

Old Strathcona Task Force - Action Plan Recommendations to Administration

Updated: August 22, 2006

FOCUS: OVERARCHING STRATEGIES THAT SUPPORT THE ENTIRE VISION

Strategy #1: Enhance and support the ongoing preservation of the historical theme throughout Old Strathcona by:

Action 1(a):	Recognizing Old Strathcona as a business area comprised of diverse, independently owned and privately operated business interests, the Old Strathcona Integrated Service Team will support this vision through the development of partnerships to further investigate the demographic, market and economic drivers and demands that will influence the recruitment and retention of businesses to sustain the long-term viability of the Whyte Avenue area.			
Lead Department:	OSBA / Edmonton Economic Development / Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	There is no policy basis for this initiative in the Old Strathcona ARP.			
Conceptual Cost Estimate:	\$300,000 in total, equally shared by the three lead Departments / agencies.			
Resource Implications:	Staff resources will be required to define the task, prepare an RFP, select a consultant, administer the contract, and complete the project.			
Scheduling:	Resources for this initiative are not available in the foreseeable future (2006 - 2007).			
Opportunities:	N/A			
Challenges:	Funding for this initiative must be identified and approved within the City's operating budget. At the same time, the other named agencies must confirm their participation and financial commitment to this initiative.			
Notes:				

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Strategy #2: In cooperation with the community, coordinate the implementation of the Responsible Hospitality Institute Process

Action 2(a):	Support, through funding, a process that includes consultation with the Responsible Hospitality Institute (RHI) to determine best practices for managing hospitality areas, with the expected outcome to be the establishment of a Responsible Hospitality Panel.
Lead Department:	Corporate Services / Old Strathcona Integrated Service Team (OSIST) / OSBA
Time Frame:	Ongoing Activity Short Term Medium Term Long Term
Scope:	Support a process that includes consultation with the Responsible Hospitality Institute to determine best practices for managing hospitality areas, with the expected outcome of a Hospitality Resource Panel.
Conceptual Cost Estimate:	\$30,000 approved for RHI consultants (Corporate Services budget as directed by Senior Management Team).
Resource Implications:	Responsible Hospitality Institute consultant to be retained; OSIST representation on working team; potential for ongoing workplan responsibilities for some team members to continue work with the Hospitality Resource Panel.
Scheduling:	RHI scheduled sessions: May 18 & 19, June 5 & 6, July 11, 2006; Hospitality Resource Panel anticipated to be initiated in Fall, 2006.
Opportunities:	Development of a Hospitality Resource Panel to address issues around the hospitality industry in Edmonton.
Challenges:	Some of the recommended changes around the hospitality industry will require provincial legislation.
Notes:	

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Strategy #3: Promote and encourage the further development of the Not-for-Profit community.

Action 3(a):	Recognizing that the Not-For-Profit organizations in Old Strathcona play a vital role in the vitality and strength of Old Strathcona, the Old Strathcona Integrated Service Team will support this vision through a process to explore what the Not-For-Profit groups need by way of ongoing support / nurturing and encouraging their efforts.			
Lead Department:	Community Services			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	To conduct research to explore and identify what the Not-for-Profit groups in Strathcona require by way of ongoing support and encouraging their efforts.			
Conceptual Cost Estimate:	\$50,000 for consultant costs.			
Resource Implications:	Staff work plan will include working with consultant and facilitating recommendations.			
Scheduling:	Budget package has been submitted for 2007. Work to be completed February through April, 2007, with budget support.			
Opportunities:	Provides an opportunity to evaluate current services to Not-for-Profit groups in Strathcona. Also an opportunity to prioritize services that are most beneficial to these Not-for-Profit groups.			
Challenges:				
Notes:				

FOCUS: VIBRANT HISTORICAL AREA

Strategy #4: Enhance and support the ongoing preservation of the historical theme throughout Old Strathcona by:

Action 4(a):	Undertake a study to determine the level of support to have consistent architectural guidelines for the entire span of Whyte Avenue from 109 to 99 Streets.			
Lead Department:	Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	This initiative is not identified in the Strathcona ARP or Garneau ARP.			
Conceptual Cost Estimate:	\$50,000			
Resource Implications:	Staff resources will be required to define the task, prepare an RFP, select a contractor, administer the contract, and complete the project.			
Scheduling:	Subject to budget approval.			
Opportunities:	N/A			
Challenges:	Funding for this initiative must be identified and approved in the City's operating budget.			
Notes:				

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Action 4(b):	Continue to support compliance with the existing ARP so that all new buildings must maintain an historical theme within the designated historical area.			
Lead Department:	Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	This is a core function of the Planning and Policy Services Branch.			
Conceptual Cost Estimate:	N/A			
Resource Implications:	Existing resources are capable of completing this initiative.			
Scheduling:	Ongoing Activity.			
Opportunities:	N/A			
Challenges:	N/A			
Notes:				

FOCUS: ARTS, ENTERTAINMENT, FOOD AND HOSPITALITY

Strategy #5: Promote and encourage the further development of this area into a world class theatre and arts district by:

Action 5(a):	Encourage a broader cross-section of people to come for the entertainment, food and fun nightlife.			
Lead Department:	OSBA			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:				
Conceptual Cost Estimate:				
Resource Implications:				
Scheduling:				
Opportunities:				
Challenges:				
Notes:	Note that the OSBA does not currently have the capacity to increase its responsibilities.			

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Action 5(b):	Increase the perception of safety by a highly visible police presence, in the early evening hours, to compliment late night coverage, particularly in the identified problem areas.			
Lead Department:	Edmonton Police Service			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	High visibility foot patrols confined to Whyte Avenue. Maintenance of public order and first response to non-emergency calls.			
Conceptual Cost Estimate:	\$133,000			
Resource Implications:	One EPS Sergeant plus six Community Service Officers.			
Scheduling:	17 week period, beginning week preceding May long weekend and ending the second week of September. Wednesday through Sunday, 1400hrs - 2200hrs.			
Opportunities:	The program was well received in other areas of Edmonton in 2005 and is being implemented in 2006 in the downtown area.			
Challenges:	Training and staffing issues.			
Notes:				

Action 5(c):	Restore the Armouries to a community based space that promotes the vision of Old Strathcona.			
Lead Department:	Asset Management and Public Works			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Restore the Armouries to a community based space that promotes the vision of Old Strathcona.			
Conceptual Cost Estimate:	N/A			
Resource Implications:	No impact on current staff levels.			
Scheduling:	Complete RFP and evaluation in 2006.			
Opportunities:	Achieve public use of Armouries building compatible with the surrounding neighborhood.			
Challenges:	Obtain best balance of building protection, positive public use, adequate economic rent, and long term responsible tenant.			
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Action 5(d):	Encourage and promote all the festivals - encourage more festivals for the whole family.			
Lead Department:	OSACC / OSBA / Corporate Services			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Provide a co-ordinated Municipal support to current and emerging festivals. Publicize festivals through recreation facilities.			
Conceptual Cost Estimate:	No financial implications as Festival Liaison is currently in place for City -wide Festivals.			
Resource Implications:	Festival Liaison(s) is currently a position within Community Services, moving to Corporate Services			
Scheduling:	A co-ordinated municipal support is currently ongoing through the Festival liaison office. New Festivals would be based on community need and support and would be accommodated through the Festival Liaison office.			
Opportunities:	More Festivals in Old Strathcona will bring to the area a more diverse group including families and seniors.			
Challenges:	More Festivals in Old Strathcona may add significantly to the municipal services requires to support the area and impact residential noise and parking concerns..			
Notes:				

Action 5(e):	Support existing and encourage more theatre venues.			
Lead Department:	OSBA / OSACC			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:				
Conceptual Cost Estimate:				
Resource Implications:				
Scheduling:				
Opportunities:				
Challenges:				
Notes:	Needs to include Planning and Development (land use) and Asset Management & Public Works (building ownership).			

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Action 5(f):	Support / nurture and encourage the increased use of the newly renovated first public library in Edmonton - Old Strathcona Branch.			
Lead Department:	Edmonton Public Library			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Library space and collections significantly expanded. Increased customer traffic expected. Extended operating hours following Labour Day. Larger staff complement, and wider offerings of programs for children, teens and adults. Availability of community meeting space.			
Conceptual Cost Estimate:	N/A			
Resource Implications:	No financial implications. Staffing increase included in operational budget.			
Scheduling:	Branch reopened August 8, 2006. Extended hours of service (51 per week) effective September 5, 2006.			
Opportunities:	Increase in customer traffic estimated at 30%. Meeting room expected to be a high-demand venue.			
Challenges:	Increased work volume may stretch even a larger staff. Availability of street parking.			
Notes:	Excellent media coverage of reopening. Strong community interest.			

Strategy #6: Promote and encourage the development of more restaurants that provide good food and entertainment in a safe environment by:

Action 6(a):	Encourage outdoor seating for restaurants in a variety of ways (e.g. rooftops, alleys, expansion of sidewalks, etc.) while ensuring no compromise to the functional purpose of the areas being considered or increasing the licensed capacity.			
Lead Department:	Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Development Officers to work with Development Permit applicants on alternative outdoor seating options at the time of application for change.			
Conceptual Cost Estimate:	N/A			
Resource Implications:	Development Officers will receive coaching and training regarding suitable design options that may be applicable, without compromising primary concepts of functionality of space or occupancy limitations. Best practices from other similar jurisdictions to be researched.			
Scheduling:	Assign best practice research to a Development Officer in late 2007.			
Opportunities:	Look for unique space design options for congested areas.			
Challenges:	To create some unique solutions without adversely impacting parking shortages in the area.			
Notes:				

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Action 6(b):	Continue to support a highly visible police presence and bar closing.			
Lead Department:	Edmonton Police Service			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	High visibility foot patrols confined to Whyte Avenue. Maintenance of public order and social control. Increased perception of public safety.			
Conceptual Cost Estimate:	\$330,000 (based on 2006 overtime hourly pay rates).			
Resource Implications:	One EPS Sergeant plus six Constables.			
Scheduling:	35 weeks per year (does not include the current 17 week OSFP supplemental summer staffing program.) Hours of work: Thursday through Saturday, 2300hrs - 0400hrs.			
Opportunities:	Enhanced police response to emergency and non- emergency events on and or immediately adjacent to Whyte Avenue.			
Challenges:	Resource availability, and supplemental funding.			
Notes:				

Action 6(c):	Increase the supply of transportation by exploring increased transit and taxis at closing time of the bars.			
Lead Department:	OSHA / Planning and Development / Transportation			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Viability of increased transit service to serve the Whyte Avenue area in the early morning hours is questionable. Initiative to ban parking on Whyte Avenue after midnight on weekends will be a pilot project in 2006; objective is to encourage taxi staging.			
Conceptual Cost Estimate:	\$10,000 for three month trial for parking ban; cost to expand early-morning transit service cannot be estimated without a more detailed review.			
Resource Implications:	Trial parking ban can be implemented using existing resources.			
Scheduling:	Trial parking ban effective July 7, 2006, for a three month period. Consideration and further review of early-morning transit service enhancements cannot be undertaken at this time.			
Opportunities:	The Taxi Commission, Edmonton Police Service, and the Old Strathcona Hospitality Association support the pilot project to test the effectiveness of a weekend, early-morning parking ban on Whyte Avenue. Opportunities to shuttle students to and from the University campus may be explored, assuming a partnership with the University of Alberta.			
Challenges:	Viability of increased transit service to serve the Whyte Avenue area in the early morning hours raises concerns for security on buses and at transfer points; ability of transit to provide connecting service at transit centres is limited.			
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Action 6(d):	Support a strong Hospitality Association to take more responsibility for their patrons.			
Lead Department:	Old Strathcona Hospitality Association / OSIST / Community Services			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	To provide organizational development support, e.g. strategic planning facilitation. Provide opportunities for OSHA to participate with other stakeholders with OSIST.			
Conceptual Cost Estimate:	No financial implications.			
Resource Implications:	Staff workplan(s) to include facilitation and support as required. Staff / OSIST to maintain communication and dialogue with OSHA assisting with network to other stakeholders in Strathcona and area.			
Scheduling:	As required.			
Opportunities:	To strengthen the network of community organizations in Strathcona and the opportunity for joint problem solving and solutions.			
Challenges:	A strong OSHA organization does not necessarily equal acceptable patron behaviours especially once they leave the premises.			
Notes:				

Action 6(e):	Enforce through business licenses that all Bars / Lounges / Nightclubs have a Computer Identity System that meets specifications approved by City Manager. **** Note: Not unanimous within Task Force.			
Lead Department:	Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Research this concept with other jurisdictions. Utilize results from the Provinces Final Report on Violence In and Around Licenced Premises as a resource. Determine whether this matter may be resolved through a Business Licence Bylaw amendment. Resolve whether or not there are significant FOIPPA challenges with this approach.			
Conceptual Cost Estimate:	Within existing resources as assigned.			
Resource Implications:	Assign appropriate staff resources to conduct the research and create an implementation plan.			
Scheduling:	2007 and 2008 timeframe.			
Opportunities:	To determine what thresholds for intervention will be created and sustained. To determine what remedial actions will be appropriate and who all of the enforcement stakeholders are.			
Challenges:	Will likely meet with significant resistance from existing bar, lounge and nightclub owners/operators.			
Notes:	If implemented as a Business Licence Bylaw amendment, consider that this must be universally applied throughout the City. It cannot be limited to a specific geographic zone.			

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Action 6(f):	Work with the Old Strathcona Business Association to increase efforts in promoting Old Strathcona as a safe and wonderful place to visit.			
Lead Department:	Old Strathcona Business Association / Edmonton Economic Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:				
Conceptual Cost Estimate:				
Resource Implications:				
Scheduling:				
Opportunities:				
Challenges:				
Notes:	Note that the OSBA does not currently have the capacity to increase its responsibilities.			

FOCUS: DESTINATION SHOPPING AREA THAT FULFILLS BOTH LOCAL AND VISITOR NEEDS

Strategy #7: Further develop and nurture a market atmosphere in the area by:

Action 7(a):	Explore with the Board of the Farmers Market and others, the expansion of the market onto 83 Avenue and extending the opportunities both from timing and location perspectives. Expand market to open on 83 Avenue - open more days.			
Lead Department:	Community Services / Asset Management and Public Works			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Explore opportunities for enhanced use of Farmers Market.			
Conceptual Cost Estimate:	N/A			
Resource Implications:	No impact on current staff resource levels.			
Scheduling:	Review completed by end of 2006.			
Opportunities:	Improved utilization and contribution to weekday and Sunday activity in Old Strathcona.			
Challenges:	Existing Farmers Market Board appears to support status quo.			
Notes:				

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Action 7(b):	Encourage and promote Sidewalk sales while ensuring no compromise to the functional purpose of the areas being considered.			
Lead Department:	Old Strathcona Business Association			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:				
Conceptual Cost Estimate:				
Resource Implications:				
Scheduling:				
Opportunities:				
Challenges:				
Notes:	Note that the OSBA does not currently have the capacity to increase its responsibilities.			

Action 7(c):	Continue to restrict the number of licensed premises by whatever legislative measures available.			
Lead Department:	Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Ensure that City Council is fully appraised of the implications of maintaining a "zoning overlay" that restricts certain types of development. Examine the external elements that contribute to late night conflict through inappropriate conduct and determine what alternative measures may be appropriate.			
Conceptual Cost Estimate:	N/A			
Resource Implications:	Continue to utilize the OSIST group as a resource.			
Scheduling:				
Opportunities:	Maintaining the existing zoning overlay provides time to further research other potential options that will contribute to the long-term viability of the Whyte Avenue area.			
Challenges:	Existing licenced premise business owners are being penalized through the expansion moratorium created by the Old Strathcona Overlay. Potential beneficial business opportunities are being stifled by the Overlay and are looking for other locations to operate elsewhere in the City.			
Notes:				

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Action 7(d):	Encourage more independent Specialty Stores.			
Lead Department:	OSBA			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:				
Conceptual Cost Estimate:				
Resource Implications:				
Scheduling:				
Opportunities:				
Challenges:				
Notes:	Note that the OSBA does not currently have the capacity to increase its responsibilities.			

FOCUS: RESIDENTIAL HOMES IN CLOSE PROXIMITY TO A LIVELY VIBRANT PART OF EDMONTON

Strategy #8: Minimize and manage conflict between commercial and residential usage by:

Action 8(a):	Promote existing processes established to address complaints (e.g. noise bylaws, parking, hours of operation, blocking of alleys) including but not limited to OSIST; Mediation Process 424-4632; 24-hour complaint line 944-7914.			
Lead Department:	Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Create additional methods of advising citizens what their most effective manner of filing a complaint is. Ensure that complaints are dealt with in a timely manner.			
Conceptual Cost Estimate:	Minimal, within existing budget.			
Resource Implications:	Assign project of complaint process synopsis and analysis to appropriate staff. Forward results to Branch Manager to determine if additional resourcing is required.			
Scheduling:	2007 activity.			
Opportunities:	May find alternative methods of providing public information that is more effective than existing processes.			
Challenges:	Some customers will not be pleased with either the complaint response time or the final results.			
Notes:				

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Action 8(b):	Research and report how the existing concentration of bars and capacity limits on bar seat numbers impact on residential enjoyment of the neighbourhood. Apply these learnings as applicable to commercial and residential redevelopment potential, balancing the competing interests and expectations.			
Lead Department:	Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	There is no policy basis for this initiative in the Old Strathcona ARP.			
Conceptual Cost Estimate:	\$100,000			
Resource Implications:	Staff resources will be required to define the task, prepare an RFP, select a consultant, administer the contract, and complete the project.			
Scheduling:	Subject to budget approval.			
Opportunities:	N/A			
Challenges:	Funding for this initiative must be identified and approved within the City's operating budget.			
Notes:				

Action 8(c):	Encourage the coordination of private garbage services to reduce noise and traffic disruption of neighbours.			
Lead Department:	Asset Management and Public Works			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Meet with private waste companies to explore opportunities for reduction of truck travel in alleys adjacent to Whyte Avenue in Old Strathcona area.			
Conceptual Cost Estimate:	N/A			
Resource Implications:	No impact on current staff resource levels.			
Scheduling:	Complete by end of 2006.			
Opportunities:	Reduction in traffic congestion in alleys adjacent to Whyte Avenue in Old Strathcona.			
Challenges:	Obtaining cooperation of multiple private waste haulers and affected commercial customers.			
Notes:				

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Action 8(d):	Utilize Old Strathcona Integrated Service Team's quarterly meetings for joint business / owners / community forums to share perspectives and build awareness of common issues and potential solutions.			
Lead Department:	OSIST			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Ongoing outreach to area stakeholders.			
Conceptual Cost Estimate:	N/A			
Resource Implications:	No impact on current staff resource levels, although support of team members' time commitment to the Integrated Service Team must recognize additional workloads.			
Scheduling:	Ongoing Activity			
Opportunities:				
Challenges:				
Notes:				

Action 8(e):	Establish an inter-agency enforcement team to be comprised of EPS; Fire; AGLC; Planning and Development and Bylaw Services.			
Lead Department:	Edmonton Police Service			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Multi- agency team comprised of the Alberta Gaming and Liquor Commission, Edmonton Police Service, Emergency Response Department (Fire Rescue), Planning and Development and Bylaw Enforcement. The Team to provide a proactive, coordinated and comprehensive approach to public safety, education and enforcement of all applicable legislation regulating the hospitality industry.			
Conceptual Cost Estimate:	To be determined. EPS costs approximately \$90,000 per year for full time senior constable (including benefits).			
Resource Implications:	One full time representative from each of the above named agencies.			
Scheduling:	52 weeks per year, hours to be determined.			
Opportunities:	Uniform application and enforcement of legislation, harm reduction, enhanced cooperation between regulatory bodies and the hospitality industry.			
Challenges:	Resource availability, departmental funding, conflicting occupancy codes (City of Edmonton vs. Provincial Fire Code.) Reluctance of hospitality industry to accept this concept.			
Notes:				

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Strategy #9: Carefully administrate the density of housing units by:

Action 9(a):	Continue to enforce Bylaws and other regulations that restrict building heights, number of units per lot, requirements for parking space per unit.			
Lead Department:	Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	This is a core function of the Planning and Policy Services Branch and the Development Compliance Branch.			
Conceptual Cost Estimate:	N/A			
Resource Implications:	Resource requirements are reviewed annually and additional resources are requested based on projected activity growth.			
Scheduling:	Ongoing Activity			
Opportunities:	N/A			
Challenges:	N/A			
Notes:				

Action 9(b):	Clarify the impact of Smart Choices relative to density in neighbourhoods like Strathcona and Queen Alexandra.			
Lead Department:	Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	The Smart Choices project is in the early stages, therefore no effect on existing communities can be determined at this time.			
Conceptual Cost Estimate:	Unknown at this time.			
Resource Implications:	Unknown at this time.			
Scheduling:	Dependant on the approval of the Smart Choices program.			
Opportunities:	Unknown at this time.			
Challenges:	Unknown at this time.			
Notes:				

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Strategy #10: Maintain and support residential diversity of housing forms by:

Action 10(a):	Develop architectural historical guidelines for residential development.			
Lead Department:	Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	This initiative supports policy in the existing Strathcona ARP aimed at preserving the historic character of the neighbourhood.			
Conceptual Cost Estimate:	\$50,000			
Resource Implications:	Staff resources will be required to define the task, prepare an RFP, select a consultant, administer the contract, and complete the project.			
Scheduling:	Existing resources are capable of completing this initiative.			
Opportunities:	N/A			
Challenges:	Funding for this initiative must be identified and approved within the City's operating budget.			
Notes:				

Action 10(b):	Increase provincial dollar support for existing heritage buildings.			
Lead Department:	Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	This initiative requires discussion with the Provincial Government agency responsible for heritage conservation funding.			
Conceptual Cost Estimate:	N/A			
Resource Implications:	No impact.			
Scheduling:	Immediate			
Opportunities:	N/A			
Challenges:	N/A			
Notes:	The Intergovernmental Affairs office needs to be briefed on this initiative.			

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FOCUS: PUBLIC SPACES ARE WELL MAINTAINED, WELL LIT, ATTRACTIVE, INVITING AND SAFE FOR ALL /

Strategy #11: To create a pedestrian friendly environment by:

Action 11(a):	Establish pedestrian-only zones by developing well lit sidewalks and back alleys for multiple use, bike lanes, pedestrian scrambles; closing selected streets.			
Lead Department:	Transportation			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Alley lighting can be installed in the alleys both north and south of Whyte Avenue between Gateway Boulevard and 106 Street. Pedestrian level lighting on the Avenue will be considered in conjunction with future rehabilitation efforts. Implementation of Bike Lanes cannot be considered at this time, pending direction from the Department's Bicycle Transportation Plan update (anticipated completion in 2008). Pedestrian "scrambles" may be implemented on a case-by-case basis. Selected street closures will require extensive stakeholder consultation to determine scope and duration.			
Conceptual Cost Estimate:	\$60,000 for alley lighting only.			
Resource Implications:	Installation of alley lighting and pedestrian level lighting with rehabilitation can be done within existing resources pending Capital Budget approval. Implementation of pedestrian scramble phases at existing signalized intersections can be done within existing resources. Installation of bike lanes and street closures will require an extensive community transportation study, with significant resource implications (estimate of two man-years).			
Scheduling:	Lighting improvements and pedestrian phase changes can take place in the next year. Implementation of bike lanes cannot be considered until the Bicycle Transportation Plan update is completed (2008); scheduling of a community transportation study to explore the options for road closures will need to be directed by Council.			
Opportunities:	Roadway and streetscape rehabilitation provides opportunities for lighting improvements.			
Challenges:	Extensive community consultation and support is required to implement major roadway changes (bike lanes and street closures).			
Notes:				

Action 11(b):	Adopt a block program for cleanliness, security.			
Lead Department:	Community Services			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Promotion of Capital City Clean-up Program in Business area on Whyte Avenue.			
Conceptual Cost Estimate:	\$3,000 for brochure/poster on Streetscape Maintenance Trouble-Shooting Guide.			
Resource Implications:	Staff Workplan (Community Services).			
Scheduling:	Regular promotion of Capital City Cleanup April - October.			
Opportunities:	Involvement of individual businesses and residents in cleanliness of the area.			
Challenges:	Buy-in from individual businesses.			
Notes:				

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Action 11(c):	Clean up back alleys by placing restrictions on parking, and developing attractive artwork on back alleys.			
Lead Department:	Transportation			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Would require a limited update of the Department's Whyte Avenue Parking Study, and consultation with adjacent business owners to review parking and loading zone signage changes.			
Conceptual Cost Estimate:	\$10,000 for parking study update and \$5,000 for signage changes; \$10,000 for additional resource (STEP program or other).			
Resource Implications:	Would require a short-term additional resource to undertake the parking study.			
Scheduling:	Could be considered as a project as early as 2007.			
Opportunities:	Work with the OSBA to expand the Whyte Avenue public artwork program to alleys.			
Challenges:	Buy-in from individual businesses and residents. May require better incentives longer term which would impact cost estimates.			
Notes:				

Action 11(d):	Expansion of litter pickup to include avenues adjacent to Whyte Avenue.			
Lead Department:	Asset Management and Public Works / Transportation			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Expand current litter collection program to include additional locations along the avenues adjacent to Whyte Avenue in the Old Strathcona area; night washing of sidewalks on a cycle (weekly to once per month, depending on location); weekday light litter pickup along core area (beat person; part of Capital City Clean Up Program); night street flushing (Monday to Friday) to reduce the light litter and debris on the roadway (part of the Capital City Clean Up Program).			
Conceptual Cost Estimate:	Litter Collection: Capital of \$15,000 to \$40,000 depending on receptacle type; Operating of \$50,000/year for 50 additional receptacles. Mid-Week Night Washing of Sidewalks (weekly to monthly): Operating of \$25,000. Weekday Litter Pick Up: Operating of \$20,000. Street Flushing: Operating of \$30,000.			
Resource Implications:	Impact on capital budget. Additional staff and equipment required.			
Scheduling:	3 to 6 months following approval of funding.			
Opportunities:	Reduced litter, and enhanced tidiness of Old Strathcona business area streetscape.			
Challenges:	Ongoing funding.			
Notes:				

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Updated: August 22, 2006

Action 11(e):	Increase the atmosphere of pleasant, friendly, pedestrian-only sidewalks by appropriate enforcement of no bikes, boards and blades on sidewalks.			
Lead Department:	Transportation			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Primary component would be an awareness campaign.			
Conceptual Cost Estimate:	\$20,000 for signing and awareness campaign.			
Resource Implications:	Would require a short-term commitment of an additional resource to coordinate the work.			
Scheduling:	Preparation in advance of a summer campaign, could be considered for a 2009 time frame (suggested to hold off until the Bicycle Transportation Plan update is completed to determine forward direction for bikes on sidewalks and bike lanes).			
Opportunities:	Work with partnerships such as the OSBA and OSF.			
Challenges:	The awareness campaign needs to be accompanied by a commitment for enforcement.			
Notes:				

Strategy #12: Improve the overall appearance of the area by:

Action 12(a):	Rigid enforcement of the bylaw with respect to the responsibility of adjacent owners to maintain clean and dry sidewalks year round and most particularly in winter.			
Lead Department:	Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	This is a task assigned to the Investigation and Enforcement work group. Direct work is usually complaint driven.			
Conceptual Cost Estimate:	N/A			
Resource Implications:	Assign appropriate staffing resources to investigate complaints in a timely fashion.			
Scheduling:	Ongoing, particularly during the winter months.			
Opportunities:	Consistent enforcement should result in increased public satisfaction.			
Challenges:	During severe weather conditions, customers filing a complaint may likely be disappointed with the response time to resolve their issue.			
Notes:				

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Action 12(b):	Provide hanging baskets in summer.			
Lead Department:	Community Services / OSBA			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	City/Holes Flower Program provides support to hanging baskets. Currently, there are some flower baskets in the Whyte Avenue core.			
Conceptual Cost Estimate:	All costs are the responsibility of the Old Strathcona Business Association.			
Resource Implications:	N/A			
Scheduling:	Dependent on funding available for such an endeavor by Old Strathcona Business Association.			
Opportunities:	Would enhance the summer appearance of Whyte Avenue.			
Challenges:	Cost of Baskets to OSBA; Ongoing maintenance of baskets, vandalism.			
Notes:				

Action 12(c):	Continue street and sidewalk cleaning high pressure at least once more than currently done per year and an ongoing regular flushing.			
Lead Department:	OSBA			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:				
Conceptual Cost Estimate:				
Resource Implications:				
Scheduling:				
Opportunities:				
Challenges:				
Notes:	Note that the OSBA does not currently have the capacity to increase its responsibilities.			

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Action 12(d):	Develop and implement a panhandling strategy to provide a framework that can be used by Edmonton Police Service, OSBA and the community to better manage panhandling on the street.			
Lead Department:	Edmonton Police Service			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	A comprehensive research project to identify strategies and best practices to reconcile the issues presented by panhandling.			
Conceptual Cost Estimate:	\$27,000			
Resource Implications:	Senior constable seconded for a 16 week period.			
Scheduling:	16 weeks, full time activity.			
Opportunities:	Conception and implementation of proven effective strategies to manage street level panhandling.			
Challenges:	Legislation and social acceptance.			
Notes:				

Action 12(e):	Continue to work with the Old Strathcona Outreach Worker and EPS to manage panhandlers.			
Lead Department:	Edmonton Police Service/Community Services			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Two Outreach Workers are currently working with panhandlers in the Whyte Avenue area to promote responsible behaviour and provide information with respect to resources and assistance available.			
Conceptual Cost Estimate:	Currently Community Services provides \$15,000.00 towards the program			
Resource Implications:	Resources required to research effectiveness of Panhandling Bylaw and implement if best practices indicate value			
Scheduling:	Ongoing Activity			
Opportunities:	Consider Panhandling Bylaw			
Challenges:	Funding for Workers long term			
Notes:				

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Action 12(f):	Support and encourage increased building maintenance by landowners and business operators.			
Lead Department:	OSBA / Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Ensure that building owners/operators are familiar with minimum maintenance standards. Ensure that community and business partners are aware of the minimum maintenance standards as well as the process for filing complaints whenever they feel that violations are occurring.			
Conceptual Cost Estimate:	Overtime and Shift Differential/Weekend Premium Pay for Municipal Enforcement staff to conduct seasonal assessments of the overlay area. Estimated at \$15,000 per year.			
Resource Implications:	Schedule Municipal Enforcement Officer resources to conduct seasonal assessments of businesses within the area. Meet with building owners to address potential remedies and timing for improvements.			
Scheduling:	Ongoing, to be identified as part of the work plan at the beginning of each year.			
Opportunities:	Provides increased visibility for the Municipal Enforcement staff and an opportunity to further public education regarding minimum maintenance standards.			
Challenges:	May meet with some resistance from certain property owners or business operators who are reluctant to make improvements.			
Notes:				

Action 12(g):	Encourage building owners to eliminate all nooks and crannies on their properties to prevent setting up of squats or camps.			
Lead Department:	OSBA / Planning and Development			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	To coach property owners and business operators on CEPTED practices that will have the impact of increasing the security of their property. Complete a written resource package at the end of the project and provide additional training on CEPTED practices to Development Officers if required.			
Conceptual Cost Estimate:	Assign one temporary Development Officer over the summer of 2008 to complete this assessment. Estimated cost of \$20,000.			
Resource Implications:	Obtain approval to hire this one position on a fixed term basis.			
Scheduling:	Initial assessment completed in 2008. Determine whether or not further work is required at the end of this project.			
Opportunities:	Provides another opportunity for direct contact and education with the general public and property owners in the area.			
Challenges:	Some property owners may not be interested in investing improvement funding into their property for these purposes.			
Notes:				

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Action 12(h):	Improve period lighting on side streets and increase illumination in the alleys.			
Lead Department:	Transportation			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Alley lighting - see 11(a). Period lighting is a streetscaping option available to adjacent property owners. Funding can be garnered through a Local Improvement Tax Levy (an additional amount added on to property taxes) and can be considered on a block by block basis.'			
Conceptual Cost Estimate:	N/A (Costs borne by adjacent property owners).			
Resource Implications:	Can be undertaken within existing staff resources.			
Scheduling:	The Local Improvement process includes passing of a Bylaw; once passed, period lighting can be scheduled for the upcoming construction season.			
Opportunities:				
Challenges:	Buy-in by adjacent property owners; the process is governed by the Municipal Government Act and therefore has strict requirements for support.			
Notes:				

Strategy #13: Encourage and ensure clean, safe and well managed public spaces by:

Action 13(a):	Ensure that ashtrays are provided at strategic spots within the area.			
Lead Department:	Asset Management and Public Works			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Install litter receptacle ashtray attachments in strategic 'frequent smoking' locations throughout Old Strathcona.			
Conceptual Cost Estimate:	Capital: \$250 per unit (assume 100 units). Operating cost: \$100 per unit/year.			
Resource Implications:	Impact on current staff levels.			
Scheduling:	3 to 6 months after approval of funding.			
Opportunities:	Reduced litter and enhanced tidiness of Old Strathcona business area streetscape.			
Challenges:	Development of acceptable design of ashtrays attachments for existing receptacles, encouragement of public use, additional demand on existing sidewalk space if freestanding units are required.			
Notes:				

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Action 13(b):	Provide automated public washrooms along the avenue at strategic spots.			
Lead Department:	Asset Management and Public Works			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Provide automated public washrooms at strategic Whyte Avenue locations in Old Strathcona area.			
Conceptual Cost Estimate:	Capital: \$200,000 to \$300,000 minimum per location. Operating cost: unknown.			
Resource Implications:	Additional maintenance staff required. Land leases required.			
Scheduling:	One to two years minimum for research, selection and acquisition of locations, communications, construction, etc.			
Opportunities:	Improved public access to conveniences and reduction in public urination complaints.			
Challenges:	Cost, acquisition of locations, sidewalk obstruction issues, unknown performance in cold weather locations, unknown operating costs, unknown public perception of value and need.			
Notes:	APW's relatively common in Europe, quite uncommon in North America.			

Action 13(c):	Publicize regular defined services: light maintenance, garbage pickup, sweeping, washing, graffiti removal.			
Lead Department:	OSIST / OSBA			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Publicize the normal service levels for the Old Strathcona area.			
Conceptual Cost Estimate:	N/A			
Resource Implications:	No impact.			
Scheduling:	OSBA monthly newsletter - March thru September editions.			
Opportunities:	Identify the services for the area in the newsletter distributed by OSBA.			
Challenges:				
Notes:				

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Action 13(d):	Support the further development of the area infrastructure beginning with Multi-Use Trail co-ordination.			
Lead Department:	Transportation			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	The Transportation Department's "Multi-Use Trail Corridor Strategy" identifies the construction of two Multi-Use Trail corridors on CP Right-of-Way: Whyte Avenue to 68 Avenue, and 99 Street to the Mill Creek Ravine.			
Conceptual Cost Estimate:	\$1.01 million (Whyte Avenue to 68 Avenue); \$0.27 million (99 Street to Mill Creek Ravine)			
Resource Implications:	No impact on current staff resource levels.			
Scheduling:	Priorities for Multi-Use Trail construction have been set by the Transportation Department in accordance with the Council-approved Multi-Use Trail Corridor Strategy; currently, neither of the identified projects have been incorporated into the Department's 5-year construction program.			
Opportunities:	N/A			
Challenges:	Funding for Multi-Use Trail construction in developed areas must be identified within the City's capital budget. Current funding levels are not sufficient to undertake the work identified in the Multi-Use Trail Corridor Strategy within the time frame identified in the strategy.			
Notes:				

Strategy #14: Enhance public parks by:

Action 14(a):	Explore the feasibility of establishing a Public Art Gallery in the area considering the Armoury as a possible location.			
Lead Department:	Asset Management and Public Works / Community Services			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Zoning to move to DC2 with restrictions on uses is underway and a call for proposals will be issued to establish occupants.			
Conceptual Cost Estimate:	N/A			
Resource Implications:	No additional resources required.			
Scheduling:	Ongoing Activity			
Opportunities:				
Challenges:	Potential lack of interest from not-for-profit and community agencies.			
Notes:				

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Action 14(b):	Further development of the south end of End of Steel Park.			
Lead Department:	OSACC / Community Services / Asset Management and Public Works			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Upgrade and complete the development of End of Steel Park.			
Conceptual Cost Estimate:	\$50,000.00 potentially matched with a community partner.			
Resource Implications:	Staff workplan(s) for public consultation/needs assessment, partnership development, design (Landscape architect) and project management.			
Scheduling:	2009 Budget Package submission or Neighbourhood Park Development Plan			
Opportunities:	Improved park, more user-friendly, designed for variety of activities. Complete railway theme with upgrade to current caboose on-site. Would take some of the pressure off McIntyre Park usage.			
Challenges:	Capital Budget priority timing and/or community funding support.			
Notes:				

Action 14(c):	Provide permanent play structure in one of the close by parks (i.e. End of Steel or McIntyre Park).			
Lead Department:	Asset Management and Public Works / Community Services			
Time Frame:	Ongoing Activity	Short Term	Medium Term	Long Term
Scope:	Provide a permanent play structure in one of the close-by parks.			
Conceptual Cost Estimate:	Capital: \$400,000 or Neighbourhood Park Development Plan (\$70,000) and partnership funds for remaining.			
Resource Implications:	Staff workplan(s) for public consultation / needs assessment, partnership development, design (landscape architect) and project management.			
Scheduling:	2009 Capital Budget Package Request or Neighbourhood Park Development Plan Process.			
Opportunities:	The park on 85 Avenue and 104 Street is currently unnamed; minimum development and is suitable for development of a playspace. Fringe and Ice On Whyte Festival currently use this site for children's activities during their events. Development of this site would allow for more year round usage of the park as well. This park is currently not well used. Redevelopment would create another focal park in the area.			
Challenges:	Capital Budget priority timing and/or community funding support.			
Notes:				