types Sustainable Site Specific
Urban Corridor	Retail Commercial Mixed-Use Live-Work Office Automotive Public	4 Storeys	8 Storeys	2 Storeys (6 Storeys at gateway sites)	Low-Rise Apt Main Street Mid-Rise Apt High-Rise Apt Small Format Retail* Large Format Retail* Mid-High Rise Office Civic Parking Structure	Building Types Sustainable Site Specific

*type permitted for an interim period

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Civic Character	Retail Commercial Mixed-Use Live-Work Office Public	3 Storeys	8 Storeys	2 Storeys	Low-Rise Apt Main Street Mid-Rise Apt Mid-High Rise Office Civic Parking Structure	Building Types Sustainable Site Specific
District Centre	Retail Commercial Mixed-Use Live-Work Office Public	3 Storeys	6 Storeys	2 Storeys	Low-Rise Apt Main Street Mid-Rise Apt Small Format Retail* Medium Format Retail* Civic Parking Structure	Building Types Sustainable Site Specific
District Corridor	Retail Commercial Mixed-Use Live-Work Office Automotive Public	3 Storeys	4 Storeys	2 Storeys	Low-Rise Apt Main Street Small Format Retail* Medium Format Retail* Civic	Building Types Sustainable Site Specific
District Neighbourhood	Retail Residential Commercial Mixed-Use Live-Work Office Automotive* Public Industrial	2 Storeys	6 Storeys	2 Storeys	Continuous House Form Low-Rise Apt Main Street Mid-Rise Apt Small Format Retail* Industrial/Storage Civic	Building Types Sustainable Site Specific

*type permitted for an interim period

- Urban Core: Heritage Blocks
- Urban Core



Area subject to the Central District Built Form Design Guidelines

3.0 Central District Built Form Design Guidelines

The Central District Built Form Design Guidelines provide appropriate standards and/or benchmarks applicable to all new development in what the Built Form Framework defines as the Urban Core. These guidelines are informed by best practices in urban design but tailored to the unique conditions of Downtown Lethbridge. They help to guide and shape new buildings so as to reinforce the objectives of The Guiding Framework. At the same time, they provide flexibility within certain parameters to encourage distinction, variety and creative architectural responses.

Built form refers to the function, shape and configuration of buildings that frame streets and open spaces. The distinct identity of Downtown Lethbridge relative to the rest of the city is closely linked to its “human scale” and the fine grain rhythm of uses and buildings. With respect to built form in Downtown, a central concern of these guidelines is the comfort, convenience, security and visual interest of the pedestrian as shaped by the

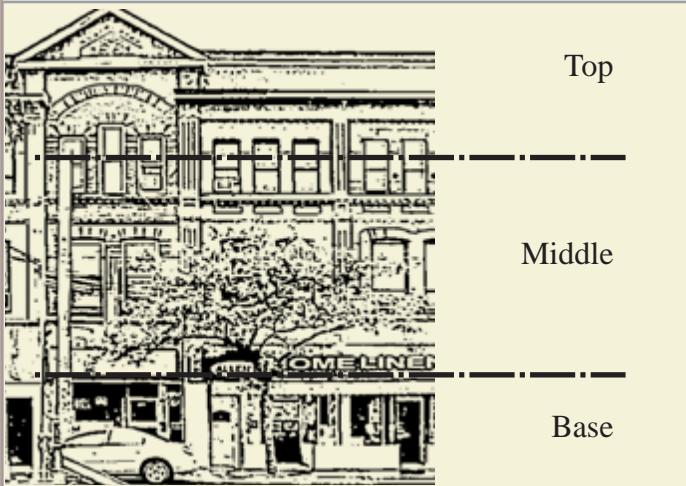
experience primarily at the level of the sidewalk. In this regard, the built form character as defined by building height, massing, setbacks, parking location, orientation, and visual condition at the street are crucial to the pedestrian experience.

Where developments do not conform to the guidelines but propose alternative standards, they should be assessed to ensure the intent and spirit of the Master Plan Vision, Guiding Principles and Guiding Framework are met.

These guidelines work in concert with the other guidelines that comprise the Development Design Guidelines. Where Site-Specific Guidelines are applicable and provide greater detail on similar matters, they supersede these more general guidelines. Where appropriate these guidelines may provide standards that are applicable to developments in other areas of Downtown.



3.0 Central District Built Form Design Guidelines



3.1 Building Elements

To encourage continuity in the streetscape and to ensure horizontal 'breaks' in the façade, buildings should be designed to reinforce the following key elements through the use of setbacks, extrusions, textures and materials:

- **Base** – Within the first three storeys, a Base should be clearly defined that positively contributes to the quality of the pedestrian environment in the level of animation, transparency, articulation and material quality.
- **Middle** – The body of the building above the base should contribute to the physical and visual quality of the overall streetscape.
- **Top** - The roof condition should be distinguished from the rest of the building and designed to contribute to the visual quality of the skyline.



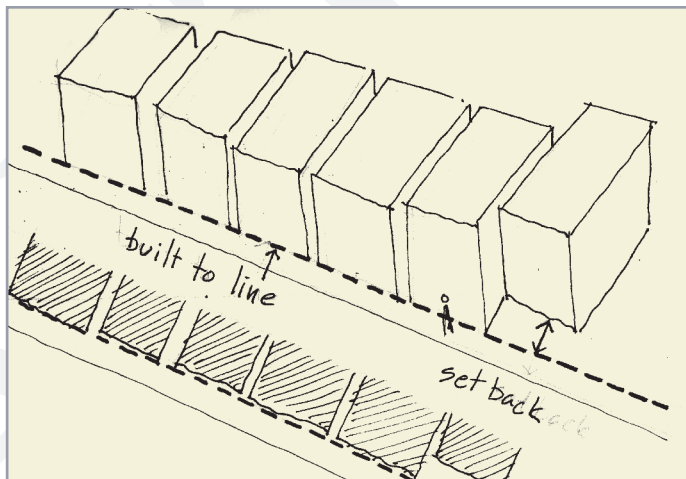
A traditional style building that expresses a 'Base', 'Middle' and 'Top'



A contemporary style building that expresses a 'Base', 'Middle' and 'Top'

3.2 Orientation & Placement

- All buildings should orient to and be placed at the street edge with clearly defined primary entry points that directly access the sidewalk.
- To discourage fragmentation and to encourage full utility of the rear lanes, 100% building coverage of the front-yard is encouraged for all developments and should be required for frontages that are less than 30 metres in width.
- Side-yard setbacks should not be permitted.



Consistent setback and orientation to the street in a new development



Consistent setback and orientation to the street on 6th Street

3.0 Central District Built Form Design Guidelines



Taller elements should stepback to reinforce a consistent street wall



Street wall on 3rd Avenue

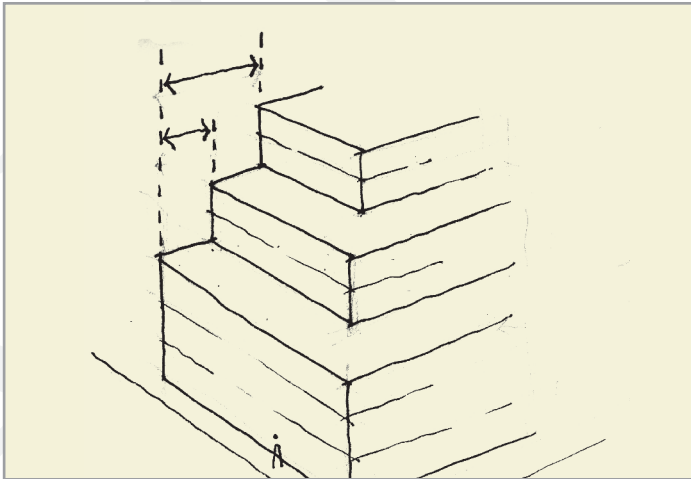
3.3 Street Wall

- All Required Retail Frontages should have retail uses at-grade with a minimum 75% glazing to achieve maximum visual transparency and animation. Weather protection for pedestrians is encouraged through the use of awnings and canopies
- Non-commercial uses at-grade should animate the street with frequent entries and windows. Residential uses should include individual at-grade access with appropriate privacy measure such as setbacks, landscaping, grade shifts and porches.
- Where non-retail uses are not currently viable along a Required Retail Frontage, the grade-level condition should be designed to easily accommodate adaptive re-use.
- To be consistent with the prevailing street wall character and to reinforce the human-scale, the maximum height of the street wall is 4 storeys (16 metres) at which point the building will be subject to above-grade setbacks.
- The minimum street wall height should be 2 storeys. The street wall should contribute to the 'fine-grain' character of the streetscape by articulating the façade in a vertical rhythm that is consistent with the prevailing character of narrow buildings and storefronts – generally in intervals between 6 and 12 metres.
- All ground levels, including residential uses, should have a prominent presence on the street with a floor-to-ceiling height that is no less than 4 metres.
- Commercial signage should add diversity and interest to retail streets, but not be overwhelming.
- Backlit sign boxes, billboards, revolving signs and roof signs should not be permitted.
- Street walls should be designed to have the highest possible material quality and detail.
- No blank at-grade street wall conditions should be permitted on any frontage.

3.4 Height & Massing



- Minimum building heights for new developments should be 3 storeys (10 metres)
- Maximum building heights in the Heritage Blocks is 4 storeys (13 metres) with a bonus of an additional 2 storeys (6 metres) subject to the Infill Guidelines.
- Maximum building heights in the Urban Core is 6 storeys (20 metres).
- To ensure a balanced sense of enclosure on Galt Gardens, a bonus height of 2 storeys (6 metres) should be considered for frontages on the park that are not within the Heritage Block. The bonus is subject to:
 - Providing an additional above-grade setback at the 6th Storey;
 - Demonstrating excellence in quality and architecture; and,
 - Consistency with these guidelines.
- To reinforce a human-scaled street wall and to help mitigate wind issues, the upper storeys of new developments should stepback a minimum 1.5 metres from the street wall. For buildings greater than 6 storeys, the stepback should be no less than 3 metres.
- To ensure architectural variety and visual interest, other opportunities to articulate the massing should be encouraged, including vertical recesses, cornice lines, and the design integration of mechanical penthouses.

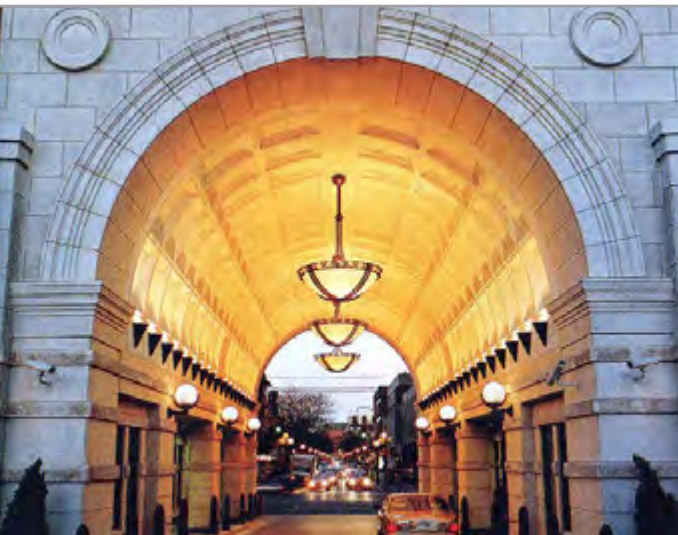
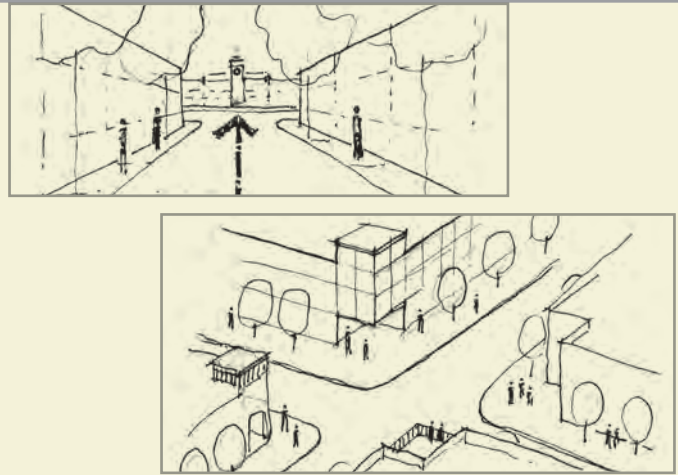


Upper levels stepback



Visual interest through articulated vertical recesses and cornice lines

3.0 Central District Built Form Design Guidelines



Terminus View treatment



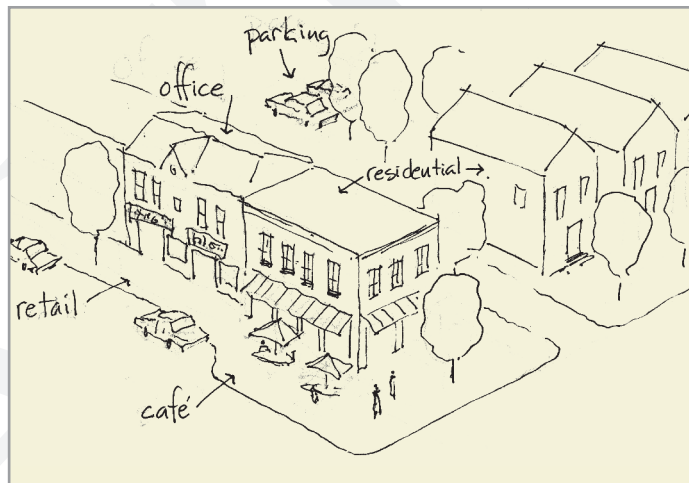
Corner Treatment

3.5 Corner & Terminus Sites

- To enhance the distinction and landmark quality of new buildings on prominent corner or visual terminus sites, modest exceptions to stepbacks and height restrictions should be permitted to encourage massing and designs that accentuate the visual prominence of the site – architectural treatments can include tall slender elements such as spires and turrets.
- New developments on all corner sites should orient to both street frontages.
- New developments on terminus sites should align design features to the view axis which, in addition to tall elements, can include aligned entries or portico openings.
- As new developments on corner and terminus sites can shape the image and character of an area, they should have greater civic obligations to ensure that the highest possible standards in design and material quality.

3.6 Parking & Servicing

- Wherever possible, parking for new developments should be provided below-grade and accessed by a rear lane.
- Surface parking and service areas should be located to the rear of a development and generally not visible from the street.
- Where surface parking or service areas are exposed, they should be designed to include internal landscaping on islands at the ends of each parking aisle, clearly marked pedestrian access and paths, lighting and concealed with landscaped buffers and/or other mitigating design measures.
- Direct access for parking or service areas from the street should not be permitted.
- Where a structured public parking facility is visible, it should be designed to be integrated into the surrounding context by using similar façade articulation and materials, including small openings that function as ‘windows’.
- Where a structured parking facility fronts on a street, the ground-level frontage should incorporate retail, public or other active uses.



Surface parking with landscaping and clearly marked pedestrian access

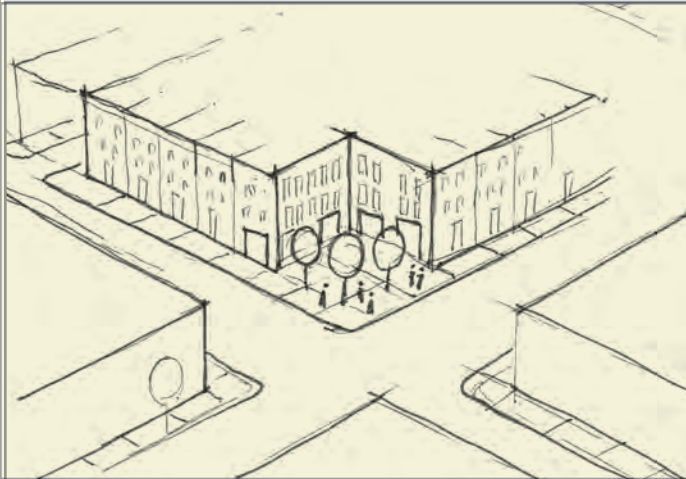


Structured parking integrated with facade treatment and at-grade uses

3.0 Central District Built Form Design Guidelines

3.7 Landscaping & Amenity Areas

- Roof gardens should be encouraged on all above-grade surfaces.
- Balconies should be designed as an integral part of the building rather than appearing to be “tacked-on”
- Courtyards, forecourts and other intimate spaces accessible to the public and animated with at-grade uses are encouraged.
- On broad sidewalks in retail areas, outdoor spill-out activities such as patios are encouraged to further animate the street.



Publicly accessible courtyard with at-grade uses



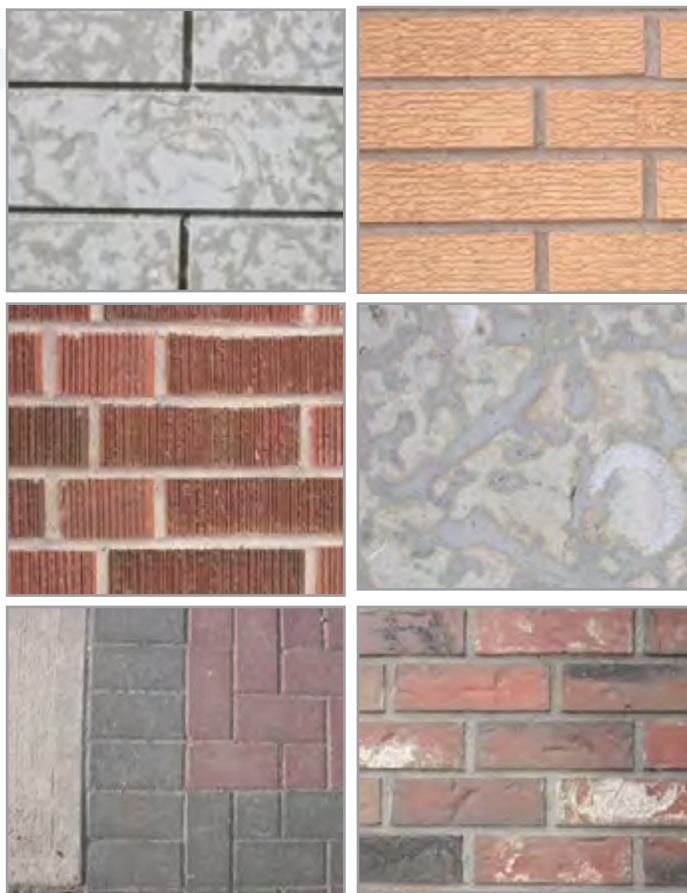
Landscaped and animated mid-block amenity area

3.8 Architectural & Material Quality

- Downtown Lethbridge has a rich history of architectural styles and expressions that includes excellent examples of modernity. New developments should seek to contribute to this mix and variety of high quality architecture while remaining respectful of context.
- Building materials should be chosen for their functional and aesthetic quality and exterior finishes should exhibit quality of workmanship, sustainability and ease of maintenance.
- Building materials recommended for new construction include brick, stone, wood, glass, in-situ concrete, and pre-cast concrete.
- Too varied a range of building materials is discouraged in favour of achieving a unified building image.
- In general, the appearance of building materials should be true to their nature and should not mimic other materials.
- Materials used for the front façade should be carried around the building where side facades are exposed.
- Stucco should not be used as a principle wall material at the lower levels of a building.
- Vinyl siding, plastic, plywood, concrete block, darkly tinted and mirrored glass and metal siding utilizing exposed fasteners are discouraged.

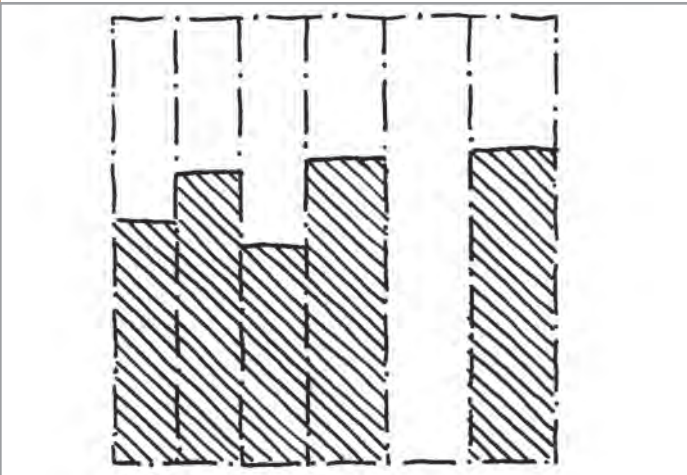


Material variety used to articulate the building: stone base, brick facade and a variety of details to articulate the base, middle and top

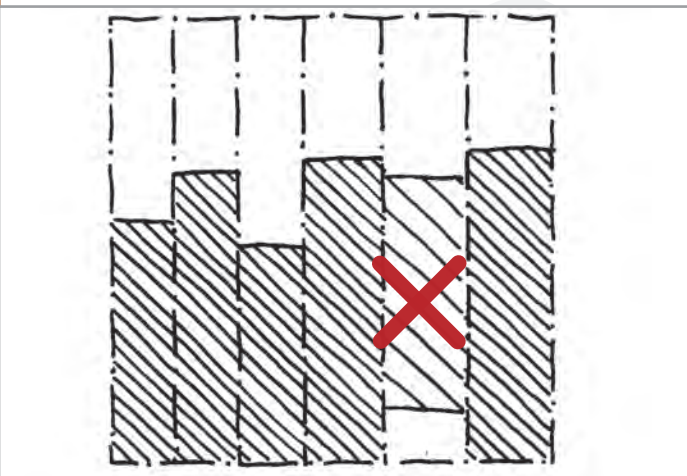


Bricks and stones variations commonly found Downtown

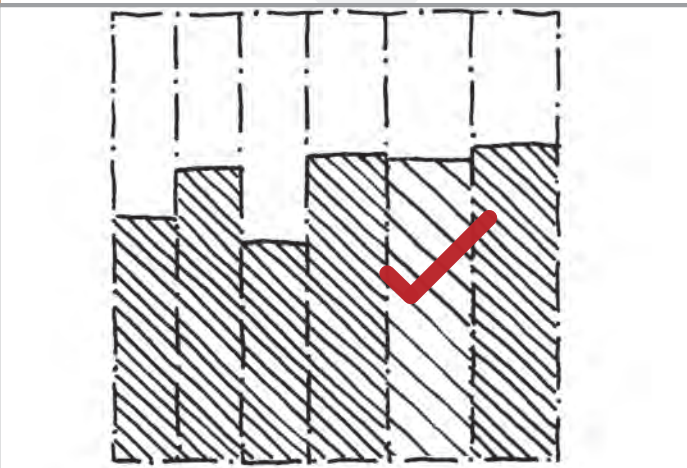
3.0 Central District Built Form Design Guidelines



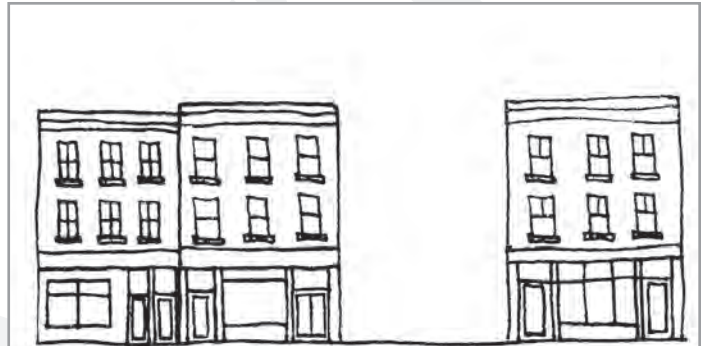
A potential site for infill



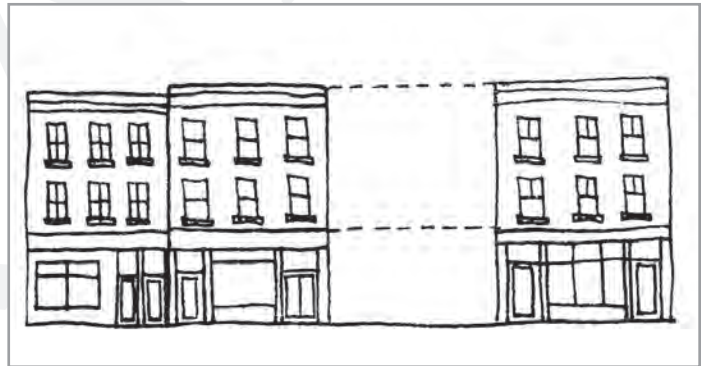
Improperly sited development, stepped back from the street line



Properly sited development, built to the street line



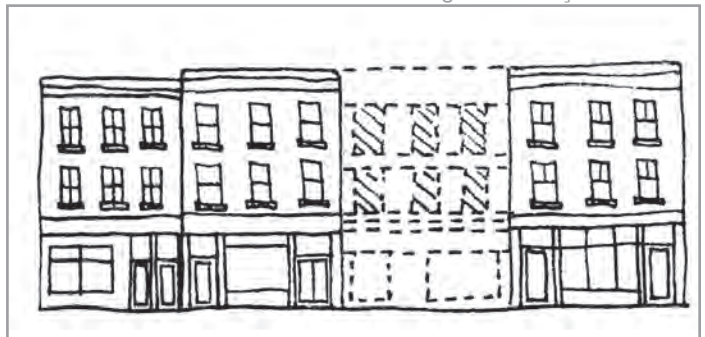
A potential site for infill



Consistent building and ground storey heights



Consistent horizontal alignment of façade elements



Consistent storefront and window placement with appropriately proportioned window openings

3.9 Infill Design Guidelines for the Heritage Blocks

Where a new building is proposed within the Heritage Blocks, the composition of the whole street as place of heritage character should take precedence over any individual building. New infill buildings should conform to the urban standards and design principles established by the surrounding buildings and that demonstrate the best qualities that define the unique character of that block. These Infill Design Guidelines seek to achieve the appropriate ‘fit’ for a new building, such that it contributes rather than detracts from the distinct character of the Heritage Blocks.

Building Placement

- New buildings are to be built to the street line and consistent with adjacent buildings
- New buildings on corner sites should orient to both street frontages.
- To permit additions, 100% coverage should be permitted subject to these guidelines

Building Heights

- Minimum building heights for new developments should be 3 storeys (10 metres).
- Maximum building heights in the Heritage Blocks is 4 storeys (13 metres) with a bonus of an additional 2 storeys (6 metres) subject to:
 - All applicable guidelines
 - The protection and restoration of a heritage structure on the property or another property
 - The utilization of high-grade materials consistent with adjacent heritage properties; and,
 - A stepback no less than 3.0m for the additional storeys

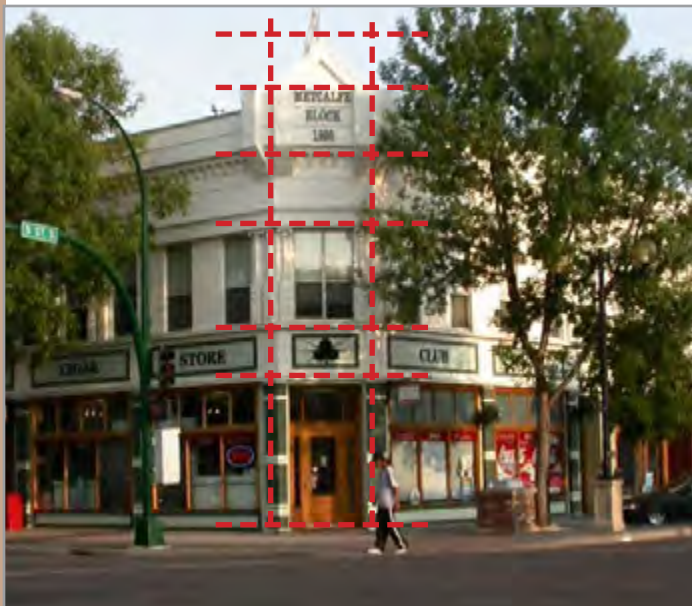


Consistent placement at the street line on 3rd Avenue



Sensitive infill with a 3 storey street wall and upper storey stepbacks

3.0 Central District Built Form Design Guidelines



Facade articulation established by the horizontal and vertical elements



Entries at regular intervals and continuous display windows

Façade Articulation

- New buildings should respect the established pattern of façade division by ensuring the horizontal and vertical alignment of façade elements with neighbouring buildings
- All new buildings are to have entries at regular intervals and continuous display windows consistent with the established pattern on the block
- Windows should be carefully selected to reflect the existing pattern of the block
- Windows should be vertically aligned from floor to floor and horizontally aligned with the neighbouring buildings
- New buildings should include a cornice that is carefully aligned with neighbouring buildings and of similar proportions

Façade Materials

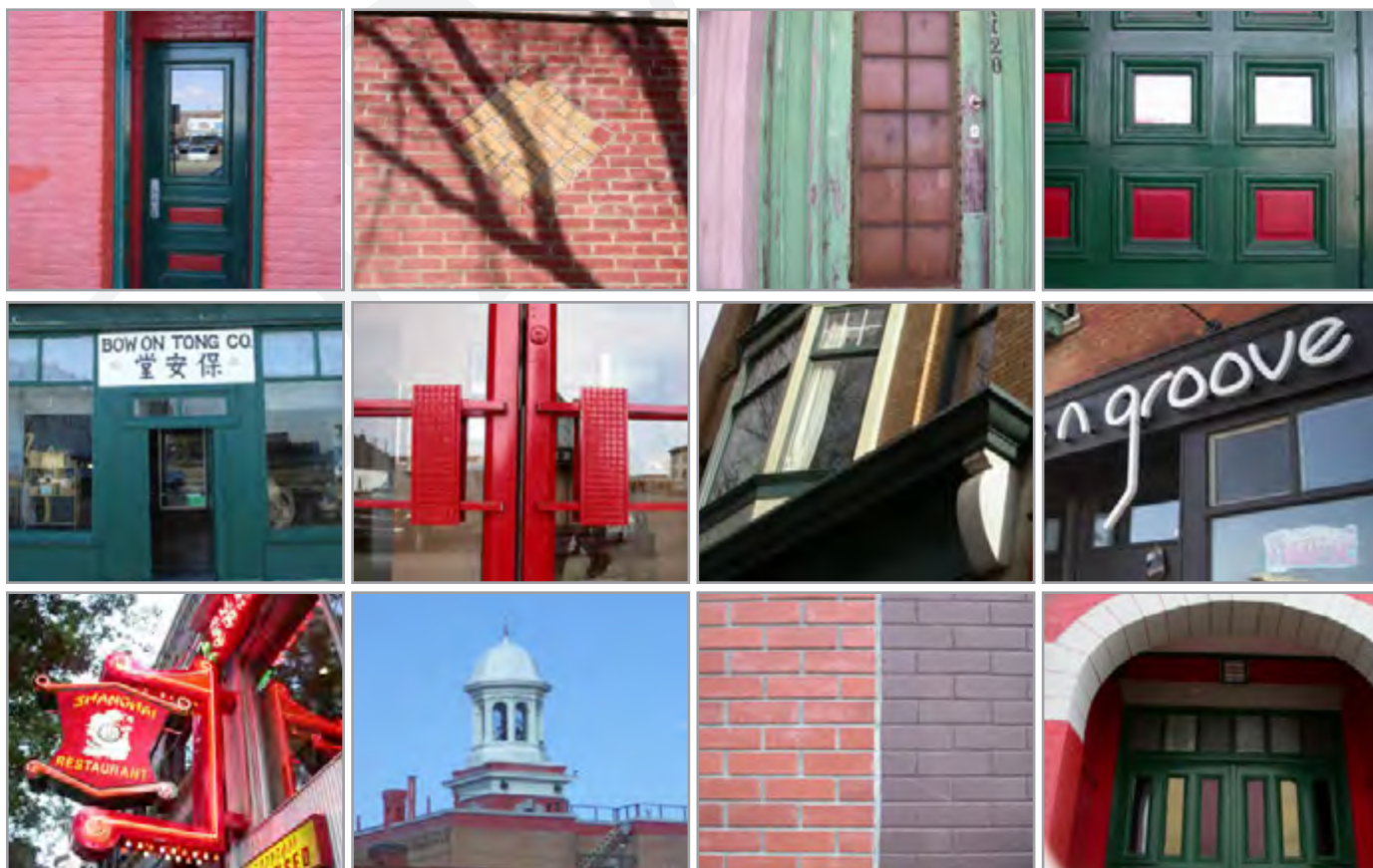
- New buildings should consider the pallet of materials and colours evident in existing heritage buildings on the block
- Building materials should be chosen for their functional and aesthetic quality and exterior finishes should exhibit quality of workmanship, sustainability and ease of maintenance.
- Building materials recommended for new construction include brick, stone, wood, glass, in-situ concrete, and pre-cast concrete.
- Vinyl siding, plastic, plywood, concrete block, darkly tinted and mirrored glass and metal siding utilizing exposed fasteners are discouraged.

Signage

- Signage should be restricted to the horizontal signage band and to lettering painted on awnings, display windows and storefront doors
- Well proportioned and designed projecting signs should also be permitted
- Backlit sign boxes, billboards, revolving signs and roof signs should not be permitted



Well proportioned and designed projecting signs



Elements that give that lend to the distinct character of the Heritage Blocks

4.0 Building Types Design Guidelines

Building Types refers to the conventional terms used to describe standards of building forms such as “Row House”. The Downtown has evidence of a tremendous variety of building types due to the extent of its area, its long history and the broad mix of uses. While many building types are appropriate and desirable, some are not desirable due to their location or because they are not consistent with the objectives of the Master Plan. At the same time, there are types that are not currently evident in the Downtown, but would be appropriate when the market permits.

The following section outlines the appropriate and desirable building types for the Downtown and provides the general guidelines that would apply to the siting, scale and configuration of each typology. Section 2.0 Built Character Framework Summary Table establishes in which parts of Downtown the following buildings types are appropriate.

4.0 Building Types Design Guidelines

Built Character Category

- *Neighbourhood Corridor*
- *Neighbourhood General*

4.1 Residential & Mixed-Use Types

Single House Forms

Description

- Single House Forms refers to singular buildings that have a low-rise residential character often characterized by a pitched roof and entry porch.
- Types include “Single-Family”, “Semi-Detached”, and “Multiplexes”

Residential Density

- 24-72 units per hectare (10-39 units per acre)

Building Placement & Orientation

- Consistent with adjacent house forms where existing
- Front setback: min. 3.0m (10')
- Side setback: min. 1.5m (5')
- Oriented to the street
- Corner sites must address both street frontages

Massing & Height

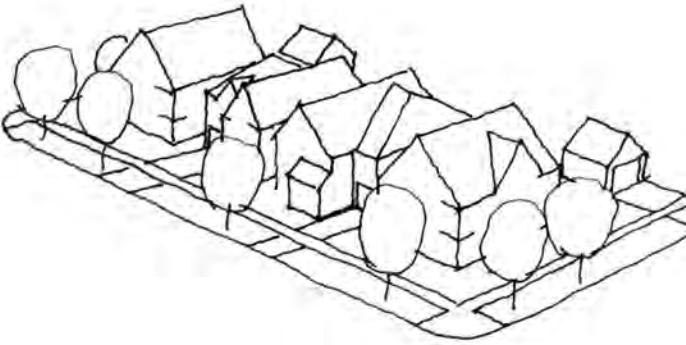
- Consistent with adjacent house forms where existing
- Massing will vary with architectural style
- Roof lines are generally sloped
- Heights range between 2-3 storeys (7-10m)

Parking & Servicing

- Spaces: 1 per residential unit and/or 1 per 45 commercial square metres (net)
- Location: rear garage and/or off site
- Access: rear lane

Other Design Considerations

- Front porches should be provided
- Ensure appropriate buffering and privacy through a modestly raised grade-level and/or with landscaping
- Ensure adequate amenity areas in the front and rear yards
- An above-grade amenity area may be provided on the roof on an attached rear parking garage



Desirable - minimal setbacks, front porches, concealed parking



Desirable - Rear lane parking

Built Character Category

- *Urban Centre*
- *District Neighbourhood*
- *Neighbourhood Corridor*
- *Neighbourhood General*

4.1 Residential & Mixed-Use Types

Continuous House Forms

Description

- Continuous House Forms refers to a series of attached buildings that have a low-rise residential character often characterized by pitched roofs and entry porch.
- Types include “Townhouses” and “Stacked Townhouses”

Residential Density

- 60-312 units per hectare (25-130 units per acre)

Building Placement & Orientation

- Consistent with adjacent house forms where existing
- Front setback: min. 3m (10')
- Side setback: not required
- Oriented to the street
- Corner sites must address both street frontages

Massing & Height

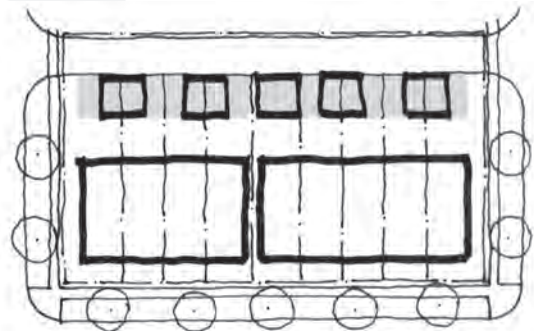
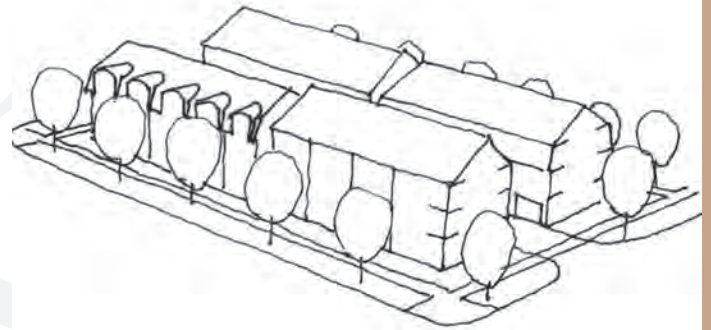
- Consistent with adjacent house forms where existing
- Massing will vary with architectural style
- Upper storeys may step back
- Roof lines are generally sloped
- Heights range between 3-6 storeys (7-20m)

Parking & Servicing

- Spaces: 1 per residential unit and/or 1 per 45 commercial square metres (net)
- Location: to the rear in individual, shared garage or surface lot and/or off-site
- Access: rear lane

Other Design Considerations

- Front porches should be provided
- Ensure appropriate buffering and privacy through a modestly raised grade-level and/or with landscaping
- Ensure adequate amenity areas in the front and rear yards
- An above-grade amenity area may be provided on the roof on an attached rear parking garage

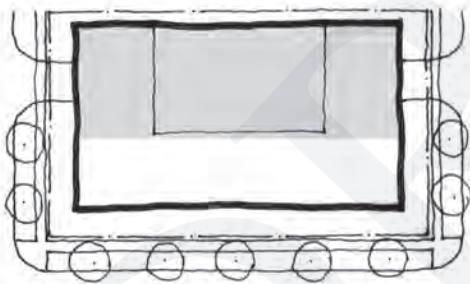
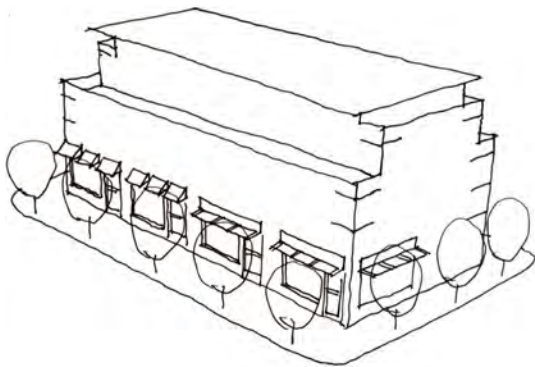


Desirable - placed close to street with adequate buffering for privacy

4.0 Building Types Design Guidelines

Built Character Category

- *Urban Core – Heritage Blocks*
- *Urban Core*
- *Urban Centre*
- *Urban Corridor*
- *Civic Character*
- *District Centre*
- *District Corridor*
- *District Neighbourhood*
- *Neighbourhood Corridor*



4.1 Residential & Mixed-Use Types

Low-Rise Apartment Form

Description

- Low-Rise Apartment Forms refers to buildings that have multiple units (side-to-side and stacked), generally accessed through a shared central corridor.
- Types include “Garden Apartments”, “Courtyard Apartments” and “Podiums”

Residential Density

- 83-360 units per hectare (34-145 units per acre)

Building Placement & Orientation

- Consistent with adjacent similar forms where existing
- Front setback: not required and will depend on street character and land uses
- Side setback: dependent on site and residential unit orientation.
- Oriented to the street
- Corner sites must address both street frontages
- Where residential uses are at-grade, the units should have direct access to the street

Massing & Height

- Massing should articulate a street wall consistent with this plan or adjacent developments
- Upper storeys may step back
- Roof lines are generally flat
- Heights range between 4-6 storeys (13-20m)

Parking & Servicing

- Spaces: 1 per residential unit and/or 1 per 45 commercial square metres (net)
- Location: off-site, below-grade, concealed above grade or to the rear in a shared garage or surface lot
- Access: rear lane

Other Design Considerations

- Central entry point for apartment units accessed directly from the street
- Amenity areas can be provided to the rear, as a roof garden or as a raised amenity area above a concealed parking level
- Where at-grade retail uses are included, weather protection (such as awnings) should be provided to pedestrians



Desirable - mixed-use low-rise apartment

Built Character Category

- *Urban Core - Heritage Blocks*
- *Urban Core*
- *Urban Centre*
- *Urban Corridor*
- *Civic Character*
- *District Centre*
- *District Corridor*
- *District Neighbourhood*
- *Neighbourhood Corridor*

4.1 Residential & Mixed-Use Types

Low-Rise Main Street Form

Description

- Low-Rise Main Street Forms refers to traditional mixed-use buildings that have commercial uses at-grade with multiple units stacked above, accessed vertically

Residential Density

- 96-180 units per hectare (40-75 units per acre)

Building Placement & Orientation

- Consistent with adjacent similar forms where an infill site
- Front setback: not required
- Side setback: not required
- Oriented to the street
- Corner sites must address both street frontages

Massing & Height

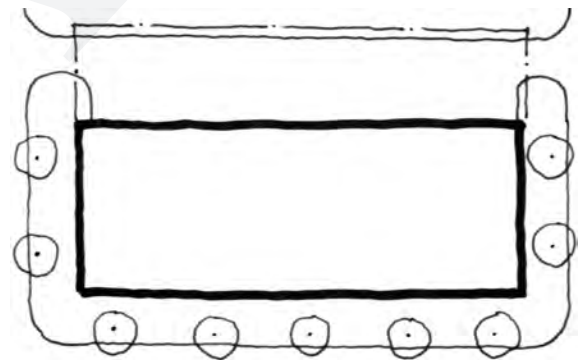
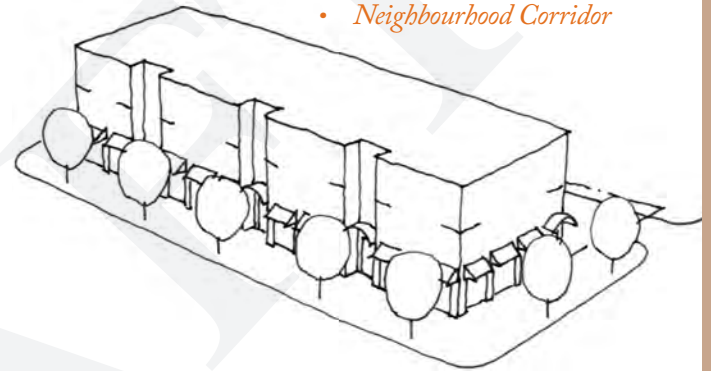
- Massing should articulate a street wall consistent with this plan or adjacent developments
- Upper storeys may step back
- Roof lines are generally flat
- Heights range between 3-6 storeys (10-20m)

Parking & Servicing

- Spaces: 1 per residential unit and/or 1 per 45 commercial square metres (net)
- Location: to the rear and/or off-site
- Access: rear lane

Other Design Considerations

- Highly transparent and articulated retail use at-grade
- Weather protection (such as awnings) should be provided to pedestrians
- Above-grade levels may be multiple-storey, back-to-back and/or through units

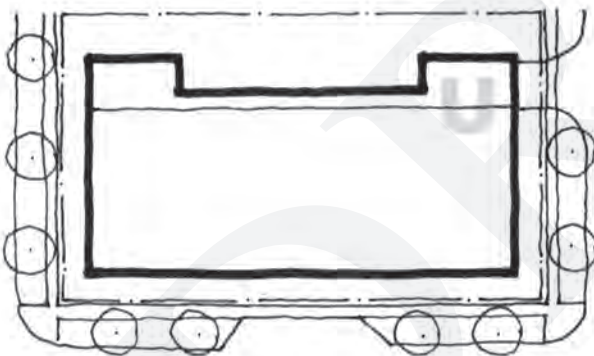
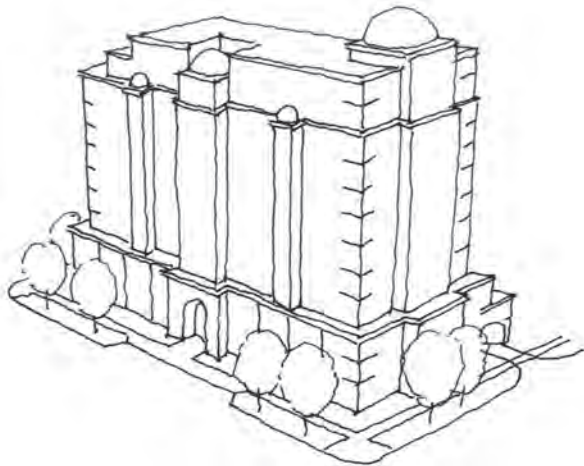


Desirable - Low-Rise Main Street Form

4.0 Building Types Design Guidelines

Built Character Category

- *Urban Core*
- *Urban Centre*
- *Urban Corridor*
- *Civic Character*
- *District Centre*
- *District Neighbourhood*



Desirable - mixed-use mid-rise apartment form

4.1 Residential & Mixed-Use Types

Mid-Rise Apartment Form

Description

- Mid-Rise Apartment Forms refers to buildings greater than 6 storeys tall that have multiple units (side-to-side and stacked), accessed through a shared central corridor.
- Types include “Perimeter Blocks” and “Slabs ”

Residential Density

- 350-670 units per hectare (145-280 units per acre)

Building Placement & Orientation

- Front setback: will depend on street character and land uses
- Side setback: dependent on site and residential unit orientation for up to street wall height – min. 18m (60') setback above the street wall
- Oriented to the street
- Corner sites must address both street frontages
- Where residential uses are at-grade, the units should have direct access to the street

Massing & Height

- Massing should articulate a street wall consistent with this plan or adjacent developments
- Upper storeys above the street wall should step back 3m min.
- Roof lines are generally flat but top levels should be articulated
- The mechanical penthouses should be architecturally integrated
- Heights range between 7-12 storeys (22-40m)

Parking & Servicing

- Spaces: 1 per residential unit and/or 1 per 45 commercial square metres (net)
- Location: off-site and/or below-grade, concealed above-grade or to the rear in a shared garage or surface lot
- Access: rear lane

Other Design Considerations

- Central entry point to the apartment units accessed directly from the street
- Amenity areas can be provided to the rear, as a roof garden or as a raised amenity area above a concealed parking level
- Where at-grade retail uses are included, weather protection (such as awnings) should be provided to pedestrians
- Visual prominence obliges the highest possible quality and architectural design



Desirable - residential with at-grade street access units



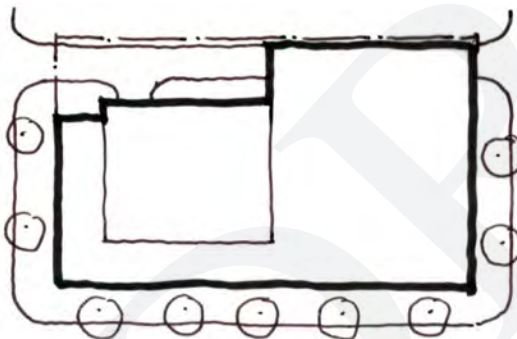
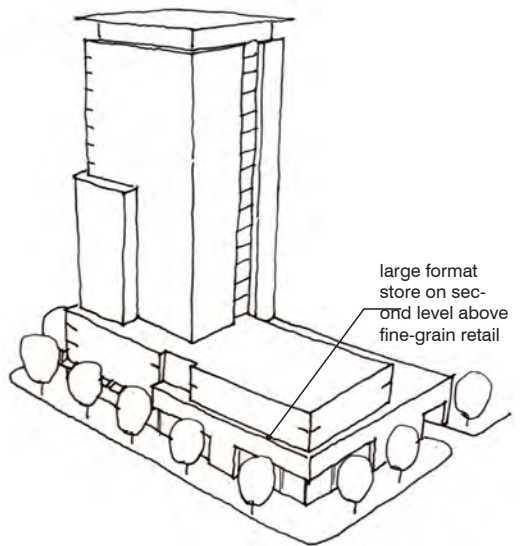
Desirable - articulated roof and design integrated mechanical penthouse

4.0 Building Types Design Guidelines

Built Character Category

- *Urban Centre*
- *Urban Corridor*

4.1 Residential & Mixed-Use Types



High-Rise Apartment Form

Description

- High-Rise Apartment Forms refers to buildings greater than 12 storeys tall that have multiple units (side-to-side and stacked), generally accessed through a shared central corridor.
- Types include “Point Towers”

Residential Density

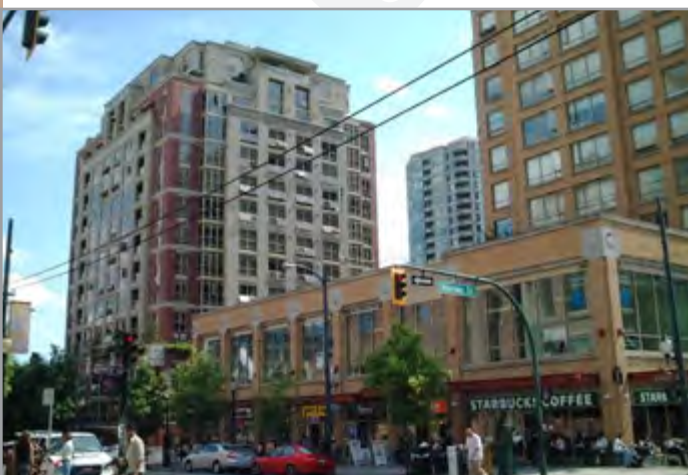
- 300-800 units per hectare (125-330 units per acre)

Building Placement & Orientation

- Front setback: will depend on street character and land uses - not required if mixed-use
- Side setback: dependent on site and residential unit orientation for up to street wall height – min. 25m (80') setback above the street wall
- Oriented to the street
- Corner sites must address both street frontages
- Where residential uses are at-grade, the individual units should have direct access to the street

Massing & Height

- Massing should articulate a ‘podium’ at a street wall height that is consistent with this plan or adjacent developments
- Upper storeys above the street wall should step back 3m min.
- To minimize visual and shadow impacts and to ensure elegant slender proportions, the floor plate dimensions should be as uniform as possible and should not exceed 30m (98')
- Roof lines are generally flat but top levels should be articulated
- The design of the mechanical penthouses should be architecturally integrated
- Heights range between 13-25 storeys (40-80m)



Desirable - residential with mixed-use podium on commercial street

Parking & Servicing

- Spaces: 1 per residential unit and/or 1 per 45 commercial square metres (net)
- Location: off-site and/or below-grade, concealed above-grade or to the rear in a shared garage or surface lot
- Access: rear lane

Other Design Considerations

- Central entry point for apartment units accessed directly from the street
- Amenity areas can be provided to the rear, as a roof garden or as a raised amenity area above a concealed parking level
- Where retail is at-grade, a high level of transparency and weather protection (such as awnings) for pedestrians should be provided
- Visual prominence obliges the highest possible quality and architectural design
- High-rise developments should be subject to wind and shadow studies, as well as an impact assessment of adjacent industrial uses



Desirable - large-format retail integrated into the podium

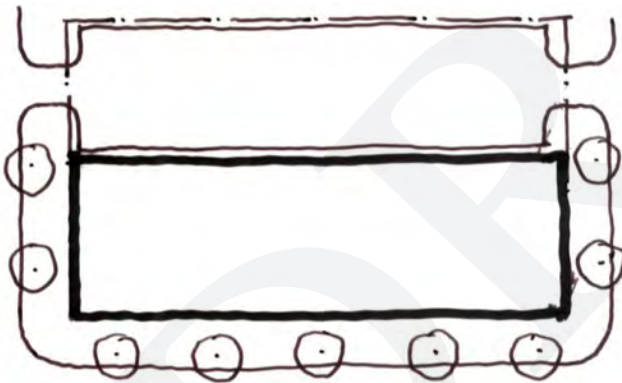
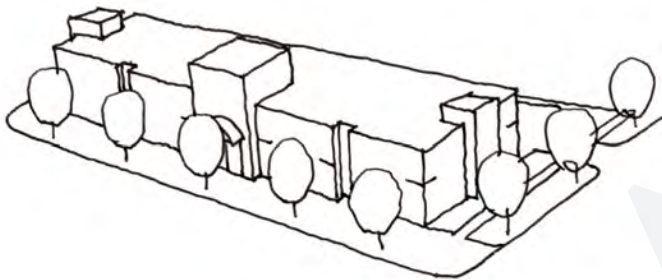


Desirable - residential with street-access units on residential street

4.0 Building Types Design Guidelines

Built Character Category

- *Urban Core**
- *Urban Centre**
- *Urban Corridor**
- *District Centre**
- *District Corridor**
- *District Neighbourhood**
- *Neighbourhood Corridor*



Desirable - street oriented with appearance of double storey height

4.2 Office & Commercial Types

Small to Medium Format Retail

Description

- Low-Rise Small to Medium Format refers to small scale office or commercial buildings that have one or more units placed side-to-side and/or vertically stacked.
- Types include “Podium”, “Main Street Building” and “Retail Pad”
- *This type is appropriate as an interim means of encouraging the infilling of vacant and underutilized sites in certain locations to the discretion of the municipality and until such time that mixed-use developments are feasible

Building Placement & Orientation

- Front setback: not required
- Side setback: not required
- Oriented to the street
- Corner sites must address both street frontages

Massing & Height

- Massing should articulate corners on sites at intersecting streets
- Roof lines are generally flat
- Heights range between 2-6 storeys (7-20m)

Parking & Servicing

- Spaces: 1 per 45 commercial square metres (net)
- Location: below-grade, to the rear and/or off-site
- Access: rear lane

Other Design Considerations

- High level of transparency should be provided at-grade and fronting street
- Weather protection (such as awnings) should be provided to pedestrians
- Amenity areas can be provided to the rear or as a roof garden

Built Character Category

- *Urban Centre**
- *Urban Corridor**

4.2 Office & Commercial Types

Large Format Retail

Description

- Low-Rise Large Format refers to large scale commercial buildings that have one or more units placed side-to-side and/or vertically stacked.
- Types include “big box” and “lifestyle centres”
- *This type is appropriate as an interim means of encouraging the infilling of vacant and underutilized sites in certain locations to the discretion of the municipality and until such time that mixed-use developments are feasible

Building Placement & Orientation

- Front setback: not required
- Side setback: not required
- Oriented to the street
- Corner sites must address both street frontages

Massing & Height

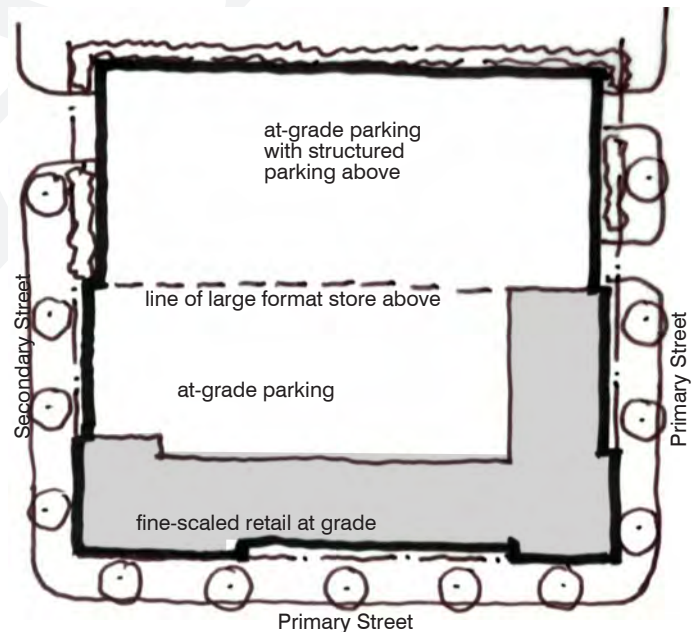
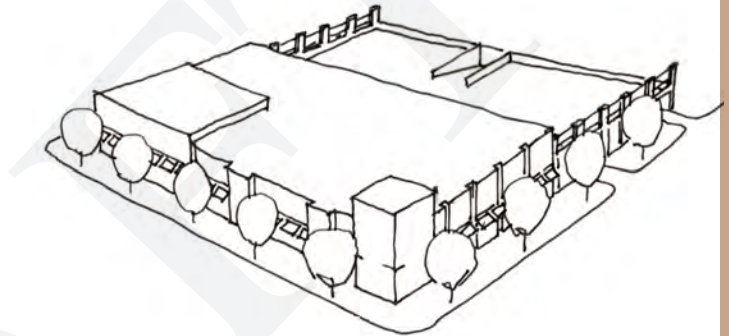
- Massing should articulate corners on sites at intersecting streets
- Roof lines are generally flat
- Heights range between 2-6 storeys (7-20m)

Parking & Servicing

- Spaces: 1 per 45 commercial square metres (net)
- Location: below-grade, concealed at and/or above-grade, to the rear and/or off-site
- Access: rear lane and/or side street if possible

Other Design Considerations

- High level of transparency should be provided at-grade and fronting street
- Weather protection (such as awnings) should be provided to pedestrians
- By placing the large retail use on the second level and above the parking, smaller scale commercial uses at street level can act as a ‘sleeve’ concealing the parking areas while providing a positive street frontage

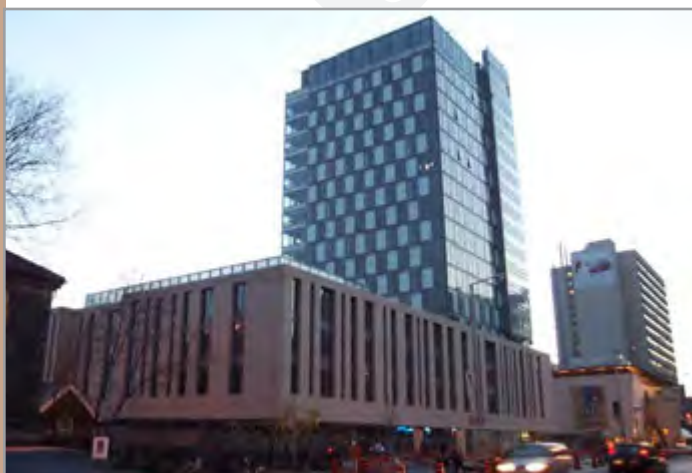
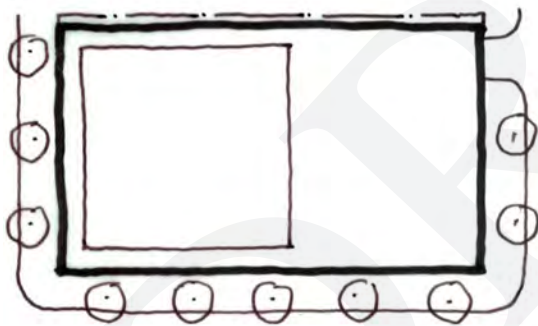
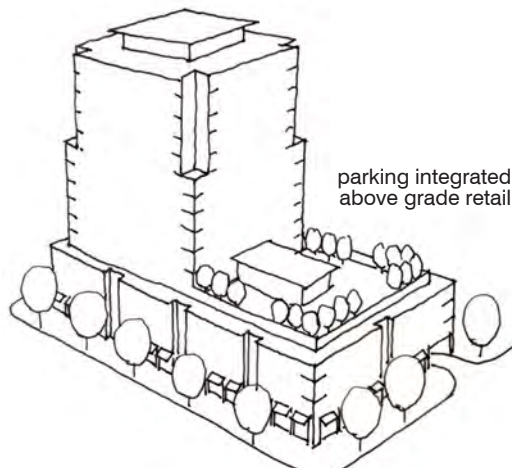


Desirable - street oriented with small format retail at-grade

4.0 Building Types Design Guidelines

Built Character Category

- *Urban Core*
- *Urban Centre*
- *Urban Corridor*
- *Civic Character*



Desirable - office with mixed-use podium on commercial street

4.2 Office & Commercial Types

Mid to High-Rise Office Forms

Description

- Mid & High-Rise Office Forms refers to office buildings greater than 6 storeys tall.

Building Placement & Orientation

- Front setback: not required
- Side setback: not required
- Oriented to the street
- Corner sites must address both street frontages

Massing & Height

- Massing should articulate a street wall consistent with this plan or adjacent developments
- Bulk of the tower should be as slender and evenly proportioned as possible
- Upper storeys above the street wall should step back 3m min.
- Roof lines are generally flat but top levels should be articulated
- The design of the mechanical penthouses should be architecturally integrated
- Heights range between 6-20 storeys (22-40m)

Parking & Servicing

- Spaces: 1 per 45 commercial square metres (net)
- Location: below-grade, concealed above-grade, to the rear and/or off-site
- Access: rear lane

Other Design Considerations

- Central entry point for office units accessed directly from the street
- Amenity areas can be provided to the rear, as a roof garden or as a raised amenity area above a concealed parking level
- Where at-grade retail uses are included, weather protection (such as awnings) are provided to pedestrians
- Visual prominence obliges the highest possible quality and architectural design

Built Character Category

- *District Neighbourhood*
- *Industrial Character*

4.3 Industrial & Storage Types

Industrial & Storage Types

Description

- Industrial & Storage Types refers to structures generally associated with warehousing, workshops and other light industrial uses.

Building Placement & Orientation

- Front setback: 0-3m (0-10')
- Side setback: 0-3m (0-10')
- More animated aspects of the use (entries, windows, offices, etc.) should be oriented to the street
- Corner sites must address both street frontages

Massing & Height

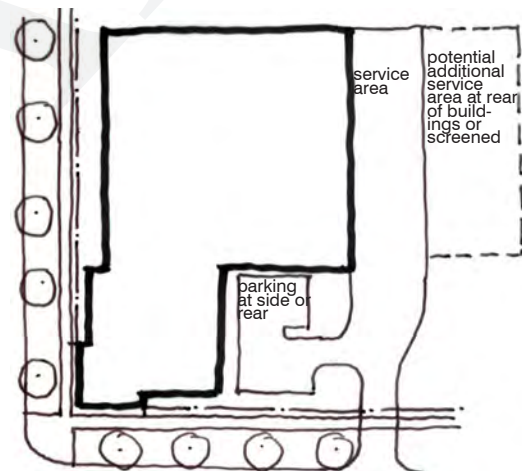
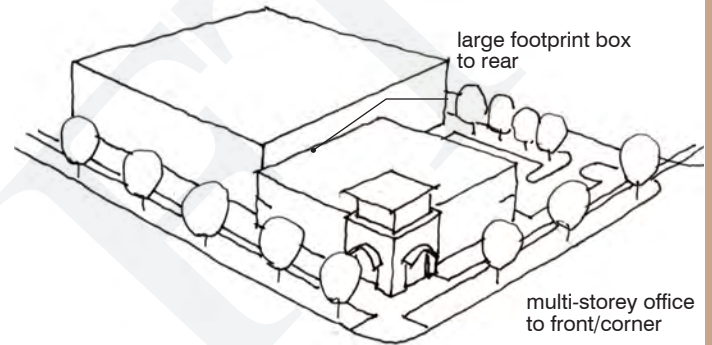
- Massing should articulate a street wall consistent with this plan or adjacent developments
- Upper storeys above the street wall must step back a min. 1.5m
- Roof lines are generally flat
- The design of mechanical penthouses and other visible utilities should be architecturally integrated
- Heights range between 1-3 storeys (4-10m)

Parking & Servicing

- Spaces: 1 per 45 commercial square metres (net)
- Location: to the rear
- Access: rear lane where possible

Other Design Considerations

- Primary entry points and signage should be oriented to principle street frontage
- Parking and servicing areas should be buffered from view with appropriate landscaping including trees
- Blank walls due to functional requirements should be oriented away from the primary street and should be mitigated through material and/or architectural detailing where visible.



Undesirable - building set back with parking and service areas facing street

4.0 Building Types Design Guidelines

Built Character Category

- *All Categories*

4.4 Civic Building Types

Description

- Civic Building Types refers to structures associated with institutional or cultural uses for the community such as places of worship, schools, museums and community centres.

Building Placement & Orientation

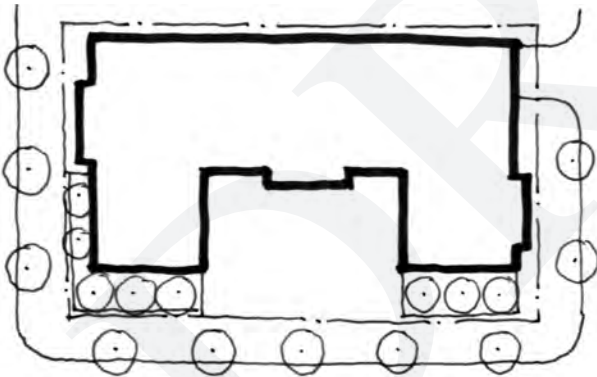
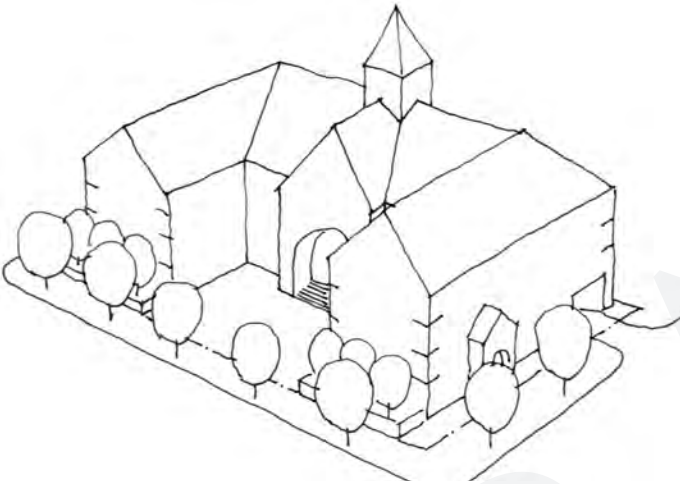
- Front setback: setback depend on location, street and intended uses – key civic landmarks can accentuate their distinction by setting back to create a forecourt and to contrast with adjacent buildings
- Side setback: will vary depending on location
- Where the use has significant unanimated functions, the more animated aspects of the use (entries, windows, offices, etc.) should be oriented to the street
- Corner sites must address both street frontages

Massing & Height

- Massing should articulate a street wall consistent with this plan or adjacent developments
- Design should respond to key visible site though aligned entries, vertical elements and massing
- Roof lines will vary and should be expressive to enhance the civic prominence of the building
- The design of mechanical penthouses and other visible utilities should be architecturally integrated
- Heights may vary ranging between 1-6 storeys (4-20m)

Parking & Servicing

- Spaces: parking requirements will vary depending on the use but generally 1 per 45 square metres (net)
- Location: to the rear, below grade or off-site
- Access: rear lane where possible



Desirable: Yates Memorial and its forecourt

Other Design Considerations

- Primary entry points and signage should be clearly identifiable and oriented to principle street frontage
- The architectural quality and design should serve to clearly distinguish the building as a public use and provide the community with sense of civic pride
- Parking and servicing areas should be buffered from view with appropriate landscaping including trees
- Blank walls due to functional requirements should be oriented away from the primary street and should be mitigated through material and/or architectural detailing where visible
- Landscaping should work in concert with architecture to enhance and reinforce the public purpose of the building and its visual connectivity to the surrounding community



Desirable - complementary in areas with heritage character



Desirable - unique landmark design



Desirable - transparency to enhance civic presence

4.0 Building Types Design Guidelines

Built Character Category

- *Urban Core*
- *Urban Centre*
- *Urban Corridor*
- *Civic Character*
- *District Centre*
- *District Neighbourhood*



4.5 Above-Grade Parking Facilities

Description

- Multi-level above-grade parking facilities that may be stand-alone or integrated into a development consisting of other uses.

Building Placement & Orientation

- Front setback: not required
- Side setback: not required
- Oriented to the street
- Corner sites must address both street frontages

Massing & Height

- Massing should reinforce intended street wall character and corners on sites at intersecting streets
- Roof lines are generally flat
- Heights will vary depending on the location, number of levels and/or the scale of the development it may be integrated with – generally 3-5 storeys (7-18m)

Design Guidelines

Site Planning

- Animated at-grade uses should occupy as much street frontage as possible.
- At-grade parking and/or servicing access to retail stores should be provided to the rear and concealed from the street.
- Locate vehicular access to the parking structure from laneway to ensure minimal physical and visual impacts on the pedestrian environment.
- Locate pedestrian access to parking at street edges, with direct access. Ensure stairs to parking levels are highly visible from street on all levels.
- Ensure all interior and exterior spaces are well lit, inclusive of parking areas, vehicular circulation aisles, ramps, pedestrian accesses, and all entrances
- Maintain continuous public access to parking at all hours and in all seasons.



Desirable - at-grade uses and integrated with articulated facade design



Desirable - well defined and lit pedestrian access and circulation

- If a phased facility, ensure a visually complete façade design that can be seamlessly extended to accommodate an expansion.

Façade

- Maximize retail store fenestration, and signage opportunities.
- Provide articulated bays in the façade (4-8m in width) to create fine-grain storefront appearance.
- Provide pedestrian amenities such as awnings, canopies, and sheltered entries
- Create visual and massing prominence at the corner.
- Provide façade treatment that conceals the parking levels and that gives the visual appearance of a multi-storey building articulated with ‘window’ openings.
- Provide cap treatment (at roof/cornice line) that disguises views of rooftop parking and/or mechanical equipment.
- Utilize high quality materials that are compatible with existing prominent Downtown buildings, such as brick and lime stone.



Desirable - integrated internal to the residential block development



Desirable - integrated into the podium of a mixed-use development

5.0 Environmentally Sustainable Design Guidelines

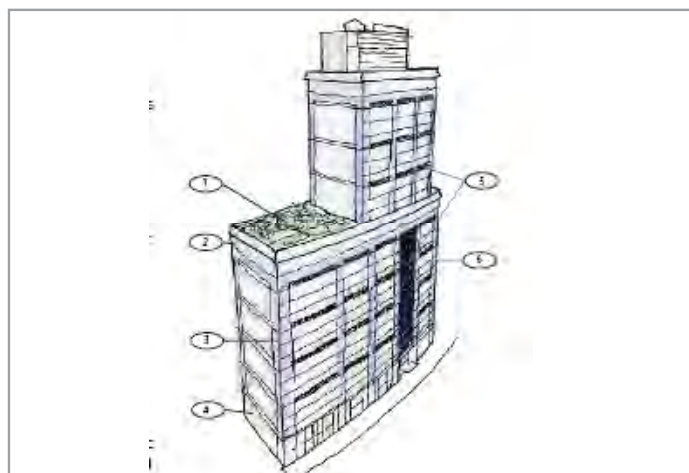
Environmentally Sustainable Design Guidelines encourage project proponents to design, construct, and operate buildings and landscapes in an environmentally responsible manner. Sustainable design affects the form and articulation of buildings. Lethbridge is a leader in environmental and energy innovation and is committed to the concept of sustainability.

Sustainable design can be defined as architecture and engineering that establishes the conservation of natural resources and systems as a primary consideration in the planning, design, and construction process. To achieve this goal, all proposed projects will be evaluated against the intent and spirit of the following design guidelines. This includes public as well as private development, and encompasses streets, parks, and buildings.

A Sustainability Plan for the City will likely urge LEED-certified levels of sustainable design and encourage the private sector to meet that challenge. In line with the sustainable strategies and LEED, opportunities exist to rehabilitate underused or deteriorating historic resources with new functions through adaptive reuse to strengthen the unique character of Downtown. These principles are outlined in the Central District Built Form Design Guidelines. As a principle of sustainability, new additions, exterior alterations, or related new construction should not destroy historic materials, features, and spatial relationships that characterize the property. The new work should be differentiated from the old and should be compatible with the historic materials, features, size, scale, height, proportion and massing to protect the integrity of the property and its environment.

A typical sustainable design standard to pursue is a LEED (U.S. Green Building Council's Leadership in Energy and Environmental Design) rating of Bronze. This requires all buildings to achieve at least 50% of the available LEED credits for sustainable design. More information on this program is available at the U.S. Green Building Council's web site at www.usgbc.org/lead.

The following section provides an overview of the LEED requirements, and is for general information only.



Guidelines

Building Materials

- Limit the Volatile Organic Compound content in architectural materials.
- Use local materials where possible, and employ post-consumer recycled content and post-industrial recycled content.
- Specify and use salvaged or refurbished materials where possible.

Construction Waste Management

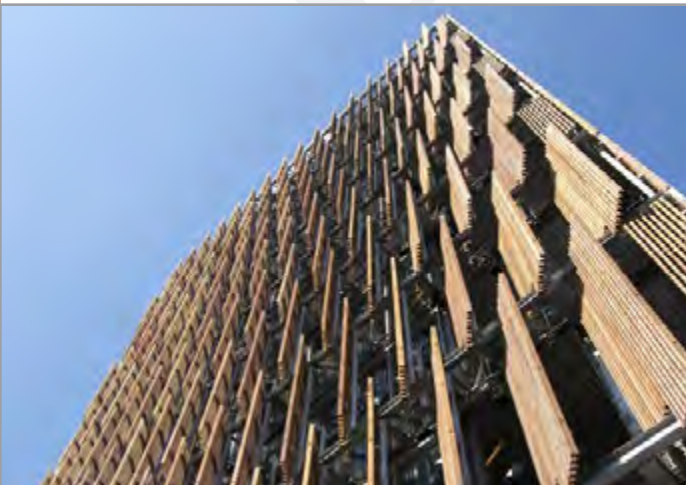
- Develop a construction and demolition waste management plan that incorporates recycling.
- Energy
- Utilize Environment Canada Energy Star Building Program requirements.
- Buildings should use natural ventilation and passive energy design to accomplish all heating and cooling requirements where possible.
- Installation of a waste heat recovery system is recommended.
- Use building-integrated or directly-connected renewable energy systems.

Indoor Air Quality

- During construction, ventilation system components should be protected and construction contaminants should be minimized.
- Install permanent air-monitoring systems in buildings. These systems monitor supply and return air, carbon monoxide, carbon dioxide, and VOCs.
- HVAC and refrigeration equipment should not contain CFCs or HCFCs.
- Use building materials that do not use CFCs or HCFCs as foaming agents or in other parts of the manufacturing process.



Green roofs reduce urban heat island effects and have insulating properties



Louvres open and close automatically based on sunlight

Landscaping / Exterior Design

- Design sites in accordance with erosion and sediment control ordinances.
- Plant at least one tree on the site for every 1,000 square feet of impermeable surface on the building lot, including parking, walkways, and plazas.
- Utilize exterior plantings that are tolerant of the local climate, soils, and natural water availability.
- Use light-coloured roofing materials with high reflectance.
- Use light-coloured materials on parking lots, not blacktop.



Green roofs, natural ventilation and solar panels

Occupant Recycling

- In a multi-story building more than four stories, a mechanical system should be installed that allows for the floor to floor transportation and sorting of recyclable materials.



Tenant recycling program

Siting

- Implement a plan that preserves topsoil and existing trees.
- Limit the construction disturbance to 50 feet beyond the building perimeter.
- Restore degraded habitat areas on the site.
- Develop “brownfield” sites using EPA guidelines.

Transportation

- Provide suitable means for securing bicycles for at least 5% of the building occupants.
- Provide transit and pedestrian-friendly physical links to mass transit infrastructure, such as bus stops.



Dedicated bike storage

5.0 Environmentally Sustainable Design Guidelines



This roof captures rainwater for use in building toilets



Surface runoff from parking is treated by vegetated system



Surface runoff from the street is captured in a naturalized swale

Water Conservation

- Install fixtures that use 20% less water than the water usage requirements in the Energy Policy Act of 1992 (Check Canadian Requirements).
- Install a grey water system that recovers non-sewage waste water or uses roof or ground storm water collection systems, or recovers ground water from sump pumps.
- Install cooling tower systems designed with delimiters to reduce drift and evaporation.
- Utilize exterior plantings appropriate for natural water availability.

Water Quality

- Install oil grit separators or water quality ponds for the pre-treatment of runoff from surface parking areas.
- Use pervious paving materials for non-landscaped areas on the site.

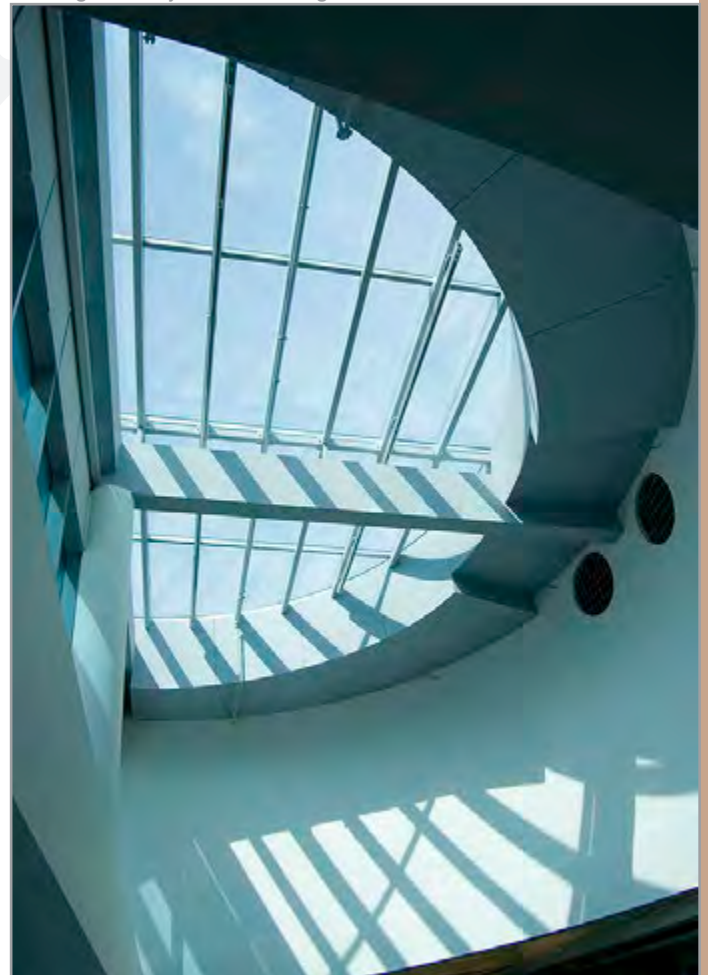
General Sustainable Development Guidelines

- Coordinate programmed areas that will benefit from sun exposures in appropriate zones within the building.
- Manipulate building envelopes to respond to climate and orientation.
- Utilize energy efficient building systems for insulation vapour barriers, air infiltration, thermal lag / thermal bridges, and roofing.
- Understand the appropriate glazing systems that respond to building type, location, and orientation. These systems may include spectrally selective glass, low-E glass, electrochromic coatings, and insulated glass.
- Develop exterior and interior shading devices that minimize heat gain.

- Minimize the use of mechanical shading devices that require extensive maintenance and energy consumption.
- Minimize the use of hazardous or “off-gassing” materials and VOCs.
- Utilize native, local, and indigenous building materials.
- Incorporate recycled or salvaged materials where appropriate.
- Employ wood products harvested from certified forests.
- Specify and require biodegradable materials when appropriate.
- If possible, select materials based on life-cycle costs.
- Consider the integration of photovoltaic panels and / or fuel cells for electricity generation.
- Encourage recycled grey-water for appropriate uses.
- Utilize low-flow delivery systems to minimize water consumption.
- Develop lighting controls that manage energy consumption. These may include task lighting, daylighting, and energy efficient artificial lighting.
- Encourage operable windows that provide fresh air to interior workspaces.
- Establish a tenant recycling program.
- Encourage building systems that monitor and control excessive energy consumption.



Building with recycled and salvaged materials



Natural light to illuminate interior workspaces

5.0 Environmentally Sustainable Design Guidelines



LEED Canada-NC 1.0 Project Checklist

Project Name

City, Province

Yes ? No

Sustainable Sites 14 Points

Y	Prereq 1	Erosion & Sedimentation Control	Required
	Credit 1	Site Selection	1
	Credit 2	Development Density	1
	Credit 3	Redevelopment of Contaminated Site	1
	Credit 4.1	Alternative Transportation, Public Transportation Access	1
	Credit 4.2	Alternative Transportation, Bicycle Storage & Changing Rooms	1
	Credit 4.3	Alternative Transportation, Alternative Fuel Vehicles	1
	Credit 4.4	Alternative Transportation, Parking Capacity	1
	Credit 5.1	Reduced Site Disturbance, Protect or Restore Open Space	1
	Credit 5.2	Reduced Site Disturbance, Development Footprint	1
	Credit 6.1	Stormwater Management, Rate and Quantity	1
	Credit 6.2	Stormwater Management, Treatment	1
	Credit 7.1	Heat Island Effect, Non-Roof	1
	Credit 7.2	Heat Island Effect, Roof	1
	Credit 8	Light Pollution Reduction	1

Yes ? No

Water Efficiency 5 Points

	Credit 1.1	Water Efficient Landscaping, Reduce by 50%	1
	Credit 1.2	Water Efficient Landscaping, No Potable Use or No Irrigation	1
	Credit 2	Innovative Wastewater Technologies	1
	Credit 3.1	Water Use Reduction, 20% Reduction	1
	Credit 3.2	Water Use Reduction, 30% Reduction	1

Yes ? No

Energy & Atmosphere 17 Points

Y	Prereq 1	Fundamental Building Systems Commissioning	Required
Y	Prereq 2	Minimum Energy Performance	Required
Y	Prereq 3	CFC Reduction in HVAC&R Equipment	Required
	Credit 1	Optimize Energy Performance	1 to 10
	Credit 2.1	Renewable Energy, 5%	1
	Credit 2.2	Renewable Energy, 10%	1
	Credit 2.3	Renewable Energy, 20%	1
	Credit 3	Best Practice Commissioning	1
	Credit 4	Ozone Protection	1
	Credit 5	Measurement & Verification	1
	Credit 6	Green Power	1

Yes ? No

Materials & Resources 14 Points

Part 6 Implementation Strategies

Contents

1.0	Introduction to the Implementation Strategies.....	1
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1.0 Introduction

Introduction

Purpose of the Implementation Strategy

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

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

How to Use the Implementation Strategy

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

Key Objectives

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

2.0 Governance & Process

Recommended Strategies

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Downtown Business Unit

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

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

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

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

Key Roles of the Manager:

- Lead the City in the implementation of the Heart of Our City Master Plan;
- Build capacity in the Corporation to sustain Downtown revitalization

Typical tasks may include the following:

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

2.0 Governance & Process

- Consult regularly with the community regarding Master Plan issues;
 - Oversee the restructuring of City approvals processes and Land Use By-Law amendments as necessary;
 - Determine additional staffing or training needs or other resources for implementation;
 - Direct and prepare planning reports and presentations for City Council, Municipal Planning Commission, Senior Civic Administrators and others; and,
 - Contract and coordinate consultants for the City as required.
3. City departments involved in implementation of the Master Plan should appoint dedicated staff resources to the Downtown Business Unit as needed.
- Departments should commit operating resources (and support staff as necessary), either as proportionate time or as periodic time, to formalize existing commitments.
4. Establish a Technical Advisory Committee for Downtown to coordinate higher-level City decision making necessary to implement the Plan.
- This Committee should be overseen by the Business Unit Manager and should include: the CEO of Economic Development Lethbridge, City Corporate Directors and the Business Unit Managers of departments involved in Plan implementation.
5. Train staff to enhance its urban design expertise to address urban design matters in development review
- The City should train staff to address urban design matters. Such training would serve the purpose of:
 - Enhancing staff understanding of urban design issues in Downtown and the greater City
 - Equip decision-making staff with regard to urban design issues
 - Help build community capacity and understanding of urban design issues
6. Consider establishing a Downtown Realty Corporation at some point in the future to manage land and other capital assets acquired from time to time to fulfill Plan Implementation.
- Could be established as development pressure warrants, some time in the future;
 - Could be an arms-length corporation with financial independence from existing City capital and operating budgets; and
 - Could provide discretion and minimize conflicts of interest with regards to public land purchases and to better align project risks to cost and scheduling.
 - Should facilitate Downtown infill development and its unique requirements in terms of (i) its investment returns and (ii) its potential competition with suburban development interests

*Economic Development Lethbridge (EDL)***7. Economic Development Lethbridge should expand its mandate to focus strategic EDL initiatives in Downtown. The objectives of doing so are to:**

- create strategic partnerships, leverage business opportunities, provide additional market flexibility and pursue independent economic initiatives;
- integrate with and augment Downtown management and site redevelopment initiatives;
- assist in facilitation for Downtown revitalization projects;
- attract additional funding (i.e. federal) resources;
- coordinate and integrate multi-tiered business attraction and marketing initiatives; and
- prioritize Downtown as a business and lifestyle experience, that is fundamental to the overall economic development of Lethbridge.

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

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

The DRSC should continue to maintain broad-based community representation and balance community

interests during the Plan implementation, and:

- Advise the Downtown Business Unit manager on strategic direction and policy
- Work to improve corporate (departmental) integration with regard to Downtown revitalization and facilitate two-way information flow

*Business Revitalization Zone (BRZ)***9. Consider the viability of expanding the BRZ and Enhance its Role as the Steward of the Plan**

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

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

Allied Arts Council (AAC)

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

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

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

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

Priority Actions / Next Steps

- 1. Create Downtown Business Unit and write business plan**
- 2. Appoint / hire Downtown Business Unit Manager**
- 3. Allocate Downtown Business Unit staff support (administrative, planning, urban design)**
- 4. Develop Downtown strategy with Economic Development Lethbridge and the Business Revitalization Zone**
- 5. Allocate Business Unit Managers for Technical Advisory Committee meetings (quarterly)**
- 6. Revise Heart of Our City Advisory Committee mandate and initiate meetings**
- 7. Implement a capacity building program in urban design in Planning and Development Services**

3.0 Planning and Regulatory Framework

Key Objectives

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

3.0 Planning and Regulatory Framework

Recommended Strategies

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

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

- The Vision;
- The Guiding Framework; and,
- The Development Design Guidelines.

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

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

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

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

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

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

4. Amend the Land Use By-Law

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

- **Create a new general Mixed Used District Designation** in the Land Use By-law (MCR – General) to replace the existing Downtown Commercial (C-D) District. The Mixed Used designation provides general form-based requirements for Downtown but allows increased land use flexibility over the existing Land Use By-law.
- **Employ Individual District Overlays.** These overlay Land Use Districts provide specific form-based requirements for Downtown built character areas, in keeping with the specific character of Districts as identified in the Guiding Framework of Master Plan. They also serve to specialize or 'fine tune' permitted and discretionary uses in keeping with these specific characters areas while allowing intensified uses within these zones.
- **Include all as-of-right rules or building envelopes as Permitted Uses in the Land Use By-law** (these may be in guideline or graphic format)
- **Consideration should be given to allowing non-conforming uses in Downtown to expand existing uses without rezoning to MCR rules, on a discretionary basis.** If required, enhanced control

3.0 Planning and Regulatory Framework

over non-conforming uses could be implemented by either:

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

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

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

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

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

To provide the Downtown Business Unit with expertise and support, at some point in the future,

consideration should be given to establishing a Peer Review Process to ensure continued conformance with the objectives of the Master Plan as development applications come forward. The objective of this Peer Review would be to ensure design excellence by providing a mechanism that encourages professional colleagues to review proposed projects.

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

7. Amend the Municipal Development Plan (MDP)

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

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

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

8. Amend the Transportation Master Plan for Roadways

As perhaps the most important component of

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Amend the Business License By-Law to streamline the permitting and approval process for Downtown businesses, particularly artists. Business permitting fees should be minimized, and a maximum review

3.0 Planning and Regulatory Framework

period could be implemented. As an alternative, Downtown business permitting could be replaced with a business registration system or overseen through Economic Development Lethbridge or the Business Revitalization Zone.

12. Undertake a Municipal Heritage Plan

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

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

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

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

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

14. Remove Zoning Barriers to Affordable Housing

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

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

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

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

The combination of a zoning bonus with housing programs would establish a powerful incentive for the development and preservation of affordable housing in Downtown as the district experiences revitalization.

15. Undertake the Necessary Supporting Studies and Initiatives

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

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

16. Review Recent and Ongoing Master Planning Initiatives

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

Priority Actions / Next Steps

- 1.** Create a Direct Control area as an interim approval process for all Downtown
- 2.** Adopt the Downtown Master Plan, Sections 1-3
- 3.** Amend the Land Use By-Law
 - a)** Create a new general Mixed Used District Designation for Downtown
 - b)** Employ Individual District Overlays for Downtown Districts.
 - c)** Consideration should be given to allowing non-conforming uses in Downtown to expand.
 - d)** A form-based zone for Downtown should be included as a component of Master Plan
 - e)** Integrate Site and Built Form Guidelines into Land Use Bylaw
- 4.** Establish a Design Review Panel
- 5.** Amend the Municipal Development Plan (MDP) to be in keeping with the Guiding Framework (Part 4)
- 6.** Amend the Transportation Master Plan for Roadways
- 7.** Amend Consolidated Traffic By-Law #3499
- 8.** Amend Design Standards 2007 (Section 6: Transportation)
- 9.** Amend Business License By-Law #3998
- 10.** Adopt a Municipal Heritage Plan
- 11.** Identify Adaptive Re-Use and Mixed-Use Conflicts in the Building Code
- 12.** Remove Zoning Barriers and provide incentives to Affordable Housing
- 13.** Undertake the Necessary Supporting Studies and Initiatives
- 14.** Review and Amend Recent and Ongoing Master Planning Initiatives

Key Objectives

Infrastructure and Circulation

- Encourage and focus pedestrian activity in the Central District;
- Continue to promote and facilitate Downtown as a significant City node through access and infrastructure;
- To ensure Downtown is an attractive and sustainable place to invest by enhancing connectivity and multi-modal choices, including public transit;
- Reduce automobile-related infrastructure costs while maintaining convenient access to Downtown and advising the right balance between parking and transit
- To ensure Downtown is accessible from all areas of the city to the broadest possible demographic of various means and physical abilities, by providing high quality transportation choices through public transit as well as safe and convenient multimodal routes;
- Encourage greater efficiency in parking use throughout Downtown, and promote a gradual shift in user parking patterns, behaviours and expectations for convenience (increase typical walking distance from 15-200 feet);
- To be sustainable by promoting alternative transportation and Travel Demand Management programs to reduce infrastructure costs, parking demand and environmental impacts of automobile use and inefficient land development.

Economy and Culture

Retail:

- To maintain the Central District as a competitive commercial node as well as the pre-eminent retail shopping destination for Lethbridge and surrounding region;
- To open Downtown to new markets and broaden demographic penetration - especially to attract families, women and a younger demographic, particularly students;
- To reinforce and enhance the current and future role of Commercial Centres as key Downtown anchors and important components of Downtown retail success and synergy;
- To protect and enhance traditional Downtown retailers and small scale entrepreneurs with an understanding that the primary asset and draw is rooted in successfully promoting and marketing the unique 'Main Street' experience;
- To create sustainable mixed use districts that integrate mall retail and new market residential into Downtown; and
- To develop a diverse and complementary Downtown experience to expand both the local (resident) and regional (visitor) markets through Downtown design, promotion and management

Economic Development:

- To retain and expand primary Downtown businesses

4.0 Incentives & Financial Tools

and business clusters (retail, tourism, services);

- To attract new business investment to Downtown that supports the creation of a dynamic and entrepreneurial urban environment;
- To position Downtown to attract a broad and diverse residential and worker demographic, in particular an educated, talented and skilled workforce that serves key new economy growth sectors in information, technology and communications as well as other creative sectors such as design, arts and culture, and new media;
- To improve consumer and investor confidence in Downtown districts and encourage commercial activity and investment in the area;
- To develop Downtown Lethbridge as centre of innovation and research by expanding technology transfer, business incubation, University-business partnerships, and College-business partnerships; and
- To ensure, as the market allows, a supportive policy framework for the expansion of residential neighbourhoods in the Downtown.

Marketing and Promotion

- To attract potential retailers, businesses and new residents to Downtown;
- To augment Downtown local visits, tourism and length of stay;

- To retain a wider age group to live, work and play in Downtown; and
- To integrate and complement existing multi-tiered marketing and promotion Initiatives in Lethbridge and the Region.

Arts, Culture and Tourism

- To firmly establish the role of arts and culture as a key component in the revitalization of Downtown through specific policies;
- To provide creative spaces for artists, cultural organizations and business incubation in Downtown;
- To attract and retain educated, talented and skilled artists in Downtown so as to create a critical mass of artists, arts organizations and audiences;
- To broaden the tourism market for Downtown by developing an array of cultural-oriented facilities, events and attractions;
- To facilitate funding for arts, culture, events and festivals;
- To augment education, accessibility and participation in the arts for all (performances, concerts, exhibitions, and opportunities for venues); and
- To make Downtown a creative urban environment that encourages innovation, risk-taking and entrepreneurship while providing a creative milieu for artists, community groups and non-profit organizations

Key Objectives

Residential

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

Commercial:

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

Development Controls

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

Tax Assessment

- To provide a tax-friendly environment and incentives for Downtown multifamily residential development;
- To create a tax-friendly environment and incentives to locate businesses Downtown; and
- To develop fiscally responsible revitalization

practices by minimizing both capital and operating investments by the municipality.

Partnerships

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

Recommended Strategies

Infrastructure and Circulation

1. Build strategically located and well designed municipal parking structures to provide visitor incentives, support residential infill development and provide convenient employee parking for businesses in Downtown. In the future, the City should consider creating a parking authority to manage Downtown parking assets and revenues.
2. Implement more favourable parking standards to stimulate investment, including:
 - Eliminate commercial parking requirements for developments within the Retail Core;
 - Ensure that parking requirements are not a detriment to smaller scale developments;
 - Reduce parking requirements on all other new commercial developments;
 - Eliminate parking requirements for residential conversions above existing commercial uses and for heritage buildings; and
 - Require no more than 1 parking space per residential dwelling unit as a base standard.
3. Develop a comprehensive parking marketing and promotion strategy to encourage more Downtown traffic and to counter perceptions of parking shortages, including:
 - Promotional information on convenient parking locations, pricing and cross promotions, and especially security and maintenance;
 - The development of an effective way-finding system, using available technology, that clearly identifies

Downtown access, arrival, modal connections, parking location, and available spaces;

- Maintain meter hooding to promote awareness of parking issues; and

Transit Incentives

4. Implement and market improved Transit Service Standards and Design to demonstrate a key public policy move to support City-wide sustainability commitments.
5. Further explore the viability of an interim Downtown Shuttle to support Downtown vitality, especially for seniors residing across Scenic Drive and First Avenue. The shuttle should be functional (separate from tours and attractions) to promote reduced short trips and 're-parking' in the central core by linking key parking facilities.
6. A Transit Marketing and Promotional Campaign to influence travel decisions by providing education, incentives and transportation options.
 - Work with new developments to implement City Transportation Demand Management policies by maximizing transit opportunities and incentives (e.g. offering transit passes to home buyers etc).

Capital Improvements

7. Explore the viability of using height/density bonusing to obtain district-related capital improvements. Applications seeking to develop properties to heights and densities that exceed as-of-right may be considered in exchange for the contribution of capital improvements benefiting the district and community, provided that the proposed application, including any height/density increases, constitutes good planning. Applicants may partner with the City on such district-related capital improvements.

8. As part of the Municipal Sustainability Plans, amend Offsite Levy By-Law - for the urban periphery, increase off-site levy rates as an incentive for home buyers to consider Downtown as a less expensive housing choice.
9. Create a Downtown fund for capital improvements, separate from 10 year CIP, to provide market flexibility. This fund should be managed by the Downtown Business Unit, with input from the TAC to ensure coordination with other city-wide initiatives.
10. Create a development tool package for planners and development officers to assist in acquiring appropriate capital improvements in development agreements and partnerships.

Economy and Culture

1. Consider new methods that might streamline and simplify the business permitting and development approval process to create a more amenable environment for the dynamic and creative nature of Downtown businesses and to serve as an incentive for concentrating new retail uses specifically within the Retail Core Focus Area.
2. Continue to permit all retail formats but with strict design controls to reinforce the distinct 'Main Street' experience: building fronting and placed close to the street, parking to the rear, articulation of narrow storefronts with high levels of transparency, prominent grade level heights, and high quality signage.
3. In Consultation with the BRZ, ensure the provision of amenity and service levels that shoppers expect, including common hours of operation, shop directories, and an extensive wayfinding system that promotes retail concentration, retail mix as well as complementary destinations and events

in Downtown. Public washrooms, change rooms and convenient seating should also be provided in Downtown, as recommended in the Round Street Report.

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

- Currently safety and security in Downtown Lethbridge is enhanced by the following groups:
- Downtown Beat Patrol Officers from Lethbridge Regional Police Services
- Mobile Urban Street Team (MUST) Outreach Team Members
- To Reach and Connect (TRAC) Youth Team
- Streets Alive, "Taking it to the Streets"
- Contract Security in Galt Gardens
- As recommended in the recent report contracted by Lethbridge Community Services, "Round Street, Building a Better Neighbourhood" (2006), best practices employed to address the root causes and negative perceptions of Downtown crime and threatening behaviours often do not produce direct and predictable results. Strategies of prevention through social and community development (through community capacities to alleviate and prevent crime) are considered the best approach, however the need for community buy-in to the process often precludes these proactive, long term processes in favour of more short-term, results-

4.0 Incentives and Financial Tools

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

- Implement Downtown governance to build stakeholder support and understanding of the key issues
- Address Community perceptions and reality regarding criminal activity in Downtown. A community that undergoes rapid growth and change often experiences heightened unfamiliarity with other citizens. Strategies recommended include implementing:
 - Law Enforcement – continue the Downtown Beat Patrol and other community policing approaches
 - 2nd Generation Crime Prevention through Environmental Design (CPTED) - create opportunities for positive interaction between citizens through design and programming of everyday prevention activities and gain a sense of empowerment.
 - Education and Experience regarding cultural stereotypes and community diversity

Address the “root causes” of crime

- Harm Reduction, Community Outreach, Alcohol Management Programs, Zones of Tolerance, Social Development Programs, and Community Capacity and Development
 - Create an inviting and safe neighbourhood environment that prioritizes people-friendly and fully-utilized spaces. These recommendations align with the intent, design, and implementation approach of the HOC Master Plan.
5. The Business Revitalization Zone, Economic Development Lethbridge and the Downtown Business Unit should work together to develop a multi-tiered marketing and business promotion strategy for Downtown retail to protect and enhance different retail formats. This will be reinforced in the Site and Built Form Guidelines. Typical retail formats with an integrated strategy may include:
 - ‘Mom and Pop’ small format, owner-occupier businesses;
 - Mixed use integrated such as office-retail, live-work, etc;
 - Mall retail; and
 - Big box (within a limited floor square area in Downtown).
 6. The Business Revitalization Zone, Economic Development Lethbridge and the Downtown Business Unit should work together to develop extensive business assistance and resource tools. These may include:
 - A financial and technical assistance program for Downtown businesses;
 - A database of redevelopment / relocation opportunities;
 - A small business portal to promote networking, learning, resourcing, influencing and business promotion; and

- High quality and graphic media relations, brochures, and communication plans.
7. Initiate A ‘Downtown Living’ campaign to encourage various forms of residential development and to cultivate the growing Downtown residential market.
 8. Generate a compelling branding strategy aimed at the city and region to capture a larger diversified retail market, to generate interest for living Downtown, and to increase tourism to Downtown as a standalone destination.

Arts, Culture and Tourism

1. Explore funding for and implement an annual Downtown Forum for arts and culture organizations for the purposes of networking, sharing resources, building awareness and creative relationships, gaining corporate sponsorship and generally creating value and generate exposure for artists.
2. Implement the Cultural Corridor Focus Area as a focus for restaurants, bars, entertainment venues, galleries and studios. The City should reinforce these functions with arts and culture related investments in the Corridor, including a possible performing arts centre, as well as streetscaping and street furniture improvements.
3. The Downtown Business Unit, in conjunction with the Allied Arts Council and the BRZ, should explore the viability of creating public/private partnerships to support a comprehensive assistance package for artists and other producers of culture seeking to work and live in Downtown. Assistance could include financial incentives, sponsored creative space, a resource database and gallery spaces.

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

Residential

5. Consider revising Land Use By-Law Section 10 (64 – proposed MCR District) to include a three pronged approach as an incentive to residential development. This could include form-based Site and Built Form Guidelines (once they have been developed). Parking requirements could be amended in the Land Use By-Law accordingly - Section 9 (61.2-61.3):
 - Infill of small-scale (frontages under 30 metres) vacant sites and adaptive reuse of upper-storey spaces in existing buildings within the Central District. These modest developments should be exempt from residential parking requirements;
 - Larger-scale (over 25 units) mixed-use developments on sites with frontage of 30 meters or more within or adjacent to the Central District. These sites could accommodate on-site parking below or above grade with retail at-grade. Gross parking area should be excluded from the total gross floor area (GFA) of the development; and
 - Multi-block development of ‘complete neighbourhoods’ in other parts of the Downtown and within walking distance of the Central Core. This type of development will require coordinated planning, marketing and execution to ensure the necessary design, amenities and services for an appealing living environment are implemented. Adequate on-site or common parking areas as well as strong pedestrian connections to the Central Core should be provided.

4.0 Incentives and Financial Tools

6. Promote and enable both high-income (market) housing and alternative or unconventional housing forms for the proposed Downtown Mixed Use (MCR) District through a Downtown Development Summit and Developer Promotional Package that clearly establishes the intent of the City to welcome and support all forms of residential development in the Downtown.
7. Develop an infill / adaptive reuse development toolkit for mixed-use development to overcome building code barriers. Developing a cost-per-square-foot model for financing or incentives based on Downtown code limitations should be considered. The Downtown Business unit could support redevelopment by developing resources on alternative financing models, and promoting understanding of the value of redevelopment with financial institutions. There might be value in undertaking a BRZ / landlord survey to determine reasons for leaving space vacant.
8. Consider reducing or waiving development charges and permitting fees for Downtown residential investment. For small (<50 du) developments, reduce building permit fees and consider waiving amenity space and parkland levy requirements. This would need to be aligned with tax abatement policy.
9. Streamline the permitting and approvals processes for residential development by formalizing an expedited approvals process (for example site plan approval in 60 days, rezoning in 90 days). It will be necessary to review staff training and procedures to achieve this, and the Development Agreement process and eventual form-based zoning should permit a variety of compatible uses as-of-right and reduce uncertainty and time requirements for processing applications. Reducing Environmental Assessment requirements by pre-approving targeted development sites should also be considered.

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

Other Mechanisms and Programs

11. Implement payment-in-lieu for parking to encourage municipal or partner-developed offsite parking lots.
12. Employ density bonusing as a component of downtown developments.
13. Continue to match Provincial grants for Main Streets to enhance the Urban Core: Heritage District.
14. Develop a Study Grant Program to provide grants to offset the cost of required studies for commercial and residential developments, including traffic impact studies, servicing studies, archaeological and heritage surveys, site contamination and remediation studies.
15. Develop a Landscape Improvement Grant Program to promote the establishment of improved landscaping to enhance the image of Downtown.
16. Create a Residential and Commercial Loans/Grants Program to provide residential and commercial loans/grants to improve existing properties and encourage building conversions and other adaptive reuse.
17. Explore Federal redevelopment grants for large Downtown projects (such as Urban Development Agreements); as well as Provincial matching grants and other funding sources available to municipalities.
18. Consider parking revenues as a long-term funding source that may be capitalized as the Downtown grows.

19. Create a Downtown Fund for short-to-mid-term capital improvements to capture Downtown tax increments and provide additional market flexibility when considering capital improvements. This may be managed through the Downtown Business Unit as a capital funding source with the criteria for use subject to a Business Plan.
20. Actively pursue Federal redevelopment grants for capital improvements.
21. Encourage adaptable grade-levels designed to commercial standards on all developments in the Central Core through Site and Built Form Guidelines to enable future conversion to retail if and when such uses become viable.

Development Controls

22. Implement Retail frontage requirements in Development Agreements, Development Review and in Land Use By-Law to encourage a continuous retail frontage in the Retail Core Focus Area.
23. Employ form-based zoning to create certainty, reduce costs associated with plan review, better expedite approvals, and promote district public realm and built form objectives through density bonusing incentives.

Taxation and assessment

24. As part of an Area Redevelopment Plan, or another mechanism, designate Downtown as a distinct area in the City that allows the City to provide a broad array of incentives, programs and other forms of assistance (some of which may be exclusive to Downtown), possibly including:
 - Reducing Mill rates on new multi-unit residential in Downtown;
 - Creating relocation tax incentives for businesses

to locate Downtown (distinct from city-wide incentives).

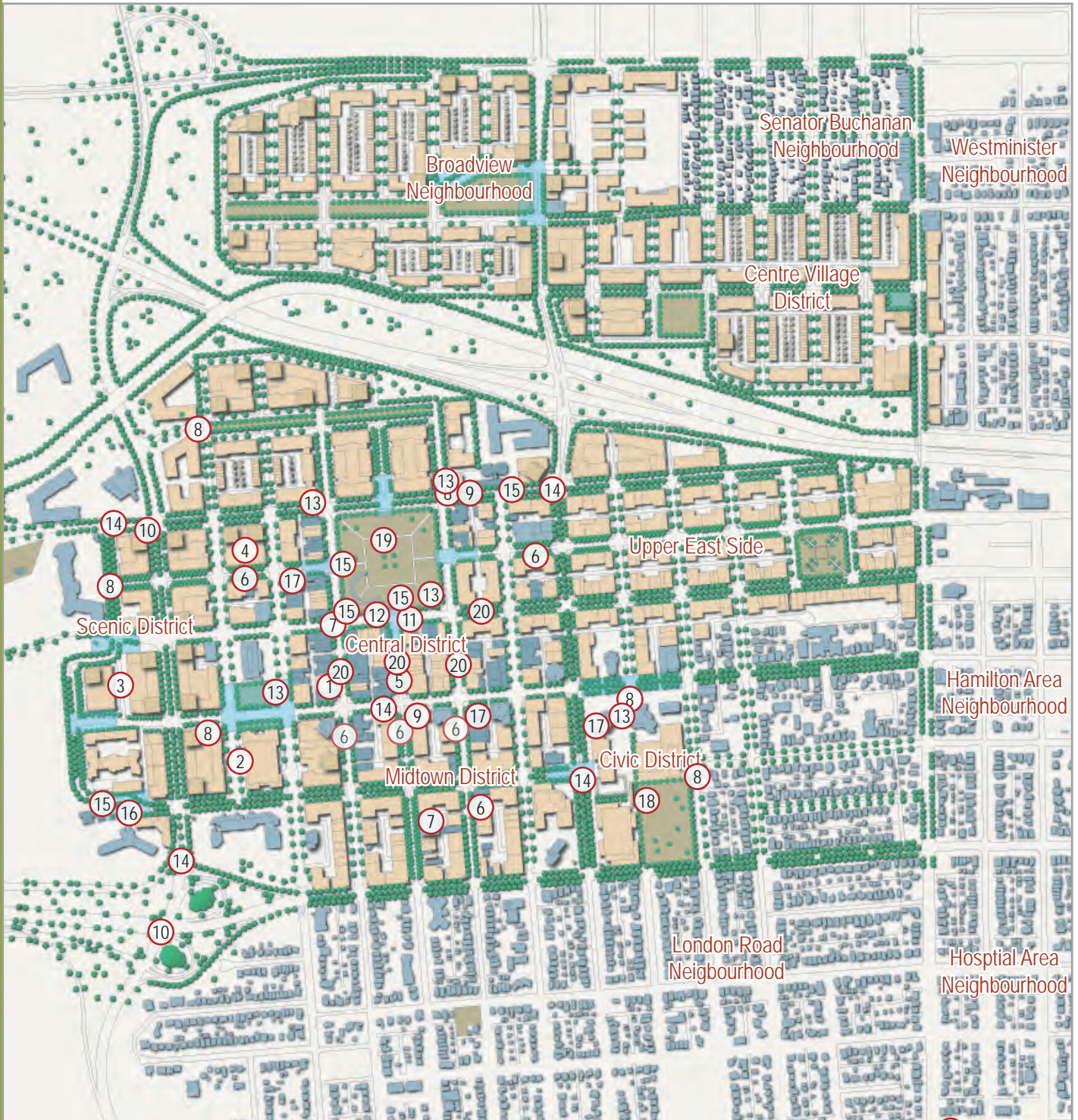
25. Employ tax increment financing for significant Downtown Capital Improvements that benefit commercial owners and proprietors (i.e. in Focus Areas). This could be implemented through a separate Downtown Development Fund, to provide front-end financing for public realm improvements.
26. Explore the viability of increasing the tax abatement program to \$5 Million to target more extensive residential and commercial adaptive reuse developments.
27. Consider expanding Downtown Revitalization Zone (BRZ) as necessary (and in the fullness of time as districts develop) to fund local initiatives benefitting an expanded Downtown.
28. Negotiate with the Province to examine the feasibility of forgoing the Provincial Education tax increment within Downtown, to allow The City to apply all property tax incremental revenues to funding downtown capital infrastructure.
29. Consider creating a Realty Tax Arrears Cancellation Program to help facilitate redevelopment on sites with outstanding realty taxes.

Partnerships

30. The City should develop partnership models for participation in Downtown developments, either to initiate a desired development or to assist a proponent with a significant undertaking that would benefit Downtown. These models should provide guidance for the City with respect to:
 - providing the land or leasing the land at a favourable rate to the developer;
 - pre-zoning and approving development;

4.0 Incentives and Financial Tools

- agreeing to lease back space from the developer once the building is constructed;
- partnering in the development , thereby sharing in the both risk and potential benefits;
- undertaking the development and leasing back to the proponent;
- building in flexibility (depending on markets) to create time-specific development incentives;
- operating and managing the facility or lease to run; and
- soliciting corporate sponsors to assist in financing a development.



Immediate Projects: < 1 year

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5.1 Immediate Projects < 3 year

Recommended Actions

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

- 1.** In order to promote the viability of a University presence in the Downtown, initiate a planning and design process in partnership with the University of Lethbridge to construct a municipal parking structure and streetscape improvements in conjunction with Downtown University facilities on or near the Capitol Block site.
- 2.** In order to facilitate the redevelopment of the Lethbridge Centre, pursue the partnership opportunities with owners of Lethbridge Centre and prepare a concept plan for the mixed use redevelopment of the site and revitalization of the area.
- 3.** In order to expedite the development of a conference facility, pursue partnership opportunities with owners of Lethbridge Lodge and prepare a concept plan for the redevelopment of the hotel site to include conference facilities.
- 4.** To kick start the redevelopment of the First Avenue South properties, pursue redevelopment partnership opportunities to redevelop the block with a mix of uses including residential, commercial and a performing arts or other cultural centre.
- 5.** Undertake a comprehensive study to correlate parking use and needs to land uses (current and planned).
- 6.** Convert angled parking to parallel parking for the purpose of broadening sidewalks on priority streets - 2nd Avenue South (between Scenic Drive and Stafford Drive), and 5th Street South 6th Street South, and 7th Street South (between 1st Avenue and 5th Street).
- 7.** Undertake an infrastructure inventory to comprehensively address underground utilities conditions & access in road standards and correlate streetscape improvements and sequencing with other capital works in Downtown.
- 8.** Develop an interim strategy for a Downtown Shuttle to support Downtown vitality and pedestrian activity, especially for seniors residing across Scenic Drive and First Avenue. This shuttle could develop out of a partnership between the BRZ and the senior's community, and potentially connect to medical / hospital facilities. It should primarily be functional, separate from tours and attractions.
- 9.** Plan and design (for example through competition or RFP) the construction of high quality bus shelters at major Downtown stops in conjunction with streetscape improvements (automated ticket and pass outlets and ancillary services, i.e. kiosks, wayfinding + / machines).
- 10.** A major Downtown gateway design and installation for Whoop-Up & Scenic Drive Interchange to create a memorable sense of

5.0 Capital Improvement Priority Plan

arrival that may include earthworks + public art; a District gateway design and installation for First Avenue & Scenic Drive to kick-off the Downtown transformation. Awareness and excitement can be generated if implemented through a national design competition.

- 11.** The installation of a tourist information booth at the north terminus of Festival Square that consolidates information about the Downtown, promotes its long-term vision and provides updates on the progress to residents, visitors and potential investors.
- 12.** The construction of public washroom facilities at the north terminus of Festival Square at Galt Gardens.
- 13.** Bicycle parking facilities accommodated at key locations – including racks for short term stays + lockers for employees: Galt Gardens; Courthouse; Civic Precinct; Park Place Mall at Chapters and 5th Street South.
- 14.** Undertake a high-quality way-finding strategy for all transportation modes and reintroduce historic street names.
- 15.** Solicit public art for priority sites in Downtown, possibly through competition, at the following locations: Galt Gardens S, W and SW sites; Railway Station / Chapters; and Galt Museum location.
- 16.** The design and implementation of Galt Museum Plaza - the first phase of the transformation of the Galt Museum Focus Area and Coulee Vista Trail in the Scenic Precinct River Valley Frontage into a pedestrian priority area in conjunction with the build-out around the Galt Museum and the Green Acres Senior's Residences.
- 17.** Uplight prominent landmarks: Old Firehall; Canada Post Building; City Hall.
- 18.** Planning and design process initiated for Civic Precinct to define a long-term civic, cultural and recreation facilities vision as well as establish a site access, structure and services Plan to coordinate investments and area improvements.
- 19.** Undertake streetscape improvements in the Central District Pedestrian Core focus area, preferably in conjunction with adjacent development activity and necessary infrastructure renewal:
 - 5th Street South, from 1st Avenue to 5th Avenue (4 linear blocks), including Galt Gardens plaza;
 - 3rd Avenue South, from 7th Street to 8th Street (1 linear block);

5.0 Capital Improvement Priority Plan



Near Term: 1-2 years

5.2 Near Term: 3 - 5 years

Recommended Actions

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

1. Undertake streetscape improvements in the Central District Cultural Corridor focus area, preferably in conjunction with adjacent development activity and necessary infrastructure renewal:
 - 2nd Avenue South, from Scenic Drive to 5th Street (3 linear blocks)
 - 3rd Avenue South from Scenic Drive to 5th Street (3 linear blocks)
 - 4th Street South, 1st Avenue to 4th Avenue (3 linear blocks)
2. Pursue through partnerships the planning and design of a municipal parking structure in the Civic Precinct to replace surface parking.
3. Pursue partnership opportunities with owners of IGA Block and prepare a concept plan for the mixed use redevelopment of the site and revitalization of the area to include residential, commercial and office facilities.
4. Pursue partnership opportunities to develop a parking structure to support residential development opportunities and anchor the east side of the Central District in vicinity of 8th Street South, between 3rd and 4th Avenues.
5. Pursue long-term land acquisition opportunities in the Scenic District and the Upper East Side District:
6. Pursue redevelopment partnership opportunities for the First Avenue South City-owned property to redevelop the block with a mix of uses including residential, commercial and a performing arts or other cultural centre.
7. A major Downtown gateway design and installation for Crowsnest Trail and Scenic Drive; a District gateway design and installation for Stafford Drive South & 1st Avenue South to maintain momentum for the Downtown transformation.
8. Convert angled parking to parallel parking for the purpose of broadening sidewalks on next priority streets - 3rd Avenue South (between Scenic Drive and Stafford Drive), and 3rd, 4th and 8th Streets South (between 1st Avenue and 5th Street).
9. Public art for priority sites in Downtown, possibly through competition, at the following locations: Galt Gardens NW, NE and SE sites; Courthouse Plaza location.
10. Implement detailed way-finding signage program for Downtown automobile traffic to orient drivers to appropriate routes, parking, civic destinations and attractions.
11. Develop street furniture guidelines for the Central District and tender the design, installation and maintenance of street furnishings, pedestrian lighting and possibly advertising through a Request for Proposals

5.0 Capital Improvement Priority Plan

process.

- 12.** The detailed planning, design and staging for the Coulee Vista frontage trail, including trail easements, parking, interpretive signage, route construction and cantilever requirements, trail easements.
- 13.** Enhanced pedestrian connections (such as crosswalk 'sleeve' improvements) across Scenic Drive South, 1st Avenue South, and 6th Avenue South in support of seniors housing, Galt Museum visitors and the London Road Neighbourhood.
- 14.** The expansion of Downtown bicycle parking facilities (including racks for short term stays and lockers for employees) at Galt Museum; Provincial Buildings; 4th Avenue and 6th Street South; YMCA and Library.
- 15.** City Centre 4th Avenue transit "Terminal" improvements: install service kiosk installation, pilot retail stall and interpretive + wayfinding signage.
- 16.** Implement Downtown shuttle service for residents and other local use.
- 17.** As a catalyst for intensifying and transforming the image of the Cultural Corridor, create a distinct design vocabulary and identity for the corridor including landscaping, on-street parking, crosswalks, signage, lighting, street furnishings and bicycle lanes.



Medium Term: 2-10 Years

5.3 Medium Term: 5 -10 years

Recommended Actions

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

1. Undertake streetscape improvements in the Central District Cultural Corridor focus area, preferably in conjunction with adjacent development activity and necessary infrastructure renewal:
 - 2nd Avenue South, from 7th Street to Stafford Drive (2 linear blocks)
 - 3rd Avenue South, from 8th Street to 13th Avenue (7 linear blocks)
 - Scenic Drive South, from 3rd to 6th Avenues South (3 linear blocks)
 - 5th Street South, from 5th to 6th Avenues South (1 linear block)
 - 6th Street South, from 4th to 6th Avenues South (2 linear blocks)
 - 7th Street South, from 4th to 5th Avenues South (1 linear block)
2. As part of the Implementation of the Civic Precinct Plan, construct a municipal parking structure as part of Senior's Centre Redevelopment to replace surface parking.
3. Upgrade and redevelop athletic facilities and arena in Civic Precinct.
4. Create Downtown gateways at the following locations:
 - 6th Avenue and 6th Street South
 - 3rd Avenue and 13th Street South
 - 6th Avenue and 5th Street South
5. Create Civic District gateways on:
 - Stafford Drive, at 4th Avenue South and 6th Avenue South
6. Create Central District Gateways on:
 - Scenic Drive (at 3rd and 4th Avenues South)
 - Stafford Drive (at 3rd and 4th Avenues South)
7. Public Art locations:
 - RCMP Terminus Site
 - 2nd Avenue West Terminus Site – Senior's Housing
 - 4th Avenue West Terminus Site
 - Civic Precinct Termini East, North and South
8. Redesign and renovation of a tourist information pullout + plaque including regional and local information on 1st Avenue approach to Downtown.
9. Initiation of a request for proposals to design, install and maintain street furniture + lighting along key pedestrian routes + public spaces in Downtown.



Long Term: 11-50 Years

5.4 Long Term: 11- 50 years

Recommendation Actions

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

1. Engage in a comprehensive exercise of planning and development of the Upper East Side Mixed Use District.
2. Engage in a comprehensive exercise of planning and development of the Centre Village Mixed Use District.
3. Engage in a comprehensive exercise of planning and the development of the Broadview Neighbourhood.
4. Implement streetscape improvements in Upper East Side and North Lethbridge.
5. Design and build Upper East Side mid-block crosswalks and parallel parking conversion to facilitate growing pedestrian and vehicular movement in this area.
6. Add parking structures in Downtown East and Upper East Side to support increasing densities.
7. Pursue development partnerships for large and significant areas that will be complex to implement: Upper East Side, Park Place Mall, Centre Village Mall
8. Purchase priority properties in order to facilitate development compatible with the HOC vision: Canadian Western Natural Gas (Broadview); CPR; Crowsnest Trail ROWs; Coulee Frontage Trail ROWs; trail access midblock connections; Centre Village park and plaza properties
9. Build the following civic facilities: Coulee Vista Amphitheatre; Civic Precinct athletic facilities; Red Crow College expansion
10. Design and build the following Parks + Plazas: Ford Street plaza; Upper East Side park; Centre Village plaza; Centre Village park; Park Place plaza; Broadview linear park; Broadview plazas.
11. Install public washrooms at Upper East Park
12. Implement Upper East Side district gateway (2nd Avenue and 13th Street South).
13. Design and install Centre Village and Broadview District gateways.
14. Pursue public art: Whoop-up cloverleaf; Crowsnest ramps; Upper east side park & 12th Avenue South terminus (north end).

Other Recommended Strategies & Initiatives

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

1. Sustain and Reinforce the Master Plan
2. Generate Residential Investment and Build a Livable Downtown
3. Attract Commercial Investment and Build a Vibrant Downtown
4. Strategic Development Partnerships to Generate Momentum in Downtown
5. Enhance the Viability of Retail
6. A Creative Milieu: Arts, Culture, Tourism & Attractions to Build an Exciting Downtown
7. Build the Foundations: Infrastructure for a Sustainable and Beautiful Downtown

1. Sustain and Reinforce the Master Plan

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

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

- b) Identify an effective and respected 'champion' for the Master Plan and Downtown initiatives.

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

6.0 Other Recommended Strategies

2. Generate Residential Investment and Build a Livable Downtown

a) Create diverse residential housing forms

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

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

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

c) Ensure Land Availability in Priority Areas

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

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

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

e) Promote Downtown Diversity by Maintaining Residential Affordability

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

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

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

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

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

h) Manage or Preempt Potential Mixed-use Conflicts

Employ adequate buffers, discourage significant residential developments from high commercial traffic

6.0 Other Recommended Strategies

areas, and regulate entertainment uses.

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

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

3. Attract Commercial Investment and Build a Vibrant Downtown

a) Strengthen and expand primary Downtown businesses and business clusters

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

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

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

c) Promote Downtown distinction to attract alternative industries

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

- d) Build on Lethbridge’s strong roots in research and innovation to develop a model for business incubation

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

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

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

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

The City should pursue business amenities and infrastructure to support creative and networked businesses, such as a major conference/convention centre, high quality hotel facilities, localized wireless internet access and municipal parking structures.

4. Strategic Development Partnerships Generate Momentum in Downtown

- a) The City should provide an organizational ‘face’ or body for Partnerships, with accompanying promotional package and partnership guidelines, that can apply design, marketing, promotion expertise, and be a champion for Downtown partnerships.
- b) The City should create a promotional package outlining the development partnership process including clear incentives, fee exemptions for desired development, and highlight advantages to investing Downtown. In addition, the City should provide an organizational ‘face’ or body to support any promotional package and partnership guidelines to apply design, marketing, promotion and development expertise for Downtown partnerships.
- c) Create a development and partnerships strategy for major investments and attractions.

A City-wide Capital Improvements Plan is currently employed for long term facilities planning - this plan should be augmented with a strategic development and partnerships plan to actively promote investments and attractions in Downtown. Properly planned, these investments can provide wide-ranging economic benefits to the greater community through tourism, employment, arts and culture and Downtown improvements. This plan should include a phasing strategy with built-in flexibility (depending on market conditions, for example) in order to create time-specific development incentives.

- d) Recruit like-minded developers to promote the Master Plan Vision and lead the market

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

- e) Identify an effective and respected 'champion' for the Master Plan and Downtown initiatives

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

- f) Create a promotional package outlining the development process

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

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

5. Enhance the Viability of Retail

- a) Undertake a detailed retail market study

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

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

- c) Ensure amenity and service levels that shoppers expect

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

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

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

e) Create strategically located attractions and destinations

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

f) Residential Intensification Will Support Downtown Retail Growth

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

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

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

h) Encourage Specialty Retail to Concentrate

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

i) Develop a Wayfinding Strategy

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

j) Establish supportive City-wide Policies

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

k) Accommodate Larger Format Retailers in Compatible Forms

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

l) Encourage and facilitate complementary uses and events

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