



MATURE NEIGHBOURHOOD STRATEGY PRELIMINARY CONSULTATION PROGRAM SUMMARY REPORT



JUNE 2013

PREPARED BY:





Sunrise at Broadmoor Lake

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Chapter 1

Project Outline

1.1 Background

1.1.1 Introduction

1.1.2 Purpose

1.1.3 Land Use

1.1.4 Assumptions

1.1.5 Location

1.2 Neighbourhood Analysis

1.3 Consultation Framework

1.3.1 Introduction

1.3.2 Engagement Methods

1.3.3 Project Kick-Off Event

1.3.4 Timeline



1.1 Background

1.1.1 Introduction

With a population of over 64,000, Sherwood Park is the largest hamlet within the specialized municipality of Strathcona County and is located adjacent to the eastern boundary of the City of Edmonton. Although a relatively new community, many older neighbourhoods of Sherwood Park are starting to experience redevelopment pressures. Specifically, landowners are starting to apply for permits to expand or redevelop existing single family homes or build new secondary suites. The development industry has also expressed interest in rezoning land for new forms of residential development. Sherwood Park is also nearing the build out of available serviced residential lands and pressure for the intensification of mature areas is anticipated.

Presently many of the mature neighbourhoods have limited planning policies to guide how these development pressures should be managed. Strathcona County's Municipal Development Plan (MDP) is cognizant of this gap and specifically provides direction to the municipality in Section 4.18. In response, Strathcona County has begun working on a Mature Neighbourhood Strategy to address a range of issues from development guidelines to rejuvenation policies.

The Mature Neighbourhood Strategy is intended to be a comprehensive review of the older areas of Sherwood Park which would address:

- public realm improvements
- infrastructure and servicing upgrades
- criteria to clarify the appropriate location, scope, scale and aesthetics of redevelopment and infill initiatives

“Review opportunities in older neighbourhoods of Sherwood Park to redevelop, intensify and create complete and sustainable communities with the support of the local residents.”

-Strathcona County MDP, 4.18



Aerial View of Sherwood Park's Mature Neighbourhoods



It is expected that a range of tools may be utilized to achieve this goal, including but not limited to policy development, infill and redevelopment guidelines, Area Redevelopment Plans and zoning overlays. The Strategy also endeavours to review how County services can be monitored and/or improved within Mature Neighbourhoods as they age.

In order to achieve the intended outcome of the Mature Neighbourhood Strategy, a series of steps need to be completed.

The first step of the Strategy is a preliminary consultation program involving residents of the older neighbourhoods as well as other key stakeholder groups including the development industry, service providers, County administration and community organizations. The results of this phase of work are summarized in this document.



Rotary Centennial Plaza



1.1.2 Purpose

The intention of the Mature Neighbourhood Strategy Consultation Program was to listen to the community to seek their input regarding issues and opportunities related to the mature neighbourhoods of Sherwood Park prior to the development of a Strategy. Input was gathered using a variety of methods intended to catch a wide range of perspectives. Phase I is intended to be first of many opportunities for the community to provide input.

This document is a summary of the consultation that occurred over the course of Phase I and should not be interpreted as a point-by-point appraisal of the views expressed. A list of questions asked to each stakeholder group is included in Appendix I.

No changes to the mature neighbourhoods are proposed in Phase I of the project. Several ideas and concepts introduced in this document represent individual or collective opinions of various stakeholders and are not intended to represent policy decisions made by Strathcona County.

Until a comprehensive strategy is in place, development can only occur where appropriate zoning is in place and when the landowner is pursuing a permit that aligns with the applicable land use regulations. When there is a change of zoning pursued by a landowner(s) there is a public consultation process involved.



Multi-family development in Centre in the Park



1.1.3 Land Use

The following map provides a snapshot of the different type of land uses currently allowed in the mature neighbourhoods.

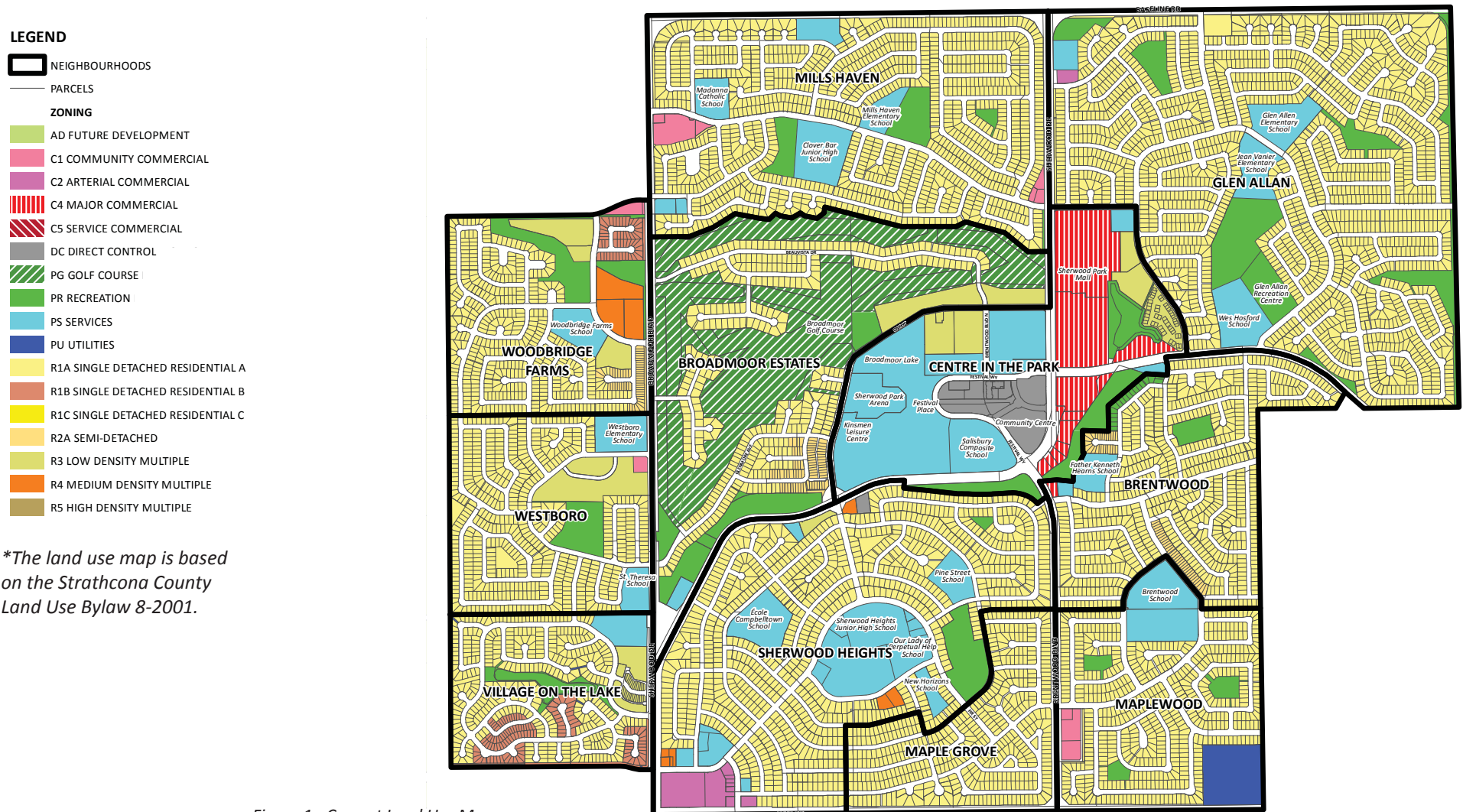


Figure 1 - Current Land Use Map



1.1.4 Assumptions

For the purposes of this first phase, there are four basic assumptions:

1. In Sherwood Park, a mature neighbourhood is understood to be a residential neighbourhood that has predominantly built out prior to 1980.
2. Redevelopment is understood to include modifications to an existing dwelling and/or the demolition and reconstruction of an existing dwelling. Residential density stays the same before and after redevelopment occurs.
3. Infill relates to the development of undeveloped sites, the addition of secondary suites to an existing lot and/or rezoning land to allow higher densities. Residential density increases as a result of infill initiatives.
4. All stakeholder consultation for this project is designed to occur in accordance with Strathcona County's Public Engagement Policy GOV-002-025.

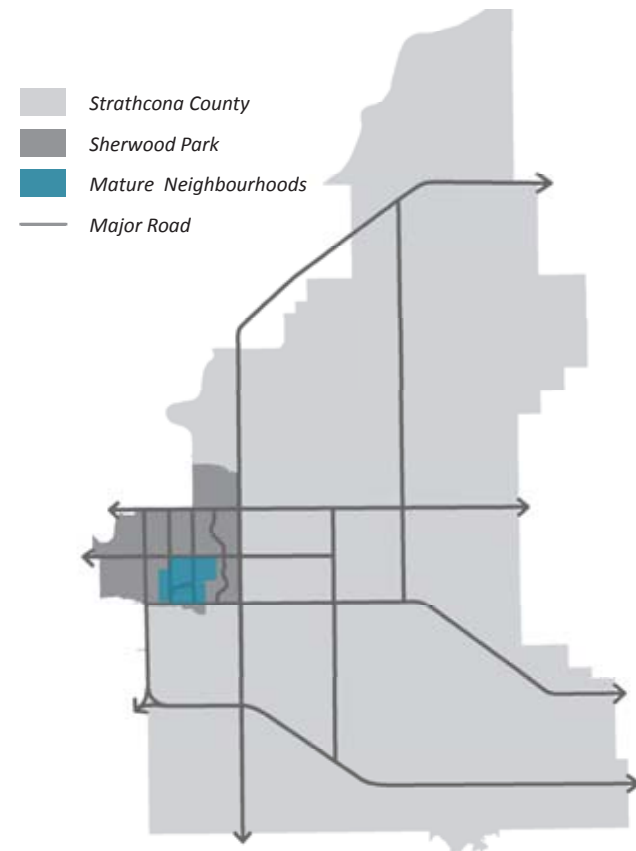


Figure 2 - Context Map



1.1.5 Location

A total of 11 neighbourhoods (shown in Figure 3) are being considered for inclusion in the Mature Neighbourhood Strategy. The age of the neighbourhoods range from the origins of Sherwood Park in Sherwood Heights in 1956 to present day where redevelopment continues in Centre in the Park.

The rationale for why these 11 neighbourhoods were selected is as follows:

1. All neighbourhoods were primarily built out by 1980.
2. All neighbourhoods but Centre in the Park are absent of a neighbourhood-level planning document.
3. Centre in the Park was retained as a mature neighbourhood given that it is located in the core of the other 10 neighbourhoods.



Figure 3 - Mature Neighbourhoods of Sherwood Park

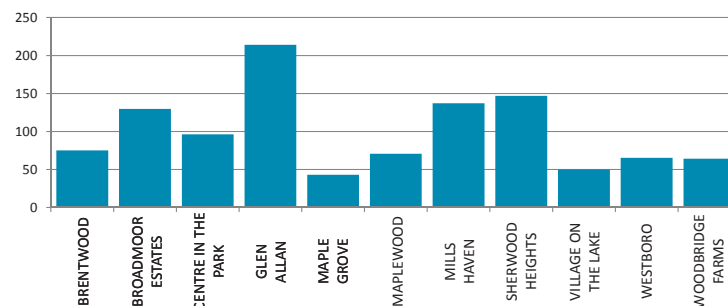


1.2 Neighbourhood Analysis

Each of the 11 neighbourhoods included in the Mature Neighbourhood Strategy have unique characteristics. In order to provide some context for the reader a series of comparisons between the 11 neighbourhoods are provided on the following pages. This comparative analysis is presented in the following key categories:

- Neighbourhood Area
- Population (2012)
- Population Change (2009-2012)
- Dwellings
- Net Residential Density
- Open Space
- Facilities
- Development Permits
- Rental Units
- Transit Stops
- Neighbourhood Entrances

Neighbourhood Area



(Hectares)

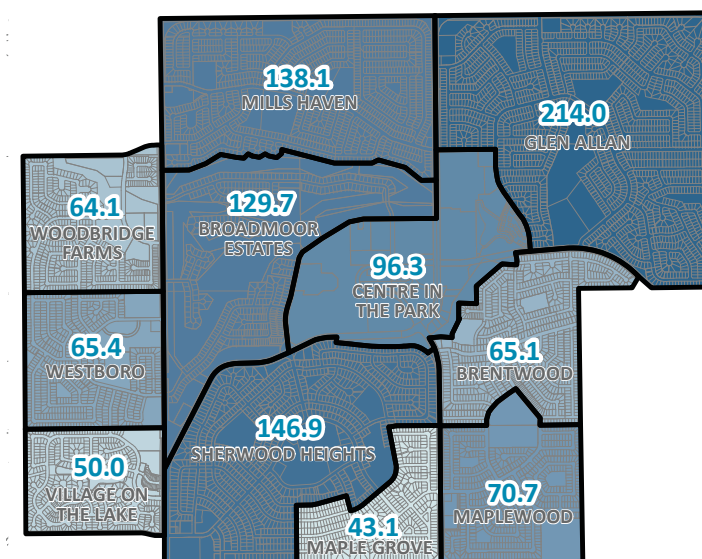
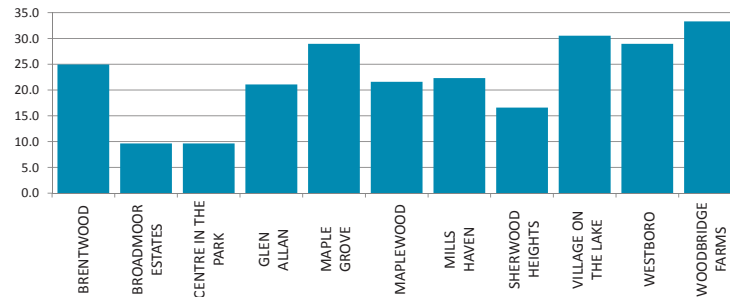


Figure 4 - Size

- Glen Allan is the largest neighbourhood by area followed by Sherwood Heights.
- The smallest neighbourhood is Maple Grove.



Population



(People per hectare in 2012) (People in 2012)

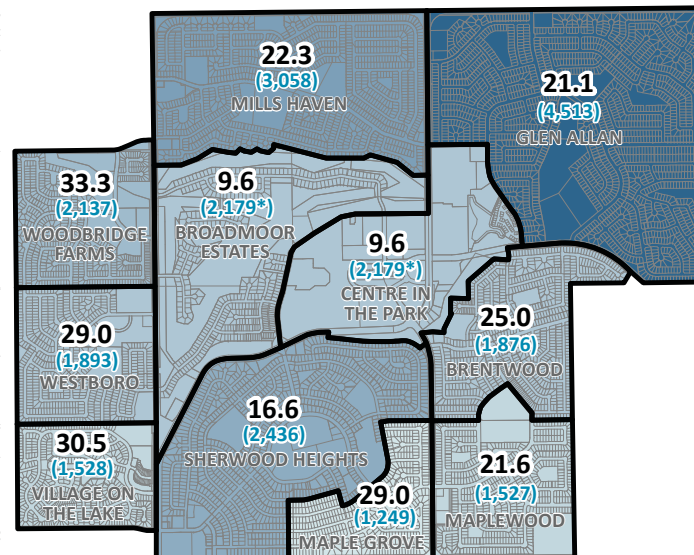
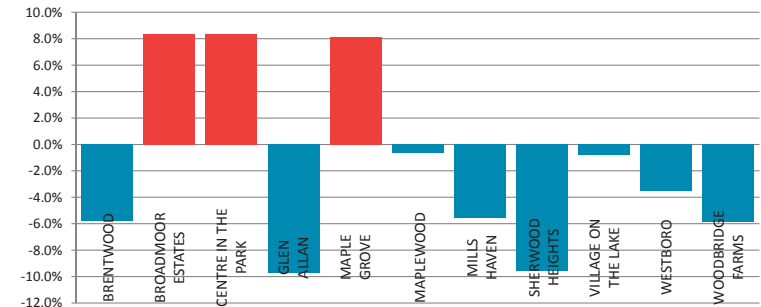


Figure 5 - Population

*Broadmoor Estates and Centre in the Park have a combined population for both neighbourhoods due to census information that was available.

- Glen Allan has the largest population mostly due to its size but also because of the density and housing mix.

Population Change



(Percentage of change of population from 2009 to 2012)

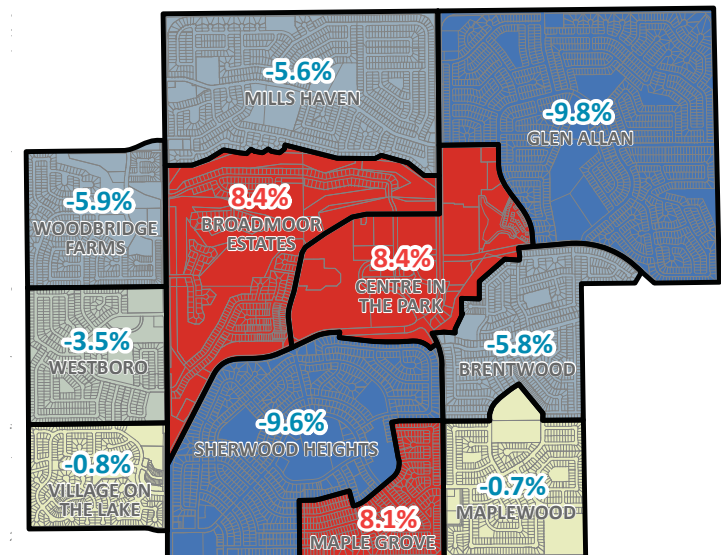


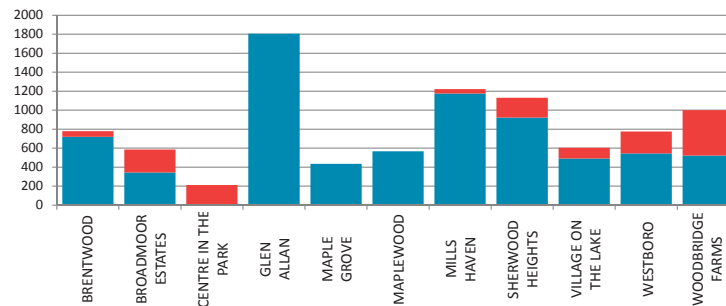
Figure 6 - Population Change

*Broadmoor Estates and Centre in the Park have a combined population for both neighbourhoods due to census information that was available.

- Six neighbourhoods have recorded a significant population decline.
- Two neighbourhoods have stayed relatively level while three neighbourhoods have seen population growth.
- Broadmoor Estates is only increasing due to combined population numbers with Centre in the Park.



Dwellings



(Single family dwellings) (Multi-family dwellings)

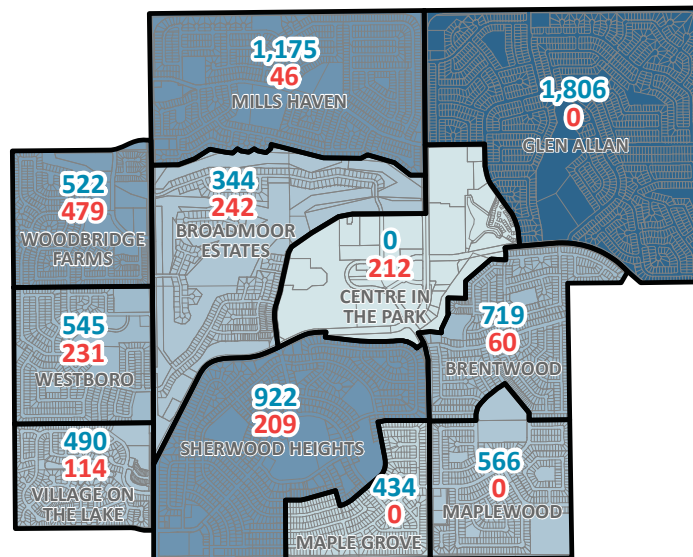
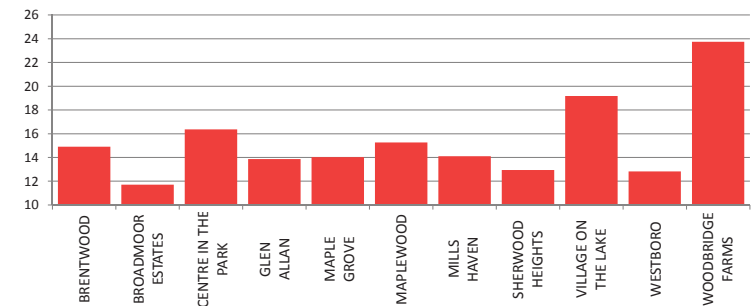


Figure 7 - Dwellings

- Woodbridge Farms has the highest amount of multi-family dwellings.
- Centre in the Park consists of multi-family dwellings only.

Net Residential Density



(People per Net Residential Hectare)

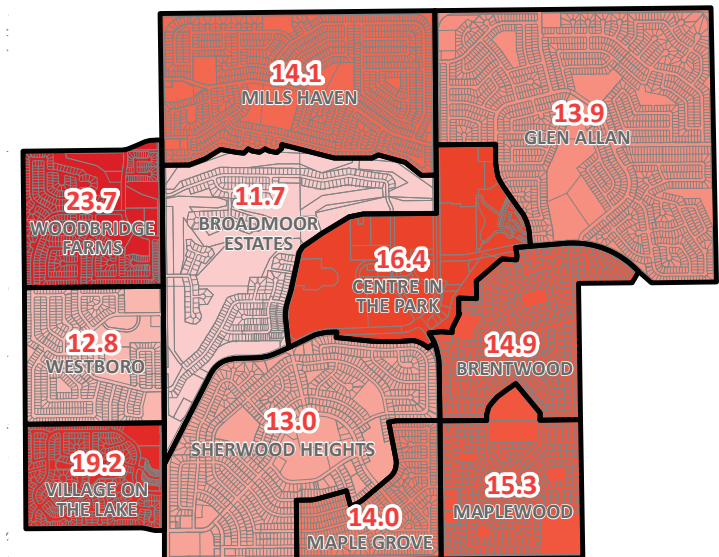
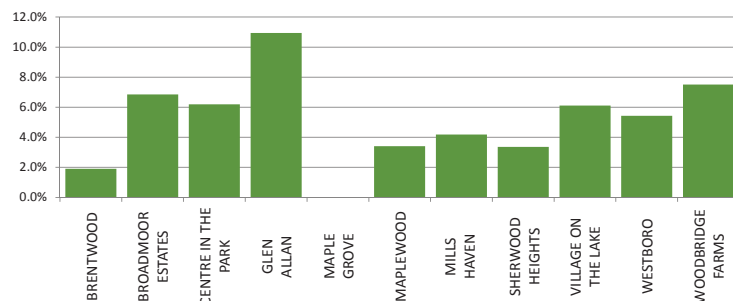


Figure 8 - Density

- Due to the amount of multi-family dwellings, Woodbridge Farms has the highest density.
- Village on the Lake is the newest neighbourhood and features more compact development, hence higher density.
- Centre in the Park features higher density residential types but due to vacant land its density number is lower than expected.



Open Space



(% of neighbourhood that is Open Space) (Open space in hectares)

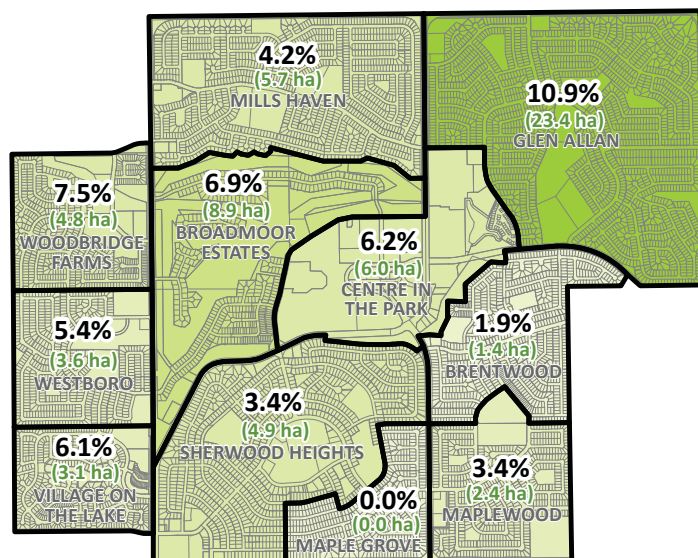
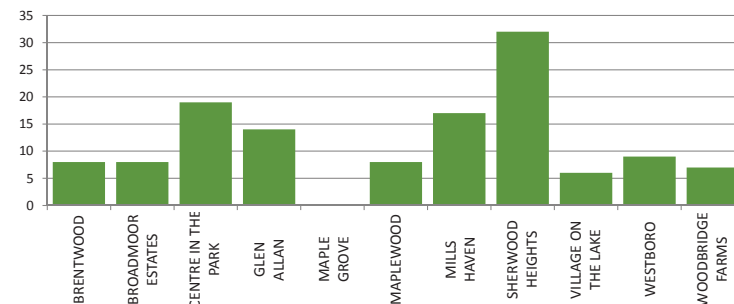


Figure 9 - Open Space

- Glen Allan has the most open space by a considerable margin.
- Maple Grove has limited open space and relies on surrounding neighbourhoods for open spaces.

Amenities



(Number and location of facilities, schools, day care, commercial, etc.)

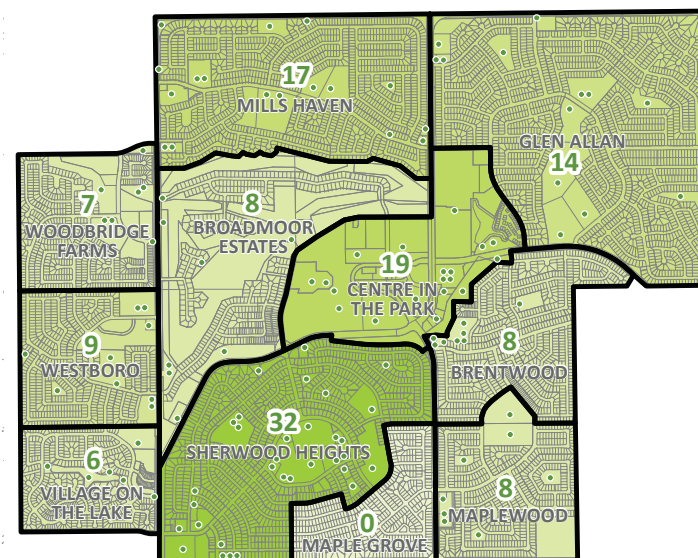
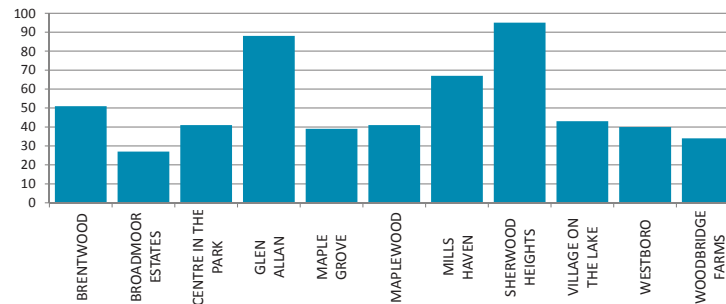


Figure 10 - Amenities

- Sherwood Heights has the highest number of amenities likely because of it being the first neighbourhood in Sherwood Park and therefore many amenities were initially located there and have remained to date.
- Maple Grove is dependent on other neighbourhoods for amenities.



Development Permits



(Total development permits from 2009 to 2012)

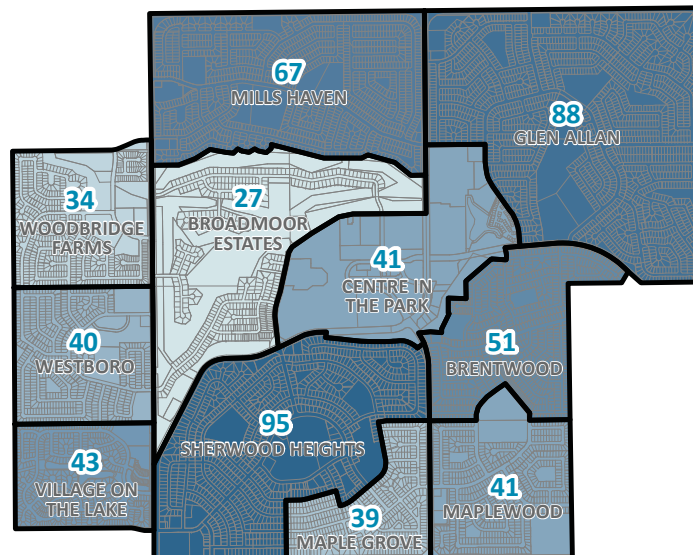
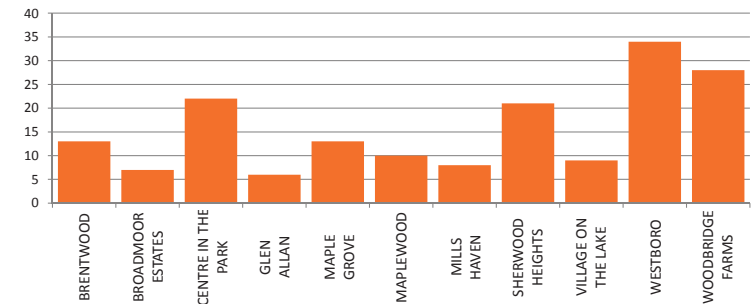


Figure 11 - Development Permit

- Sherwood Heights and Glen Allan have the highest number of development permits over the 3 years.
- Broadmoor Estates has the lowest number of development permits over the 3 years.
- The neighbourhoods with the highest number of dwellings generally see the higher number of development permits.

Rental Units



(Percentage of dwellings that are rented)

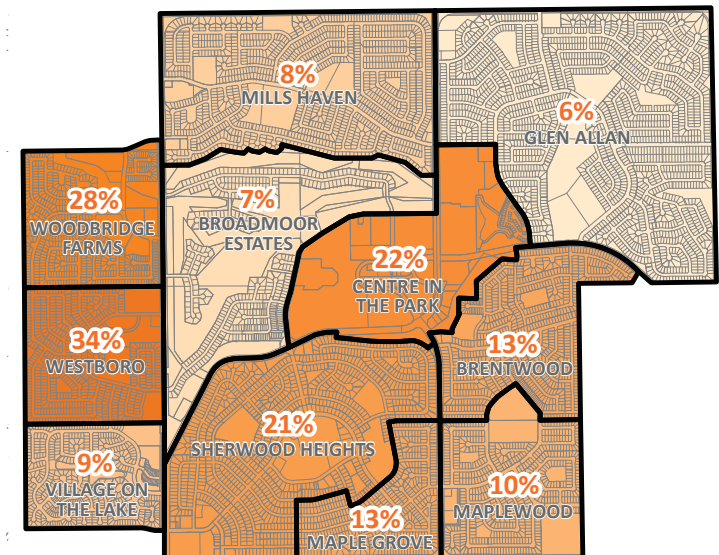
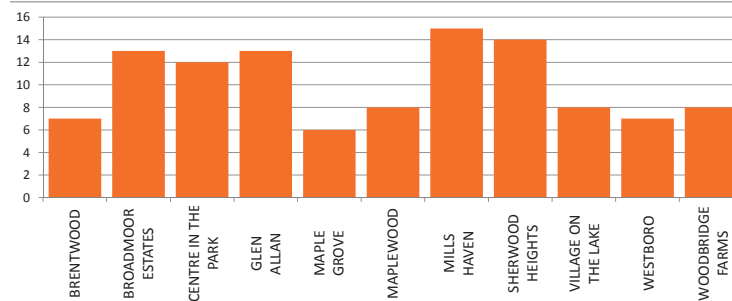


Figure 12 - Rental Units

- Rental unit percentage tends to be higher in neighbourhoods that have higher numbers of multi-family dwellings.
- There are a significant amount of rentals within single family dwellings.



Transit Stops



(Number of transit stops)

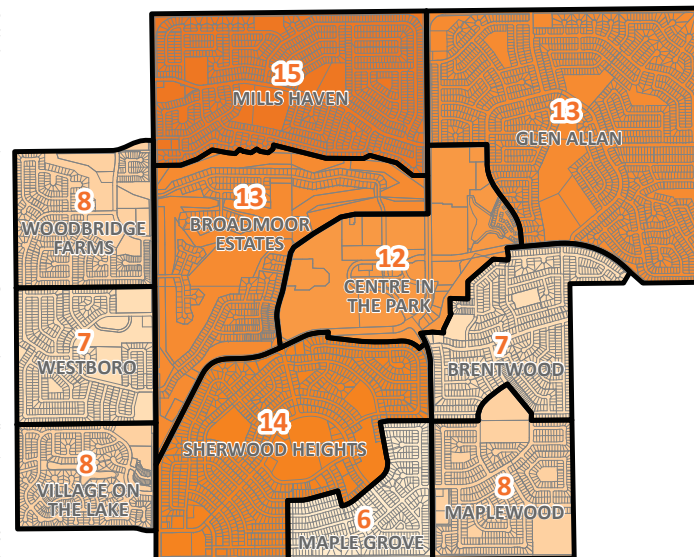
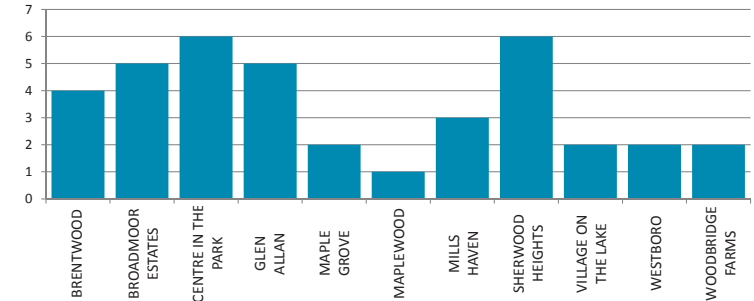


Figure 13 - Transit Stops

- The number of transit stops relates to the size of the neighbourhood.
- The amount of major roads that cross a neighbourhood also increase the number of transit stops.

Neighbourhood Entrances



(Number of entrances from arterial roads)

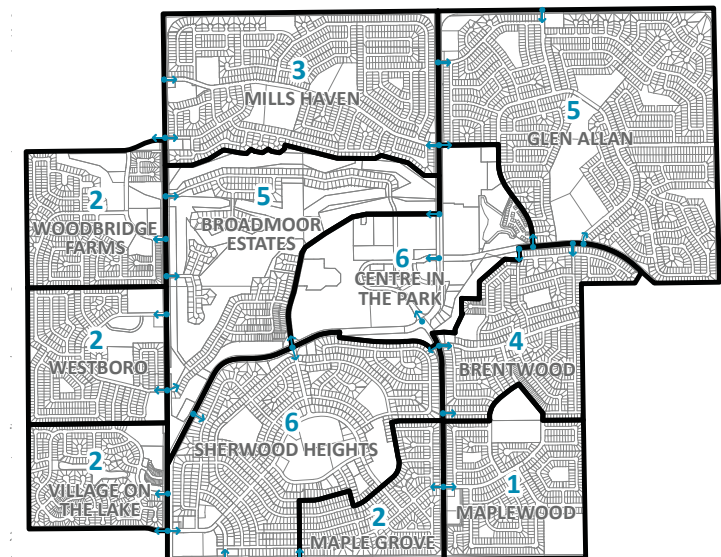


Figure 14 - Entrances

- The entrances show how many options residents have to enter or exit their neighbourhood.
- Maplewood has only one direct entrance and otherwise must connect through Brentwood.
- Majority of neighbourhoods have 2-3 entrances which is low compared to other urban communities.



1.3 Consultation Framework

1.3.1 Introduction

Building on Dr. Marilyn Hamilton's Integral City Model (www.integralcity.com), four key voices were identified that were engaged through the consultation process:

- Citizens
- Civic Managers
- Civil Society
- Civic Developers

Each of these groups have different priorities, business models and aspirations. For this reason, a variety of custom designed methods were utilized to suit the needs and maximize their contribution. All four groups were then brought together for the Participatory Gathering on April 3, 2013, to conclude Phase 1 of the project.

The survey questionnaires, interviews and focus group sessions were focussed on a variety of qualitative questions. In addition, each group was given customized questions to address their specific challenges. This approach was utilized to ensure that stakeholder input goes beyond personal biases and sheds light on what they really value in mature neighbourhoods and what issues have direct impact on their quality of life, services they provide or their long term business model. Some quantitative questions were utilized for citizen circle questionnaires to get a clear sense of participant demographics.



Figure 15 - Stakeholder Wheel



1.3.2 Engagement Methods

The following is a summary of the various engagement methods that were used to seek input from representatives of the four key voices identified in the consultation framework.

Engagement Method		Consultation Focus
Citizens	<i>Citizen Circles</i>	Identification of what citizens value, existing policy gaps, neighbourhood character issues, initial thoughts regarding infill and redevelopment and other issues.
	Citizen circles refer to self-organized groups formed by interested citizens who are willing to address a particular issue within their community.	
	<i>Social Media</i>	
	Various forms of social media were used to inform the community about the project and inspire them to participate.	
Civic Managers	<i>Survey</i>	Identification of policy gaps, character issues, opportunities for future development, infrastructure upgrade and planning initiatives.
	A survey was mailed to every residence within the study area.	
Civil Society	<i>World Café</i>	Identification of anticipated changes to services, challenges facing organizations and the people they serve and how infill and redevelopment may impact their organization.
	Used to engage local government representatives. This method provides the opportunity to share knowledge through a small group discussion.	
Civic Developers	<i>Interviews, Questionnaires</i>	Identification of neighbourhood character issues, business case viability, potential development sites, planned projects and policy gaps.
	Pre-made questionnaires and targeted telephone interviews were used to gather input from members of civil society.	
Participatory Gathering	<i>One-on-One Sessions</i>	Holistic review of the feedback received through the project that will recommend the next steps for the Mature Neighbourhood Strategy project.
	One-on-one meetings were held with key Civic Developers operating within the mature neighbourhoods and Strathcona County.	
Participatory Gathering	<i>Participatory Gathering (Workshop & Open House)</i>	
	Participants from all 4 groups came together to integrate the work they generated through the above methods. Following the afternoon workshop the public was invited to see the results at a public open house held that day.	



1.3.3 Project Kick-Off Event

To initiate the Consultation Program a kick-off event was organized on October 17, 2012 in the Strathcona County Council Chambers. Approximately 93 people attended this event including residents, Councillors, County Planners and project team members. The evening started with an introduction of the Mature Neighbourhood Study project and discussed the purpose of Phase I – Asking Questions. The Citizen's Circles input process was also first introduced at the kick-off event as a way for Citizens to become involved and provide input to the County.

The Guest Expert Panel Session followed as the main focus of the kick-off event. The Guest Expert Panel Session explored a variety of topics intended to inform and inspire the public about the Mature Neighbourhood Strategy project. The panel members were specifically chosen to represent each of the four voices.



Participants at the kick-off event in Strathcona County Council Chambers

Bev Zubot *Planning Advisor–Edmonton Community Leagues*

Presented the challenges faced by mature neighbourhoods in Edmonton and how it relates to the mature neighbourhoods of Sherwood Park.

Greg Barker *Principal, Cityplanet*

Explored Edmonton's Infill Guidelines by presenting background information, the process and how the perspectives and challenges experienced by the City of Edmonton relate to the mature neighbourhoods of Sherwood Park.

Chris Buyze *Developer, Battle Lake Design*

Illustrated different options for infill development and an overview of a case study example of an infill development project in Edmonton.

Chris Greidanus *Realtor, Resident of Glen Allan*

Presented the perspective of both a resident of the mature neighbourhoods and of someone with an in-depth knowledge of the housing stock of Sherwood Park mature neighbourhoods.

The event concluded with an opportunity for residents to ask questions to the guest panelists, County representatives and project leads. Residents were able to express their concerns or interest in the project. In addition, informal exchange of perspectives took place immediately after the formal presentations.



1.3.4 Timeline

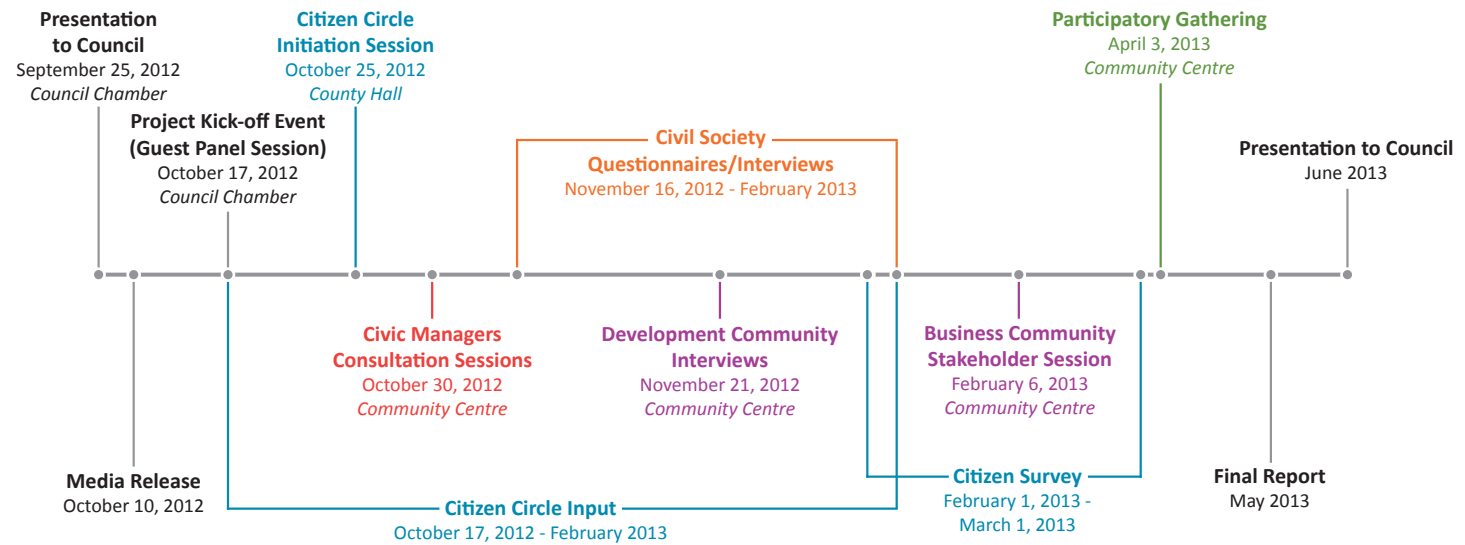


Figure 16 - Timeline



Chapter 2

Citizens

2.1 Introduction

2.2 Citizen Circles

2.2.1 Demographic Trends

2.2.2 Quality of Life

- Neighbourhood Character

- Land Uses

- Housing Types

- Walkability and Open Space

- Safety

2.2.3 Spatial Representation

2.2.4 Responses by Neighbourhood

2.2.5 Quotes

2.3 Survey

2.4 Social Media

2.5 Summary

2.6 Emerging Themes



2.1 Introduction

Citizens have a vested interest in and knowledge of the mature neighbourhoods in which they are a part.

Citizen Circles are self-organized discussion groups where interested citizens can explore different perspectives together. Citizen Circles provide an opportunity for citizens to gather at their own convenience in a group size and location of their choice. This method of engagement recognizes the variable time commitment citizens can make and allows flexibility to share their perspective in a way that fits their busy schedule. The Citizen Circle process was used and was intended to be exploratory but not exhaustive. The goal was to get citizens thinking about where they live and talking to their neighbours.

Citizen Circle groups were provided a workbook to prompt discussion and allow each group to record and submit their input. The workbook was made available online and in paper copy at project events and the County Office. The input process was initiated on October 17, 2012 and continued to receive submissions through February, 2013. The final completed workbooks were gathered through personal drop-ins, mail, electronic mail and fax. The County received 62 completed Citizen Circle Workbooks representing 216 citizens from every mature neighbourhood identified for this project. The smallest Citizen Circle group was 2 individuals, the largest was 27 individuals. On average the Citizen Circle groups were 5 individuals. There were also 20 individual responses.

The Citizen Circle workbooks were designed to seek information from residents of mature neighbourhoods on demographic trends and quality of life.

Citizen Circles

Mature Neighbourhood Strategy

1 Form a circle (group)

Call your friends, neighbours, or relatives that you think might be interested in talking about older neighbourhoods in Sherwood Park.

2 Organize meeting(s)

Organize your Citizen Circle meeting (or meetings) anywhere that your group feels comfortable: at a café, your kitchen table, your local park, the library, over the phone or even online.

3 Engage in conversation and document your discussion

Engage in a group discussion and respond to the questions in this questionnaire. The Mature Neighbourhood Strategy is a project that will ultimately begin to decide how redevelopment and infill can be accommodated in the older neighbourhoods of Sherwood Park.

The purpose of citizen circles is to give voice to the citizens of Sherwood Park's mature neighbourhoods. The citizen circles will help citizens, civil society (people who serve citizens), civic managers (people who regulate) and the civic builders (people who physically build our neighbourhoods). Your exploration of these questions will be helpful.

Please note that the next phase of the Mature Neighbourhood Strategy project will explicitly focus on identifying solutions and opportunities for future developments in the mature neighbourhood areas.

Before you begin, review the definitions and the map provided at the back of this package. **Ensure that all answers are written through mutual consensus.**

4 Submit your responses

Complete this package and send it to the County via one of the following options. Please do not include any personal information in your responses.



For more information: 780-464-8164
www.strathcona.ca/matureneighbourhoodstrategy

Cover page of Citizen Circle Workbook



Engagement Methods

- Citizen Circle Workbook

2.2 Citizen Circle Results

2.2.1 Demographic Trends

The demographic trend component included quantitative input regarding participants age groups, their ownership status, duration of habitation, existing housing types and their desired housing types when they become older. The results are presented in Figure 17.

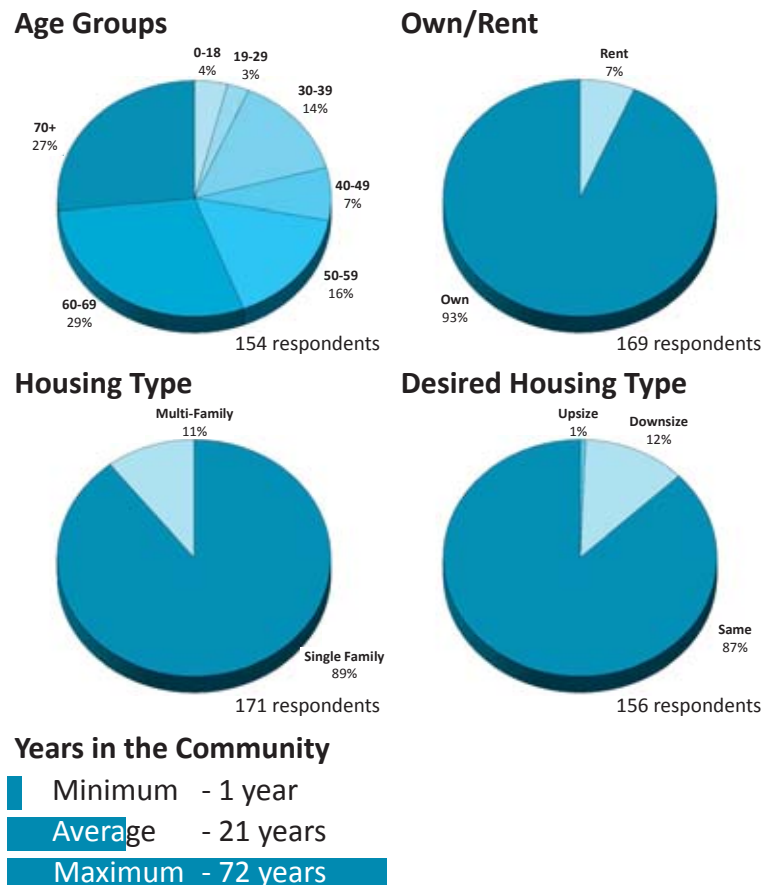


Figure 17 - Demographics of Questionnaire Respondents

2.2.2 Quality of Life

A series of questions were asked under five key themes that define overall quality of life. In addition, specific questions were asked to seek residents input regarding benefits and concerns related to infill and redevelopment projects. The focus of these questions was to seek qualitative input about quality of life in these mature neighbourhoods.

- Neighbourhood Character
- Land Use
- Housing Types
- Walkability and Open Space
- Safety



“We really like the character of the housing but maintenance is required on many exteriors”
-Brentwood

Neighbourhood Character

Several aspects of neighbourhood character valued by residents as well as their key recommendations for desired improvements are summarized below.

Initial thoughts of residents regarding infill and redevelopment varied significantly. Some residents expressed support for infill and redevelopment while others did not. Overall there was more support for redevelopment than for infill. Those residents in support of infill and redevelopment stated a need for the County to develop policies and regulations that ensure infill and redevelopment is done in a way that doesn't have a negative impact on the mature neighbourhoods.

Common Values

- Being close to services and amenities
- Being close to parks and open space
- The presence of mature vegetation
- Existing lot and yard sizes
- Size, quality and aesthetic variety of existing housing
- Diversity in age and family type of residents

Identified Benefits to Infill and Redevelopment

- Ability for young families to move into the mature neighbourhoods
- Providing opportunities for existing residents to age in place or downsize to smaller dwellings while remaining in the same neighbourhood
- Demand for and ability of for the County to provide better access to services such as public transportation and local schools
- More people present on the streets to increase safety

Desired Improvements

- Inadequate parking
- Lack of accessibility to public transit
- Maintenance of private and public realm

Identified Concerns Regarding Infill and Redevelopment

- Increased traffic volumes and lack of parking
- Alteration of existing neighbourhood character
- Redevelopment of existing parks and open spaces
- Increase in population density
- Need for infrastructure renewal



Land Uses

A majority of respondents expressed satisfaction with existing land use mix in the mature neighbourhoods. Many felt the County should not propose changes to the existing residential land use in the mature neighbourhoods.

A majority of respondents felt local commercial services are accessible and in close proximity to their neighbourhoods. A few suggested the gaps in commercial services include:

- Lack of grocery store options
- Lack of coffee shops
- Shortage of personal services such as tailors and salons

Many were in support of home based businesses within their communities so long as negative impacts on the surrounding neighbourhood are mitigated through existing regulations.

Identified Benefits to Home Based Businesses

- Ability to work from home
- Provide services to the community
- Increased surveillance and security in the neighbourhood by having residents there during the day

Identified Concerns Regarding Home Based Businesses

- Increased traffic volume and speed
- Inadequate parking
- Equipment and materials storage
- Improper use of public space
- Noise, odours and pollution



Single family homes along Woodbridge Lake



Row housing in Woodbridge Farms



Strathcona County Museum & Archives in Sherwood Heights



“The existing single family, semi-detached, and row housing are a good fit in our neighbourhood”
-Village on the Lake

Housing Types

Opinions regarding housing types were polarized. Some mature neighbourhoods in Sherwood Park have a mixture of housing types while others are almost completely single family dwellings. Most residents felt that single family housing was the best fit for the mature neighbourhoods while others were more open to development of other housing types. The majority of people expressed a strong opposition to having high-rise style apartment buildings developed in their neighbourhoods. However, many residents were supportive of multi-family housing such as semi-detached, secondary suites, row housing or low rise apartments. Many residents expressed a need to ensure negative impacts on the surrounding neighbourhood as a result of higher density housing developments are avoided through policy direction and regulations. Some felt affordability is a challenge in the mature neighbourhoods while others did not.

Identified Existing Strengths

- Existing housing types and densities (depending on the neighbourhood this meant a mixture of housing types or the presence of only single-family dwellings)
- Pride of ownership
- Aesthetic variety

Identified Existing Housing Issues

- Maintenance and repairs
- Inadequate parking
- Absentee landlords
- Lack of affordability for young families
- Lack of options for downsizing for aging residents



A single family dwelling in Glen Allan



“Preservation of existing green spaces is our highest priority!”
-Glen Allan

Walkability and Open Space

Many residents were enthusiastic about the walkability of their communities. Many residents walk throughout their neighbourhoods, to local parks and open spaces, to services and amenities, for recreation and between neighbourhoods. Many residents felt connectivity in the mature neighbourhoods was adequate. Some improvements to connectivity and walkability were suggested.

Maintenance of walking trails and other public infrastructure provided a range of opinions and suggestions. Opinions regarding maintenance seem to be neighbourhood specific and reflect perceived discrepancies in levels of maintenance between neighbourhoods. The majority of residents were satisfied with the maintenance of walking amenities.

Suggested Improvements

- Wider sidewalks
- More trails connecting adjacent neighbourhoods and amenities
- Better sidewalk access on Wye Road east of Sherwood Drive
- Develop a trail along the south side of Sherwood Drive near the Brentwood intersection

Common Concerns

- Condition of sidewalks
- Overgrown vegetation
- Snow removal and winter conditions
- Need for more rest areas



Covered bridge in Woodbridge Lake Park



Safety

A majority of all residents reported feeling safe in their neighbourhoods. Residents stressed the importance of sense of community and willingness of neighbours to work together as key factors for building a safe place to live.

Key Elements of Safety

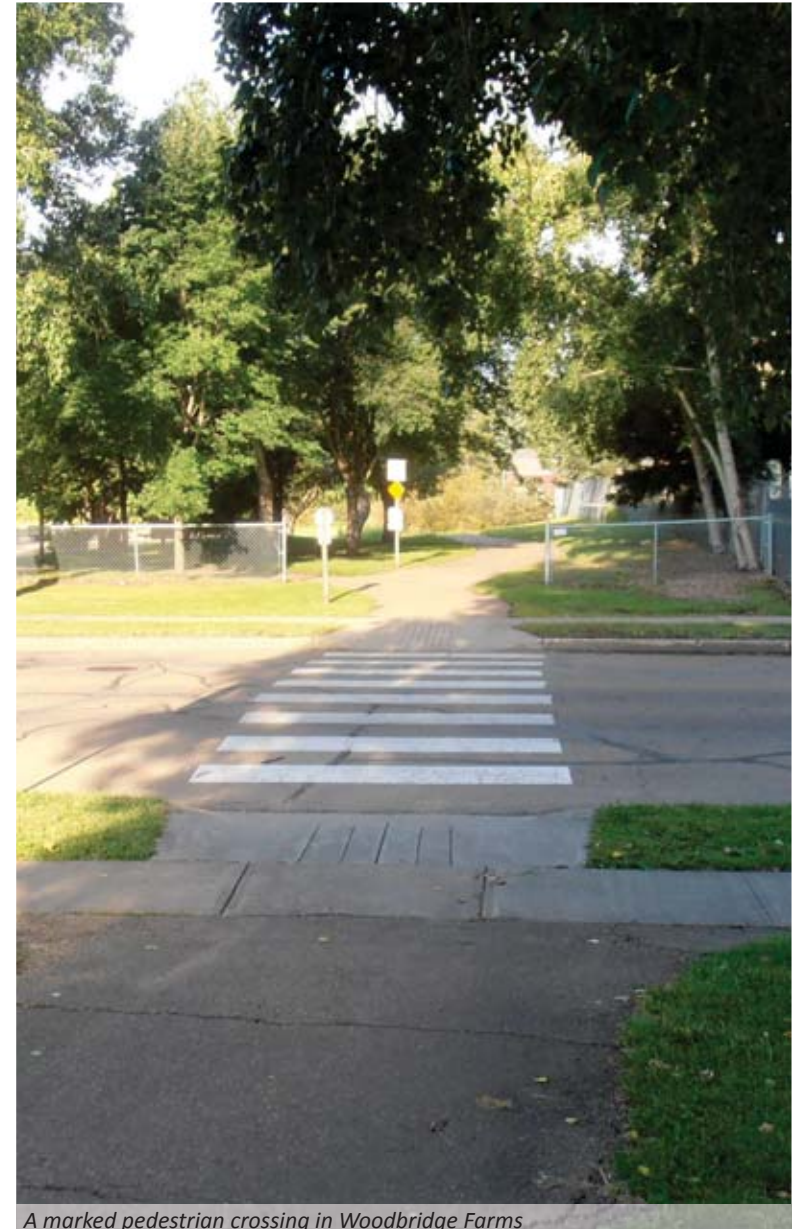
- Adequate Lighting
- Knowing your neighbours
- Trustworthy neighbours
- Community watch and natural surveillance
- Seeing people out walking
- Police presence

Existing Safety Concerns

- Instances of theft or vandalism
- Loitering in public spaces at night



Fire Hall #1 in Centre in the Park



A marked pedestrian crossing in Woodbridge Farms



2.2.3 Spatial Representation

A variety of site specific issues and concerns were raised through the Citizen Circle Workbook submissions. The following map identifies issues or concerns that were provided

in the workbooks with reference to a specific location within Sherwood Park's mature neighbourhoods.

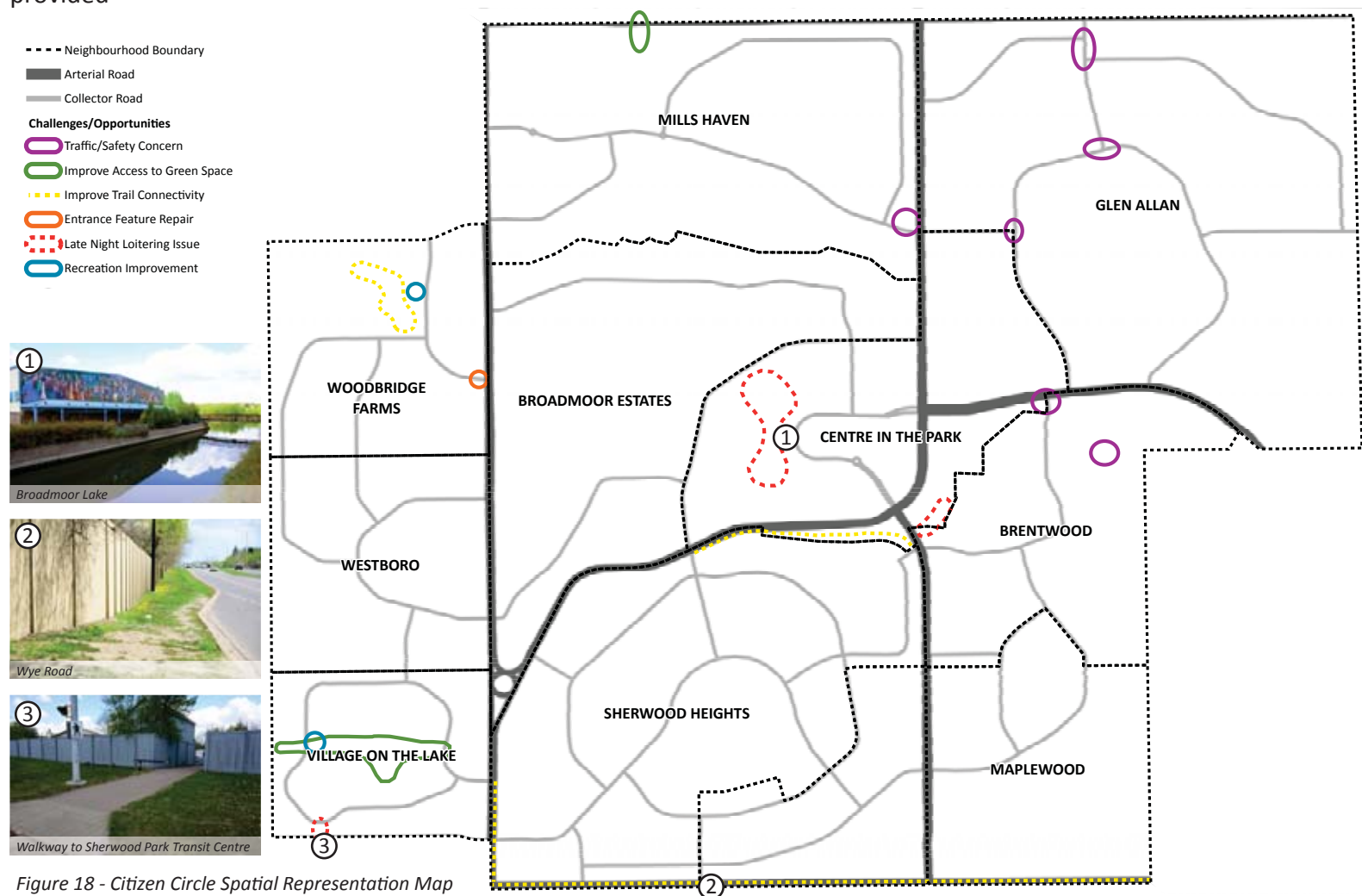


Figure 18 - Citizen Circle Spatial Representation Map



2.2.4 Responses by Neighbourhood*

Neighbourhood (Participants)	Brentwood	Broadmoor Estates	Glen Allan	Maple Grove
Neighbourhood Character	<p>What Residents Value</p> <ul style="list-style-type: none"> Close proximity to services, parks and open space, mature vegetation, low density housing, positive neighbour relationships, long-term residents <p>Key Issues</p> <ul style="list-style-type: none"> Public infrastructure renewal, housing maintenance <p>Infill and Redevelopment</p> <ul style="list-style-type: none"> Preserve neighbourhood character, support redevelopment, replacement or renovation of existing homes 	<p>What Residents Value</p> <ul style="list-style-type: none"> Close to services, parks and open space, golf course, mature vegetation, existing lot sizes, privacy, quality of homes, no high rise buildings, pride of ownership, positive neighbour relationships <p>Key Issues</p> <ul style="list-style-type: none"> Inadequate parking, lack of public transit, changing neighbourhood character, increased traffic volumes <p>Infill and Redevelopment</p> <ul style="list-style-type: none"> Support for redevelopment. Less support for infill development. Desire to preserve existing neighbourhood character. 	<p>What Residents Value</p> <ul style="list-style-type: none"> Close to services, public transit, parks and open space, demographic diversity, quiet, mature vegetation, existing lot sizes, heritage walkway system <p>Key Issues</p> <ul style="list-style-type: none"> Inadequate public transit, traffic volumes, traffic safety, conflicting values between older and new residents <p>Infill and Redevelopment</p> <ul style="list-style-type: none"> Some supported infill and redevelopment if it preserves neighbourhood character. Others did not support infill and redevelopment: invest in infrastructure first. 	<p>What Residents Value</p> <ul style="list-style-type: none"> Close to services, existing dwelling sizes and types, existing lot sizes, aesthetic variety, quiet <p>Key Issues</p> <ul style="list-style-type: none"> N/A <p>Infill and Redevelopment</p> <ul style="list-style-type: none"> Do not support infill or redevelopment
Land Use	<p>Existing Strengths</p> <ul style="list-style-type: none"> Satisfied with existing land use, local commercial services <p>Key Issues</p> <ul style="list-style-type: none"> Maintenance to public amenities, disallow secondary suites <p>Home Based Business</p> <ul style="list-style-type: none"> Benefits: crime prevention. Concerns: traffic volume, parking, noise and client visits 	<p>Existing Strengths</p> <ul style="list-style-type: none"> Satisfied with existing land use, close to local commercial services <p>Key Issues</p> <ul style="list-style-type: none"> Zero lot line development <p>Home Based Business</p> <ul style="list-style-type: none"> Benefits: crime prevention, working from home, ability to incubate new business ventures. Concerns: traffic volume, parking, noise, client visits and need for proper regulation 	<p>Existing Strengths</p> <ul style="list-style-type: none"> Satisfied with existing land use, separation of conflicting land uses, close to local commercial services <p>Key Issues</p> <ul style="list-style-type: none"> N/A <p>Home Based Business</p> <ul style="list-style-type: none"> Benefits: crime prevention, working from home, ability for caregivers to stay home. Concerns: parking, noise, client visits at night and need for proper regulation 	<p>Existing Strengths</p> <ul style="list-style-type: none"> Satisfied with existing land use, close to local commercial services <p>Key Issues</p> <ul style="list-style-type: none"> N/A <p>Home Based Business</p> <ul style="list-style-type: none"> Benefits: reduced impact on the environment (less commuting). Concerns: traffic and parking

*There were no responses from Centre in the Park and Sherwood Heights.



Maplewood	Mills Haven	Village on the Lake	Westboro	Woodbridge Farms
What Residents Value <ul style="list-style-type: none"> Close to services, existing dwelling sizes and types, existing lot sizes, aesthetic variety, established schools, quiet atmosphere Key Issues <ul style="list-style-type: none"> Narrow sidewalks Infill and Redevelopment <ul style="list-style-type: none"> Lack of support for infill or redevelopment. Desire to preserve existing neighbourhood character and current population density. 	What Residents Value <ul style="list-style-type: none"> Close to services, large lot sizes, parks and open space, mature vegetation, proximity to schools, privacy, proper maintenance Key Issues <ul style="list-style-type: none"> Lack of sidewalks, traffic safety issues, lack of connectivity of walking trails Infill and Redevelopment <ul style="list-style-type: none"> N/A 	What Residents Value <ul style="list-style-type: none"> Village Lake, boardwalk around the lake, parks and open spaces, mature vegetation, diverse demographics, mixture of housing types, close to services, good walkability Key Issues <ul style="list-style-type: none"> Snow removal, lack of connectivity, maintenance of public and private realm, proximity to high voltage power lines Infill and Redevelopment <ul style="list-style-type: none"> Some support for redevelopment. Do not support infill. Concerns: property values, preserve neighbourhood character. 	What Residents Value <ul style="list-style-type: none"> Large yards, mature vegetation, walkability, access to services, diverse demographics Key Issues <ul style="list-style-type: none"> Inadequate parking, noise, snow removal on sidewalks, reduction in mail boxes, proximity to high voltage power lines Infill and Redevelopment <ul style="list-style-type: none"> Some support redevelopment and infill if neighbourhood character is maintained. Others expressed opposition for both infill and redevelopment. Regulations needed. 	What Residents Value <ul style="list-style-type: none"> Diverse demographics, mature vegetation, good maintenance, parks and open space, aesthetic variety Key Issues <ul style="list-style-type: none"> Traffic, noise, proximity to the refinery, need to repair the brick entrance feature, repair spray deck Infill and Redevelopment <ul style="list-style-type: none"> Support for secondary suites. Support triplex and semi-detached housing on corner lots. Must maintain neighbourhood character
Existing Strengths <ul style="list-style-type: none"> Satisfied with existing land use, close to local commercial services, variety of housing types Key Issues <ul style="list-style-type: none"> N/A Home Based Business <ul style="list-style-type: none"> Benefits: ability to provide specialized services to the neighbourhood. Concerns: traffic, equipment storage 	Existing Strengths <ul style="list-style-type: none"> Satisfied with existing land use, close to local commercial services, housing affordability, existing housing types and lots Key Issues <ul style="list-style-type: none"> N/A Home Based Business <ul style="list-style-type: none"> Benefits: ability to work from home. Concerns included traffic, equipment storage, undesirable visibility, improper use of public space, noise, odours, pollution, client visits 	Existing Strengths <ul style="list-style-type: none"> Satisfied with existing land use, close to local commercial services, variety of housing types, existing density Key Issues <ul style="list-style-type: none"> Maintenance of private and public realm, access to community green belt Home Based Business <ul style="list-style-type: none"> Benefits: able to work from home, reduce commuting. Concerns: traffic volume, materials storage, external advertising, soliciting, noise, parking 	Existing Strengths <ul style="list-style-type: none"> Satisfactory existing land use, access to parks and open space, close to local commercial services Key Issues <ul style="list-style-type: none"> Limited local coffee shops Home Based Business <ul style="list-style-type: none"> Benefits: none identified. Concerns: traffic volume, materials storage, external advertising, noise and parking. 	Existing Strengths <ul style="list-style-type: none"> Satisfied with existing land use, close to local commercial services, existing housing types Key Issues <ul style="list-style-type: none"> Limited grocery stores Home Based Business <ul style="list-style-type: none"> Benefits: none identified. Concerns: parking, traffic speed



Neighbourhood (Participants)	Brentwood	Broadmoor Estates	Glen Allan	Maple Grove
Housing	Which Housing Types Fit <ul style="list-style-type: none"> Single family Which Housing Types Do Not Fit <ul style="list-style-type: none"> High-rise multi-family apartments Housing Challenges <ul style="list-style-type: none"> High cost of maintenance, non-owner-occupied dwellings, attract a mixture of ages to community, promote aging in place 	Which Housing Types Fit <ul style="list-style-type: none"> Single family, secondary suites Some felt multi-family housing was a good fit while others disagreed Which Housing Types Do Not Fit <ul style="list-style-type: none"> N/A Housing Challenges <ul style="list-style-type: none"> Inadequate parking, snow removal, infrastructure improvements needed 	Which Housing Types Fit <ul style="list-style-type: none"> Single family, secondary suites, townhouses and single-detached housing Which Housing Types Do Not Fit <ul style="list-style-type: none"> N/A Housing Challenges <ul style="list-style-type: none"> Some felt affordability was a challenge in the neighbourhood while others did not, maintenance, inadequate parking. 	Which Housing Types Fit <ul style="list-style-type: none"> Single family Which Housing Types Do Not Fit <ul style="list-style-type: none"> N/A Housing Challenges <ul style="list-style-type: none"> Maintenance, aesthetic variety, realistic home sizes, aging in place
Walkability and Open Space	Existing Strengths <ul style="list-style-type: none"> Great walkability and connectivity Trails: well maintained but some are not paved Key Issues <ul style="list-style-type: none"> N/A Suggested Improvements <ul style="list-style-type: none"> Improve insect control, weeds and snow removal 	Existing Strengths <ul style="list-style-type: none"> Great walkability and connectivity, Broadmoor Lake is a popular destination Trails: well maintained Key Issues <ul style="list-style-type: none"> N/A Suggested Improvements <ul style="list-style-type: none"> Maintenance to sidewalks and bike paths, more crossing lights at the traffic circle on Sherwood Drive 	Existing Strengths <ul style="list-style-type: none"> Great walkability and connectivity Lollipop Park and Glen Allan Park are popular destinations Key Issues <ul style="list-style-type: none"> N/A Suggested Improvements <ul style="list-style-type: none"> More rest areas, improve playgrounds, introduce more naturalized landscaping 	Existing Strengths <ul style="list-style-type: none"> Great walkability and connectivity, Broadmoor Lake is a popular destination Maintenance is satisfactory Key Issues <ul style="list-style-type: none"> N/A Suggested Improvements <ul style="list-style-type: none"> Reduce overgrown vegetation, improve winter conditions on the walkway between Alder Court and Arbutus Court
Safety	Residents feel safe in their neighbourhood Key Elements of Safety <ul style="list-style-type: none"> Proper lighting, knowing neighbours, pride of ownership, owner-occupied homes, police presence Key Issues <ul style="list-style-type: none"> Traffic safety, loitering in the greenspace behind Esso Gas Station 	Residents feel safe in their neighbourhood Key Elements of Safety <ul style="list-style-type: none"> Knowing neighbours, long-term residents, police presence Key Issues <ul style="list-style-type: none"> Loitering at Broadmoor Lake at night 	Residents feel safe in their neighbourhood Key Elements of Safety <ul style="list-style-type: none"> Proper signage, good neighbours, knowing neighbours, people present on streets, lighting, limited commercial uses Key Issues <ul style="list-style-type: none"> Traffic safety, loitering on the walkway from Village Drive to Wye Transit Terminal 	Residents feel safe in their neighbourhood Key Elements of Safety <ul style="list-style-type: none"> Lighting, lack of alcohol use, police presence (police bike patrols) Key Issues <ul style="list-style-type: none"> N/A



Maplewood	Mills Haven	Village on the Lake	Westboro	Woodbridge Farms
Which Housing Types Fit <ul style="list-style-type: none"> Single family, single-detached, secondary suites Which Housing Types Do Not Fit <ul style="list-style-type: none"> Larger homes Housing Challenges <ul style="list-style-type: none"> Affordability 	Which Housing Types Fit <ul style="list-style-type: none"> Single family Regulations needed Which Housing Types Do Not Fit <ul style="list-style-type: none"> N/A Housing Challenges <ul style="list-style-type: none"> Affordability, inadequate parking 	Which Housing Types Fit <ul style="list-style-type: none"> Single family, single detached, row housing and secondary suites Which Housing Types Do Not Fit <ul style="list-style-type: none"> Multifamily Housing Challenges <ul style="list-style-type: none"> Maintenance, affordability, aging in place, secondary suites to provide care for elderly family members 	Which Housing Types Fit <ul style="list-style-type: none"> Single family, secondary suites, single-detached, limited row housing Which Housing Types Do Not Fit <ul style="list-style-type: none"> N/A Housing Challenges <ul style="list-style-type: none"> Private and public realm maintenance. 	Which Housing Types Fit <ul style="list-style-type: none"> Single family, secondary suites, single-detached, row housing, low rise multi-family Which Housing Types Do Not Fit <ul style="list-style-type: none"> High rise multi-family housing Housing Challenges <ul style="list-style-type: none"> Affordability, maintenance, need young families to move to the area
Existing Strengths <ul style="list-style-type: none"> Great walkability and connectivity, Broadmoor Lake is a popular destination Maintenance is satisfactory Key Issues <ul style="list-style-type: none"> N/A Suggest Improvements <ul style="list-style-type: none"> N/A 	Existing Strengths <ul style="list-style-type: none"> Great walkability and connectivity Holding pond is a popular destination Key Issues <ul style="list-style-type: none"> N/A Suggested Improvements <ul style="list-style-type: none"> Opinions regarding maintenance varied, litter and vandalism, connectivity between Marion Drive and the soccer field 	Existing Strengths <ul style="list-style-type: none"> Good walkability and connectivity Key Issues <ul style="list-style-type: none"> Maintenance of public amenities, winter trail conditions Suggested Improvements <ul style="list-style-type: none"> Playgrounds and recreation areas, snow removal, fix spray park, develop more trails, widen sidewalks 	Existing Strengths <ul style="list-style-type: none"> Great walkability and connectivity Trails are well maintained Key Issues <ul style="list-style-type: none"> N/A Suggested Improvements <ul style="list-style-type: none"> Winter trail conditions 	Existing Strengths <ul style="list-style-type: none"> Great walkability and connectivity Key Issues <ul style="list-style-type: none"> N/A Suggested Improvements <ul style="list-style-type: none"> Trails are well maintained but cutting back overgrown vegetation is needed
Residents feel safe in their neighbourhood Key Elements of Safety <ul style="list-style-type: none"> Good neighbours, police presence, knowing your neighbours, age diversity, long-term residency Key Issues <ul style="list-style-type: none"> N/A 	Residents feel safe in their neighbourhood Key Elements of Safety <ul style="list-style-type: none"> Lighting, knowing neighbours, trustworthy neighbours, police presence Key Issues <ul style="list-style-type: none"> Dogs off their leash 	Residents feel safe in their neighbourhood Key Elements of Safety <ul style="list-style-type: none"> Low traffic speeds, low crime rate, knowing neighbours, good maintenance, public education, signage, good parenting Key Issues <ul style="list-style-type: none"> Vandalism, theft, traffic speeds, loitering at the spray deck and green spaces at night 	Residents feel safe in their neighbourhood Key Elements of Safety <ul style="list-style-type: none"> Low traffic volume, limited commercial land use, low population density, snow removal Key Issues <ul style="list-style-type: none"> N/A 	Residents feel safe in their neighbourhood Key Elements of Safety <ul style="list-style-type: none"> People present on the streets, trustworthy neighbours, lighting, pride of ownership Key Issues <ul style="list-style-type: none"> N/A



2.2.5 Quotes

The following are a series of quotes from the Citizen Circle Workbooks about Mature Neighbourhoods. Each neighbourhood is colour-coded.

Maintain the character of the neighbourhood.

The focus should be on a “revitalization strategy” instead of an “infill strategy”

Would not like to see increase in population density or number of vehicles on the streets

It would be useful to have an enforceable standard for the maintenance and outward appearance of homes and yards.

We have guarded optimism that redevelopment and infill could make our neighbourhood a better place. We do not want to lose the things we love about our neighbourhood.

Single-family and perhaps semi-detached are a good fit.

Density: the only word in Alberta dirtier than sprawl.

We oppose secondary suites for rental purposes and the construction of high density.

Redevelopment and infill that does occur MUST be done with specific rules and regulations.

There are plenty of sidewalks and trails to get you anywhere you want to go.

The Centre in the Park adds value beyond measure to our area. It's the anchor to our parks system and a true jewel.

It would be great to offer affordable opportunities for young families to move in.

[We value being] close to amenities.

Redevelopment is acceptable as long as the community look is maintained.

Legend

Brentwood
Broadmoor Estates
Glen Allan
Maple Grove
Maplewood
Mills Haven
Sherwood Heights
Village on the Lake
Westboro
Woodbridge Farms



Trail system in Glen Allan



Single family home in Broadmoor Estates



Street view in Maple Grove



We like the character of housing.
It is not cookie cutter developed.

Rental houses that are not taken care of.

We support redevelopment for secondary
suites especially for grandparents.

Do not like to see houses replaced
with duplexes, fourplexes, etc.

We like the large lots in our neighbourhood.

Walk-up multi-family apartments and high rise apartments
would not be a good fit for our small neighbourhood.

Our neighbourhood has fabulous walkability!

Preservation of existing green
spaces is our highest priority!



Lake in Glen Allan

Missing link: No trail between Village on
the Lake and Woodbridge Farms

Allowing more diversified housing
will allow seniors to remain here.

There is a good blend of housing types.

Home based businesses are good as
long as parking is provided if needed.

Affordability for younger
people is a challenge

Infill projects should be affordable to allow
aging in place and for young families.

Infill does not fit. Single
detached dwellings only.

Opposed to increasing density with infill,
townhouses and huge redeveloped homes.

We like the mature trees.



Historical building in Broadmoor Estates

The focus should be on infrastructure
that keeps the mature neighbourhoods
viable for a younger generation.

We support redevelopment.
We oppose infill.

Lack of Strathcona County's attention to
our neighbourhood. With the focus on
developing new communities, we feel
our neighbourhood has been neglected.

[Initial thoughts about infill and redevelopment
are] negative. We moved here because we like
the lot sizes and the current green spaces.

Enjoy having young families as well as retirees in our
area. Gives our neighbourhood a community feel.

Redevelopment could be a catalyst for renewal and
improvement as long as it is in keeping with the
character of the neighbourhood. No infill please!

[Infill and redevelopment] will ruin
the appeal of the neighbourhood.



Salisbury Athletic Park in Centre in the Park



Engagement Methods

- Individual Mail-Out

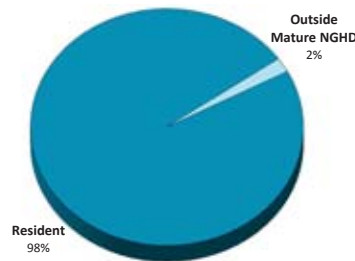
2.3 Survey

In February 2013 County staff administered a survey at the request of Council. The survey was mailed to every residential landowner in the 11 mature neighbourhoods with a self-addressed stamped envelope enclosed. The survey was also made available online until March 1, 2013.

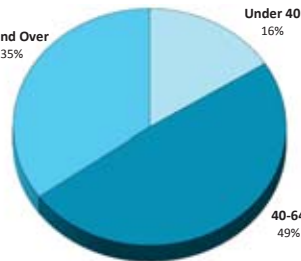
The survey was primarily quantitative and sought to reach a wider audience than had been achieved through the Citizen Circle process. The survey was, however, restrictive in terms of the direct-mail approach as it did not obtain a random sample.

Approximately 2,900 survey responses were received. A full version of the report will be made available by Strathcona County. A summary of key results is presented on the following pages.

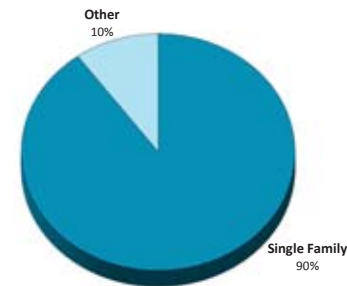
Response Location



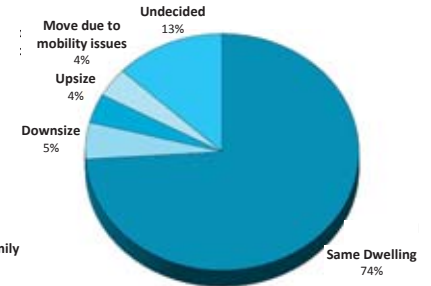
Age



Housing Type



Housing Type in 5 years



Top 5 things residents like about their neighbourhood

Mature trees & landscape	49%
Location/access to amenities	39%
Quiet neighbourhood	39%
Large lots/yards	37%
Neighbours/community spirit	25%

Top 5 things residents dislike about their neighbourhood

Street cleaning and maintenance	18%
Traffic noise/volume	17%
Property maintenance	11%
Traffic/parking violations	11%
Rental units/renters	10%

Figure 19 - Demographics of Survey Respondents



Redevelopment

When asked if they support redevelopment projects in their neighbourhood, residents responded as follows:

Neighbourhood	Yes	No	Maybe
Brentwood	64.6%	6.3%	30.1%
Broadmoor Estates	45.8%	13.7%	40.5%
Centre in the Park	51.0%	17.6%	31.4%
Glen Allan	51.9%	9.5%	38.5%
Maple Grove	55.7%	6.2%	38.1%
Maplewood	54.3%	12.3%	33.3%
Mills Haven	52.6%	10.2%	37.2%
Sherwood Heights	57.6%	10.2%	32.3%
Village on the Lake	50.3%	9.1%	40.6%
Westboro	52.7%	7.5%	39.7%
Woodbridge Farms	53.6%	7.2%	39.1%

Redevelopment is understood to refer to instances where the number of dwelling units on a lot does not change such as a structural addition to a house; building a front porch on an existing house; constructing an attached garage.

Infill

When asked if they support infill projects in their neighbourhood, residents responded as follows:

Neighbourhood	Yes	No	Maybe
Brentwood	8.1%	67.2%	24.7%
Broadmoor Estates	3.2%	63.2%	33.5%
Centre in the Park	31.4%	29.4%	39.2%
Glen Allan	4.4%	64.1%	31.6%
Maple Grove	11.6%	62.1%	26.3%
Maplewood	6.7%	71.2%	22.1%
Mills Haven	5.4%	70.3%	24.4%
Sherwood Heights	8.8%	58.2%	26.3%
Village on the Lake	2.4%	64.6%	32.9%
Westboro	6.3%	60.4%	33.3%
Woodbridge Farms	8.4%	59.9%	31.6%

Infill is understood to refer to instances where the number of dwelling units in an existing area increases such as: the addition of a secondary suite in the basement of a home; the replacement of a single family home with a duplex or semi-detached dwelling; the construction of an apartment building on a vacant site.



Amount and Mix of Business

When asked about the satisfaction levels that they have toward the amount and mix of business in their neighbourhood, residents responded as follows:

Neighbourhood	Strongly or Somewhat Agree	Neutral	Somewhat or Strongly Disagree
Brentwood	91.9%	4.5%	3.6%
Broadmoor Estates	86.8%	11.1%	2.1%
Centre in the Park	87.0%	8.7%	4.4%
Glen Allan	89.0%	7.7%	3.2%
Maple Grove	95.2%	2.4%	2.4%
Maplewood	90.5%	6.8%	2.7%
Mills Haven	88.8%	7.0%	4.2%
Sherwood Heights	87.7%	8.8%	3.5%
Village on the Lake	87.4%	9.3%	3.3%
Westboro	87.5%	8.3%	4.2%
Woodbridge Farms	81.6%	10.8%	7.5%

Maintenance

When asked whether they were satisfied with the maintenance of County parks, roads, sidewalks, trails and landscaped areas, residents responded as follows:

Neighbourhood	Strongly or Somewhat Agree	Neutral	Somewhat or Strongly Disagree
Brentwood	77.6%	7.4%	14.9%
Broadmoor Estates	72.8%	7.0%	20.3%
Centre in the Park	87.3%	6.4%	6.4%
Glen Allan	84.6%	4.3%	11.1%
Maple Grove	81.5%	3.7%	14.8%
Maplewood	81.8%	4.7%	13.5%
Mills Haven	81.2%	7.3%	11.4%
Sherwood Heights	77.0%	7.6%	15.3%
Village on the Lake	67.1%	6.4%	6.4%
Westboro	79.8%	5.7%	10.3%
Woodbridge Farms	79.8%	5.2%	15.0%



Engagement Methods

- Twitter
- Facebook

2.4 Social Media

The County utilized their Facebook Page and Twitter account to help with promoting the Project Kick-off Event with the Guest Panel Session and later to promote the Citizen Circles. A series of updates were prepared for the County that were posted periodically to their social media accounts. These updates acted as a net and were designed to pique interest and bring people back into the website where they could find more information on how to get involved and be heard.



Interactions on Twitter regarding the Mature Neighbourhood Strategy



2.5 Summary

Citizens' involvement in the project has shown that residents are passionate about their mature neighbourhoods. Input received was from a diverse range of perspectives. The continued involvement of citizens will be an important goal in future stages of the project.

Overall, citizens were proud of their communities and hoped that the existing neighbourhood character would be preserved. Citizens were most passionate about preserving overall existing neighbourhood character that sets the mature neighbourhoods apart from other neighbourhoods in the County. Assets such as mature vegetation, aesthetic variety of housing, access to services and existing parks and open space were some of the most valued.

Opinions regarding appropriate housing types varied but citizens were happy with the current predominantly single-family residential land use of the mature neighbourhoods. Those who identified benefits to diversifying the housing options also felt that regulations must be in place to mitigate potential negative impacts. Connectivity, walkability and safety of the mature neighbourhoods were widely celebrated by residents. Improved maintenance of both public and private realm, aging in place and affordability for young families were considered the most important challenges facing the mature neighbourhoods today.

2.6 Emerging Themes

- Preserving the neighbourhood character is a high priority
- Existing land use mix should be maintained
- Opportunity for diversifying housing types must be accompanied by adequate regulations to mitigate negative impacts
- Citizens are satisfied with safety, connectivity and walkability



Volunteer Plaza in Centre in the Park



Prairie Walk water feature in Centre in the Park



Chapter 3

Civic Managers

3.1 Introduction

3.2 Engagement Session

3.2.1 Key Challenges

3.2.2 Issues and Concerns

3.2.3 Opportunities

3.2.4 Partnership Building

3.3 Summary

3.4 Emerging Themes



3.1 Introduction

Municipal planners, municipal infrastructure specialists, councillors and other local government representatives have a strong understanding of the opportunities and challenges facing mature neighbourhoods. The Civic Managers session was designed to ensure that the collective knowledge could be extracted and viewed in concert with the various perspectives across the organization. It was also an opportunity for Civic Managers to realize their professional roles in looking after the mature neighbourhoods.

The engagement session for the Civic Managers was held on October 31, 2012 at the Community Centre. There were representatives from Council, various departments and from the different branches within the Planning and Development Services Department with 25 people in attendance.

Key engagement methods utilized for this session are described on the following pages. The session began in a circle with an introductory activity that allowed participants to explore their perspectives. Following the introductory activity a series of small and large group activities took place.



Participants in a round-table discussion



3.2 Engagement Session

3.2.1 Key Challenges

Engagement Methods

- Participatory Mapping
- Discussion
- World Café
- Circle Discussion
- Partnership Building

The first activity took the participants out of circle discussion and into small groups where they were instructed to display all the challenges that could be shown on a map when looking at mature neighbourhoods. The results of emerging themes from all of the groups doing this exercise have been simplified and shown in Figure 20.

Key Themes

- Connectivity issues
- Locations for potential infill and redevelopment were identified
- Municipal operational limitations exist

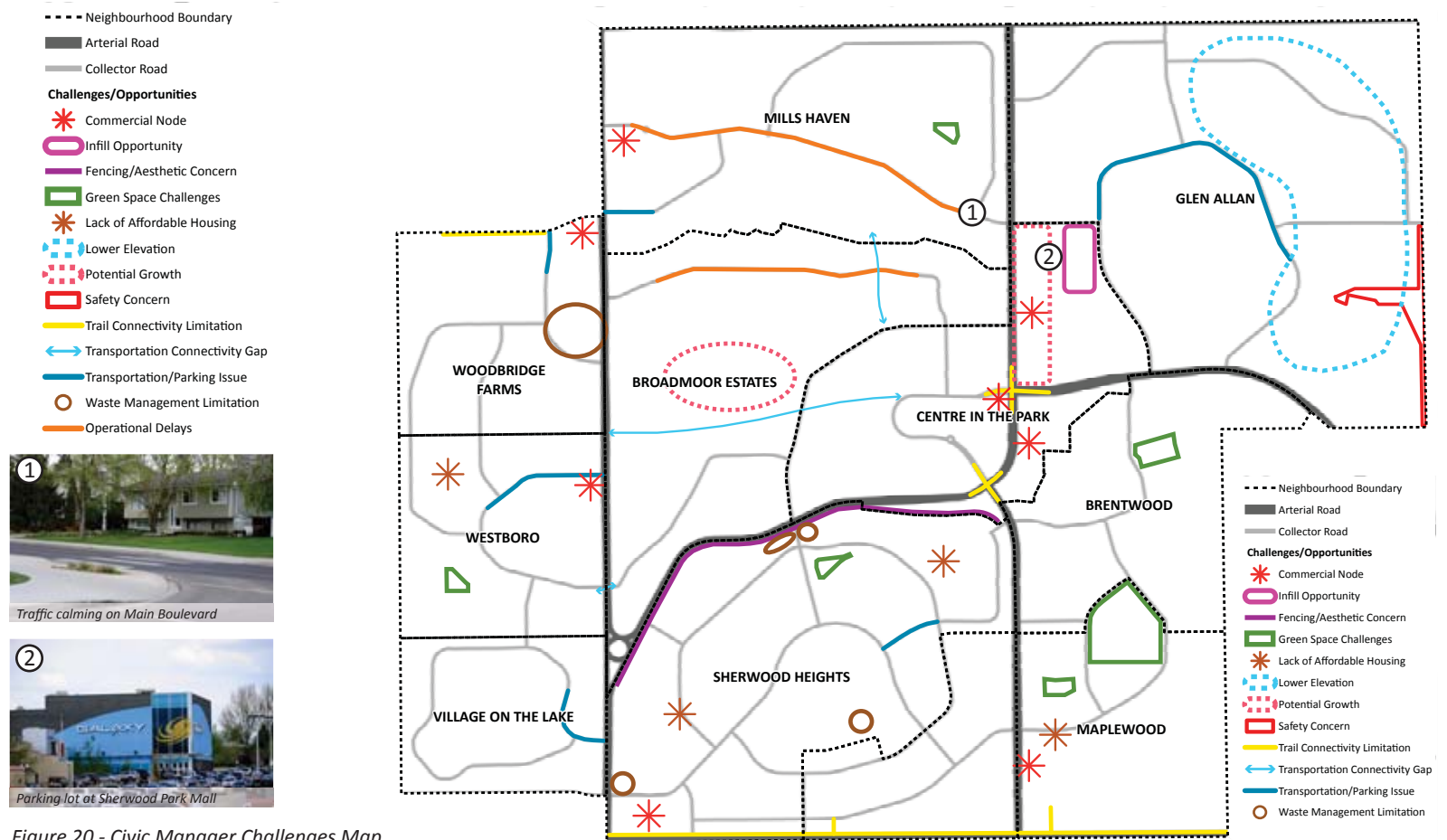


Figure 20 - Civic Manager Challenges Map



“Wordle”

-A word cloud (or weighted list in visual design) is a visual depiction of user-generated tags. The clouds give greater prominence to words that appear more frequently in the source text.

3.2.2 Issues and Concerns

The second group activity organized the participants in small groups of 4 or less, but required that they shift to a new table with new participants prior to starting this task. This activity was very similar in focus to the first activity in that the group was still trying to identify issues and concerns that they are grappling with in mature neighbourhoods. The difference with this exercise was that the participants were asked to identify only issues that could not be shown on a map.

The results of this activity are summarized below. The responses have been grouped together based on similarity and then ranked by how often the response was given. The larger the text in the following Wordle, the more frequently it was provided as a response.

Key Themes

- Maintain image and address fears
- Concerns relating to infrastructure capacity
- Access to recreational facilities is important



Participants working together for Group Activity 2

fluctuating student levels at schools
economic barriers to upgrades or redevelopment
slow progress on becoming more energy efficient
street naming and addressing confusing
low diversity in tree canopy
limited affordable housing
preserve community feel
access to greenspace and recreation facilities
infrastructure capacity
transit improvements
traffic and parking concerns
timing of the strategy relative to demand for development
crime and emergency response
difficult to age in place
availability/distribution of social services
different opinions from residents on what's appropriate
lot grading and overall drainage issues
sense of community
building code requirements
fear of potential change
maintaining overall image
potential for transit oriented development



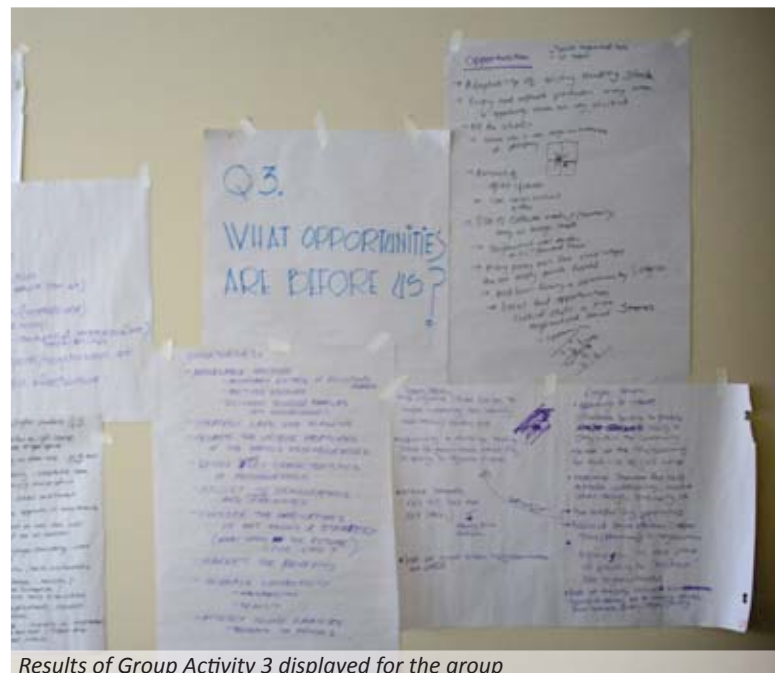
3.2.3 Opportunities

This activity again was conducted in a World Café format, with one last rotation of participants between tables to keep the conversations fresh. Working in small groups, the participants discussed the opportunities that they felt were available within the mature neighbourhoods.

The results of this activity are summarized below. The responses have been grouped together based on similarity then ranked by how often the response was given. The larger the text in the following Wordle, the more frequently it was provided as a response.

Key Themes

- Changes could re-energize older schools
- Changes could provide a wider range of housing types while utilizing under-developed sites



Results of Group Activity 3 displayed for the group





3.2.4 Interdepartmental Synergies

This last activity was designed to provide an opportunity to the County staff to discuss their specific role related to improving the quality of life within mature neighbourhoods. A circle discussion was organized and each staff member shared specific tasks they may perform as the project progresses and specific information available from their Department. The exercise was extremely helpful in developing a clear understanding amongst the County staff with respect to current strengths and weaknesses regarding County's internal resources.



	Planning & Development	Transportation & Agriculture	Corporate Planning	Emergency Services	Assessment & Taxation	Communications	Public Transit	Family & Community Services	Capital Planning	Recreation, Parks & Culture	Economic Development & Tourism	Council
Planning & Development		★	★	★	★	★		★	★	★	★	★
Transportation & Agriculture	★						★		★			
Corporate Planning	★			★	★	★		★	★	★		
Emergency Services	★		★			★		★		★		★
Assessment & Taxation	★		★			★	★	★	★			★
Communications	★		★	★	★					★		★
Public Transit		★			★				★	★	★	★
Family & Community Services	★		★	★	★				★	★	★	★
Capital Planning	★	★	★		★		★	★		★	★	★
Recreation, Parks & Culture	★		★	★		★	★	★	★			★
Economic Development & Tourism	★						★	★	★		★	
Council	★			★	★	★	★	★	★	★	★	

Figure 21 - Identified Inter-Departmental Connections



3.3 Summary

The session with the Civic Managers was effective in developing an understanding of the ongoing work that is happening within the mature neighbourhoods of Sherwood Park. The initiation of the Mature Neighbourhood Strategy was seen as well-timed as proposals for redevelopment are becoming more common. With the variety of participants in the room, it became apparent that there were several perspectives present and each identified different challenges and opportunities within mature neighbourhoods. The varied perspectives had an interesting effect on the results. On one hand, there were common themes that became apparent such as the need to diversify various aspects of mature neighbourhoods including the housing stock, commercial amenities, park space, transportation modes and demographics. On the other hand, some topics were seen as both an opportunity and a challenge such as affordable housing, transit, infrastructure rehabilitation, walkability and changing park systems.

The expertise in the room allowed everyone to bring their own perspective and see all the challenges and opportunities within mature neighbourhoods. One of the key objectives of this meeting was met by ensuring that participants left with a new perspective on mature neighbourhoods. This was achieved with a realization that for a strategy to be successful it will be dependent on the expertise found across the organization. Another key theme from the session was that the municipality was trying to be forward thinking and recognizing that change can be difficult but may also provide benefits.

3.4 Emerging Themes

- Need to diversify neighbourhoods
- Address the changing demands of schools
- Rehabilitation of infrastructure (underground and surface)
- Expand access to green spaces and recreation facilities
- There is a fear of potential change
- Consideration for maintaining the image of the neighbourhoods is important
- Address and work on the opportunity for cooperation between civic departments and staff



Chapter 4

Civil Society

4.1 Introduction

4.2 Engagement

4.2.1 Future Role

4.2.2 Challenges

4.2.3 Key Assets

4.2.4 Infill and Redevelopment

4.2.5 Responses by Group

4.3 Summary

4.4 Emerging Themes



4.1 Introduction

Civil Society organizations provide a wide range of services to the mature neighbourhoods and the greater Strathcona County area. The majority of the organizations operate on a not-for-profit basis and provide social services that enhance the quality of life of residents. Some organizations represent specific groups of people while others are intended to reach people of all ages, abilities and backgrounds.

Civil Society includes organizations such as school boards, housing agencies, churches, not-for-profit organizations, and advocacy groups and other private or public organizations. Civil Society plays an important role in the vitality of a community and can provide valuable input from both the organization's perspective and the perspective of the people they serve. Targeted telephone interviews and questionnaires were used to gather input from Civil Society representatives.

Civil Society and NGOs Questionnaires

Sherwood Park Mature Neighbourhood Strategy

About the Mature Neighbourhood Strategy

The Mature Neighbourhood Strategy is a project being undertaken by the Planning & Development Services Department of Strathcona County. The purpose of the project is to determine how redevelopment and infill opportunities are to be considered within the mature neighbourhoods of Sherwood Park in the long-term. As a starting point, the 11 oldest neighbourhoods of Sherwood Park are being used as a study area. For the most part, these neighbourhoods feature large lots, mature trees and cul-de-sac road networks.

October 2012 – February 2013

Phase 1
Asking Questions

Spring 2013

Phase 2
Coming up with a Strategy

Summer 2013 – 2014 and beyond

Phase 3
Implementing the Strategy

We would like you complete an electronic Questionnaire to gather your input!

Where are we now?

As part of Phase 1 of this project, the County wants to begin a discussion with members of the civil society, NGOs and not-for-profit organisations such as yourself to understand what they and the people they serve value about their neighbourhoods and what they would like to see change. We want to be able to encourage investment in the older areas so long as proper consideration is given to location, design and impacts to the existing community. The Mature Neighbourhood Strategy is an opportunity to assess the older areas to ensure they meet the needs of existing and future residents.

Questionnaire Format

The electronic questionnaire is attached to the e-mail you received, titled "MNS_Questionnaire.pdf". The questionnaire will take approximately 10 minutes to complete.

Questionnaire Contact

Project Contact



Instructions:

Option 1 (preferred option):

1. Save the PDF titled "MNS_Questionnaire.pdf" to your computer.
2. Open the PDF titled "MNS_Questionnaire.pdf".
3. Answer the questions by typing your answers into the form fields provided.
4. Save the PDF file.
5. Attach and send a copy of the PDF via e-mail to

Option 2:

1. Print a copy of the PDF "MNS_Questionnaire".
2. Fill out the questions within the spaces provided.
3. Fax a copy of the questionnaire to 780-428-1763, Attn: planningAlliance.



www.strathcona.ca/matureneighbourhoodstrategy
<https://www.facebook.com/Strathcona.County>
<https://twitter.com/StrathcoCounty>

Cover page of Questionnaire



Engagement Methods

- Targeted Telephone Interviews
- Questionnaires

4.2 Engagement

Targeted telephone interviews with members of Civil Society were used to gather specific input from a range of organizations operating within the County. Participants were provided background information about the project prior to the interview. Each interview was customized to gather organization-specific information.

In addition to the targeted telephone interviews, a questionnaire and background information package was provided to over 30 different Civil Society organizations serving Strathcona County and the mature neighbourhoods. The questionnaire was tailored to capture a broad range of perspectives and was intended to gather the same input as the telephone interviews. The following types of groups were engaged through the telephone interviews and questionnaires:

- Clubs and Common Interest Groups
- County Initiatives and Advisory Boards
- Education Organizations
- Non-for-Profit Organizations
- Faith Based Organizations

The following is a summary of the input provided by various civil society organizations serving Sherwood Park and the mature neighbourhoods. The first piece provides an overview of the input gathered on various topics and the second piece provides a detailed chart showing input gathered from each Civil Society organization.

Engagement Focus

- Future role in the mature neighbourhoods
- Challenges facing the organization and the people they serve
- Opportunities and underutilized assets
- Positive and/or negative impact infill and redevelopment may have on the organization



4.2.1 Future Role

In order to predict gaps in services it is important to identify any anticipated changes to the services currently offered to residents of the mature neighbourhoods. While most of the organizations didn't anticipate any major changes in the near future some discussed expansion or a change in office location. None of the organizations who participated intend to stop providing services to the mature neighbourhoods.

Several of the organizations are currently undergoing larger changes. Elk Island Public School Board and Elk Island Catholic School Board are both currently in various stages of adjusting the geographical boundaries for schools within their jurisdiction in order to more evenly distribute students between education facilities. The County Library also anticipate a need to offer more services to the aging population without compromising the services to other demographics.

Future Role and Anticipated Changes

- Most organizations expect no major changes to the services they currently provide
- Changes expected included office relocations or adding more staff/volunteers
- Both Catholic and Public School Boards are undergoing various stages of boundary changes
- A need to adapt to changing demographics (i.e. aging population and fewer young families)



Sherwood Heights Park



4.2.2 Challenges

Many of the most difficult challenges facing the Civil Society organizations include access to volunteers, financial obligations, facilities management and decreased participation in activities and events. Several organizations identified a need to improve public transportation in order for youth, seniors and other residents to better access their services. As communities go through change, many of the organizations face challenges in adapting. For example, as the members of faith-based organizations age they are increasingly finding it difficult to attend services. This is either because in order to downsize they have moved further from the church or they experience a lack of transportation options.

Challenges

- Finding volunteers
- Meeting financial obligations
- Adapting services to a changing population
- Facilities management, maintenance and parking
- Access to transportation in order for members to participate

4.2.3 Key Assets

The Catholic School Board facilities are currently experiencing under-capacity issues while the Public School Board facilities are generally over capacity. For this reason, they were both eager to be informed in a timely manner if density and demographic changes are expected to occur. No other underutilized assets were identified, although some organizations felt more residents could take advantage of the services they provide.



Our Lady of Perpetual Help School in Sherwood Heights



4.2.4 Infill and Redevelopment

Overall, Civil Society organizations felt infill and redevelopment could affect them in a positive way although they acknowledged there are challenges that should be addressed. Many organizations felt an increase in population density and diversification of ages in the mature neighbourhoods would provide opportunity to better deliver services to the community. With more people in the communities they anticipated challenges such as attendance and available volunteers to be alleviated. They also felt that with increases in population density better access to public transportation may follow making it easier for residents to access their services.

Both school boards felt changes in population could have an impact on enrollment and how they deliver educational services to the mature neighbourhoods. Civil Society organizations also identified specific challenges the County could address in order to minimize any potential negative impacts as a result of infill and development.

Opportunities

- Increased demand for their services
- Increased attendance at events and activities
- More volunteers available
- Increased ridership aiding the County to deliver public transportation services

Specific Challenges to Address

- Preserve green space
- Improve existing amenities and provide more amenities for public use
- Provide better public transportation services
- Ensure adequate parking is planned and traffic volume issues are mitigated
- Promote active transportation and public transit use in order to minimize increases in traffic volume and inadequate parking issues
- Provide opportunities for young families and seniors to locate or remain in the mature neighbourhoods
- Preserve the neighbourhood character and build on the existing “sense of community”
- Educate members of the public about the benefits and challenges of infill and redevelopment
- Facilitate open communication throughout the project



Sherwood Park Transit Centre



4.2.5 Responses by Group

Organization	Impacts of infill, redevelopment and increased population density	Challenges facing Civil Society organizations and the people they serve	Specific issues or impacts the County could address
Clubs and Common Interest Groups	<p>Positive</p> <ul style="list-style-type: none"> Provide opportunities to age in place (seniors to downsize dwellings and remain in the same neighbourhoods) More people to use amenities and services <p>Negative</p> <ul style="list-style-type: none"> Open space and green space should be preserved Little space to expand organization 	<p>Organization</p> <ul style="list-style-type: none"> Advertising and marketing Finding volunteers and staff Inadequate parking 	<ul style="list-style-type: none"> Maintenance of public infrastructure and amenities Preserve the mature vegetation Preserve neighbourhood character Address traffic volumes and safety Maintain access to local commercial services Direct multi-family to corner lots and arterial roads Facilitate a positive discussion surrounding redevelopment infill with the public Increase walkability Increase active transportation amenities (i.e. bike racks to alleviate parking need)
County Initiatives and Advisory Boards	<p>Positive</p> <ul style="list-style-type: none"> Creates a compact community Brings young families to the area Increased participation Assist in providing services with increased population and demographic diversity (for example, a program where youth help seniors do yard work is easier to implement if both age groups exist in the neighbourhood) Increase walkability Increased ability for the County to improve access to public transportation <p>Negative</p> <ul style="list-style-type: none"> Inadequate parking 	<p>Organization</p> <ul style="list-style-type: none"> Getting volunteers and staff Providing access to services Inadequate parking Meeting financial obligations Demographic changes may require adapting services to fit demand <p>Users</p> <ul style="list-style-type: none"> Access to services Affordable housing Lack of access to public transportation Financial barriers Housing affordability 	<ul style="list-style-type: none"> Preserve parks and open space Increase non-team oriented leisure opportunities in Glen Allan Recreation Centre Improve lighting on some trails and sidewalks to improve safety Improve connectivity between neighbourhoods to improve walkability Ensure proper maintenance of overgrown vegetation Provide better access to public transportation Address age related issues (Many of the same issues faced by seniors are also faced by youth) Increase health care services (hospital)
Education Organizations	<p>Positive</p> <ul style="list-style-type: none"> Increasing demographic diversity brings more young families in the neighbourhoods <p>Positive and Negative</p> <ul style="list-style-type: none"> Changes in population density would affect enrollment. Increased enrollment could be positive because funding is based on capacity vs. utilization but could also be negative if enrollment exceeds capacity of education facilities 	<p>Organization</p> <ul style="list-style-type: none"> Facilities are at or over capacity in some areas and under capacity in others Facilities maintenance and other financial obligations Making it possible for students to attend schools in close proximity to their neighbourhood 	<ul style="list-style-type: none"> Provide early notification of anticipated population changes Preserve parks and open space Increase access to recreation opportunities and amenities



Organization	Impacts of infill, redevelopment and increased population density	Challenges facing Civil Society organizations and the people they serve	Specific issues or impacts the County could address
Not-for-profit Organizations	<p>Positive</p> <ul style="list-style-type: none"> Ability for new development to be built in a way that considers people with disabilities Increase walkability with more compact communities Opportunities to improve access to public transportation if ridership increases with higher population density More people on the streets provides increase in safety and security Better housing affordability provides opportunities for residents to age in place Better access to public transportation <p>Negative</p> <ul style="list-style-type: none"> Increased traffic and parking issues <p>Neutral</p> <ul style="list-style-type: none"> Some felt impact would be minimal 	<p>Organization</p> <ul style="list-style-type: none"> Finding and retaining staff and volunteers Getting funding for the purchase and maintenance of assets <p>Users</p> <ul style="list-style-type: none"> Difficulty adjusting to new life circumstances Mobility and access to transportation options Aging population's ability to remain living in familiar neighbourhoods 	<p>Positive</p> <ul style="list-style-type: none"> Preserve parks and open space Make accessibility priority for new development and infrastructure upgrades Provide better access to public transportation
Faith Based Organizations	<p>Positive</p> <ul style="list-style-type: none"> Potential for better access to public transportation Housing choices increase opportunities to age in place Increased attendance /participation and more interest in faith based education for children Increased population density reduces suburban sprawl <p>Negative</p> <ul style="list-style-type: none"> Potential for social problems such as crime and loitering Increased traffic volume Inadequate parking Increase in noise 	<p>Organization</p> <ul style="list-style-type: none"> Maintaining and growing organization due to a lack of attendance and participation Meeting financial demands Finding staff and volunteers Providing meaningful services to members Building and property maintenance Visibility within the community <p>Users</p> <ul style="list-style-type: none"> Our congregation is aging People often find it difficult to embrace change As demographics change with aging residents sometimes must leave their neighbourhood to downsize Lack of transportation options (especially on Sunday and for seniors) 	<ul style="list-style-type: none"> Improve delivery and frequency of public transportation. Specifically, local accessible transit on Sundays Address housing affordability Address potential parking issues Improve public infrastructure and amenities Reserve space for faith organizations to put up buildings or lease if infill development occurs Encourage development to provide opportunities for residents to age in place



4.3 Summary

Interviews and questionnaires with Civil Society representatives provided insight into the current services provided to mature neighbourhood residents, expected changes to these services and the challenges and opportunities facing the organizations and the people they serve. The diversity of the organizations and the people they serve provided a wide range of perspectives.

The complexity was particularly apparent when discussing changes within the mature neighbourhoods. On one side, many organizations acknowledged that the demographics of the mature neighbourhoods are already changing. They expect a need to adapt their services accordingly. In the same respect, many organizations felt promoting diversification of the housing stock could help encourage young families and aging residents to locate or remain within the mature neighbourhoods. This was seen as a way to reverse the changes already occurring within the mature neighbourhoods and could help many organizations to provide services.

On the other side, the potential that change in densification within the mature neighbourhoods would create new challenges was something the organizations were quick to identify as a risk that should be planned for and mitigated. For example, several organizations hoped public transportation would improve with population density to offset potential negative impacts such as inadequate parking. Clear communication about the potential benefits of infill and redevelopment in the mature neighbourhoods was seen as a vital step to gain public support for the project.

4.4 Emerging Themes

- Changes already occurring in the mature neighbourhoods are creating challenges
- Diversification of demographics and increased population density could help organizations deliver services
- Addressing potential negative impacts of increased densification is important
- Clear communication from the County and public education is vital
- Improve public transit connections



Kiwanis Apple Blossom Manor in Sherwood Heights



Chapter 5

Civic Developers

5.1 Introduction

5.2 Development/Building Industry

5.2.1 Potential Business Plans

5.2.2 Opportunities and Barrier

5.2.3 Infill and Redevelopment

5.2.4 County Role

5.2.5 Responses by Group

5.3 Business Community

5.3.1 Workshop

5.3.2 Spatial Representation

5.4 Summary

5.5 Emerging Themes



5.1 Introduction

Civic Developers are the individuals and organizations involved in building the community both through the physical environment and through the services they provide. The Civic Developers were divided into two groups:

- Development/Building Industry
- Business Community

Key stakeholders from each group were consulted in order to understand how the mature neighbourhoods are currently evolving and how Civic Developers expect to be involved in the future of the mature neighbourhoods. The Development/Building Industry stakeholders are individuals or organizations who are currently involved in the development industry in some way. Business community stakeholders were contacted through the Strathcona County Chamber of Commerce and are involved in a diverse range of businesses. By dividing these two groups it was possible to customize the approach for gathering input. Development/Building Industry stakeholders were targeted through in-person interviews and the Business Community stakeholders were targeted by holding a focus group session.



Sherwood Park Mall entrance



Engagement Methods

- In-Person Interviews

5.2 Development/Building Industry

Developers and builders are actively involved in the physical construction of the mature neighbourhoods and Strathcona County as a whole. Developers and builders have experience influencing the built environment through policy, design or construction and include:

- Architects
- Developers
- Builders
- Housing foundations and co-ops
- Organizations who represent these individuals
- County boards and groups involved in regulating development in the County

In-person interviews were arranged with key developers or builders who operate within Strathcona County and the mature neighbourhoods. Each interview session had one or two individuals from similar organizations and was 30 to 45 minutes in duration.

Interview Focus

- Current and future development plans
- Existing opportunities and barriers to infill and redevelopment
- Most appropriate types of infill and redevelopment
- County's role in facilitating appropriate scale infill and redevelopment projects
- Current land use policy and regulations



Construction of multi-family building in Centre in the Park



5.2.1 Potential Business Plans

All of those Developers/Builders directly involved in development such as architects and builders stated they would consider redevelopment or infill projects in the mature neighbourhoods. Infill and redevelopment are seen as viable alternatives to greenfield development from a business perspective. The mature neighbourhoods were identified as desirable places to develop because of the many amenities that make them great places to live such as mature vegetation, established schools, aesthetic variety of housing and walkability.

5.2.2 Opportunities and Barriers

Developers/Builders provide a knowledgeable perspective about the existing opportunities and barriers to infill and redevelopment. The most common barriers identified by Developers/Builders included a lack of public support for projects, inconsistent or difficult approval process and lack of clear direction and policies from the County.

Participants felt Strathcona County can learn from the City of Edmonton's Infill Guideline process and challenges. Educating the public about the benefits of infill and redevelopment, such as efficient use of land, efficient use of infrastructure and fiscal benefits for the County and homeowners may help gain public support. Clear communication from the County to developers and the public was considered important to ensure development occurs in an appropriate manner.

Opportunities

- Learn from the obstacles faced in Edmonton and how they mitigated impacts
- Efficient use of land and infrastructure
- Fiscal benefits for the municipality and homeowners
- Community vitality and longevity
- Educating the public about the benefits of infill and redevelopment to gain public support

Barriers

- Lack of public support
- Lack of clear regulations/direction
- Approval process is slow and difficult
- Overcoming parking issues
- Developers aren't aware of the opportunities to pursue infill and redevelopment projects
- Must ensure existing servicing/infrastructure capabilities are adequate
- Determining the best use of the site is difficult without clear direction from the County
- Cost of land



5.2.3 Infill and Redevelopment

Developers and Builders felt there were opportunities for appropriate infill and redevelopment projects in the mature neighbourhoods. Certain types of infill and redevelopment projects were identified as appropriate more often than others.

Types of redevelopment listed from most appropriate to least appropriate:

1. Single family home into semi-detached housing
2. Single corner lot into 3 or 4 unit row housing
3. Existing neighbourhood strip commercial into mixed use residential/commercial building
4. Existing large format commercial site or mall site into mixed use urban community
5. Consolidation of two or three adjacent lots into multifamily 3 to 4 storey residential building

It is important to note that secondary suites in existing single family housing was not one of the redevelopment options included in the multiple choice question. However, secondary suites should be recognized as a type of infill that participants supported based on input gathered during other portions of the interviews.



Redevelopment site in Sherwood Heights



“Control scale, not style”

-Participant

5.2.4 County Role

Developers and Builders felt there was a lot the County could do to promote appropriate reinvestment into the mature neighbourhoods. They felt the County should clearly communicate direction and vision through policy and regulations while also ensuring the policies aren't too restrictive or cumbersome. One of the biggest challenges facing developers is a slow and uncertain approval process which makes pursuing infill and redevelopment projects risky for developers. Communicating what types of development are appropriate for the mature neighbourhoods would be beneficial for the County, Developers and residents.

Participants felt the County should focus on controlling the scale of projects and less on the aesthetic design of projects. By focusing on scale instead of design the County can achieve the goal of controlling impact while not placing a limit on creative control and opening up policy to interpretation based on personal preference. Developers and Builders felt the County should avoid using the term “preserve neighbourhood character” within policy because it is also open to personal interpretation to determine the existing neighbourhood character and it creates an environment where the neighbourhood is unable to adapt or change.

County Role

- Provide clear regulations/direction
- Make the approval process clear, predictable and timely
- Explore opportunities to make land available to developers who agree to do projects desired by the County
- Incentive programs and grants
- Education and awareness

Changes to Land Use Policy

- Identify areas appropriate for infill and redevelopment
- Amendments to land use policy are needed to certain zones to allow for infill
- Secondary suites are discretionary in most residential districts which makes getting approval difficult
- Allow consolidation of lots to allow for large developments
- Control scale not aesthetic design
- Avoid “preserve neighbourhood character” in policy language



Strathcona County Community Centre in Centre in the Park



5.2.5 Responses by Group

Organization	Most Appropriate Types of Infill and Redevelopment Projects	Barriers and Opportunities for Infill and Redevelopment Projects	County Role and Changes Needed to Current Land Use Policy and Regulations
Boards and Associations	Positive <ul style="list-style-type: none"> Single family home into semi-detached housing Single corner lot into 3 or 4 unit row housing Existing neighbourhood strip commercial into mixed use residential/commercial building 	Barriers <ul style="list-style-type: none"> Lack of public support Developers aren't aware of the opportunities to pursue infill and redevelopment projects Must ensure existing servicing/infrastructure capabilities are adequate Determining the best use of the site Rezoning and approval process Cost of land Getting approvals Opportunities <ul style="list-style-type: none"> The County has initiated the development of a sound regulatory framework (Mature Neighbourhood Strategy) Educating the public about the benefits of infill and redevelopment to gain public support 	<ul style="list-style-type: none"> Provide clear regulations/direction Allow flexibility and avoid restrictions Make approval process faster Avoid "maintain the character of the neighbourhood" policies because it is too restrictive and hard to interpret Planners need to make consistent decisions (balance discretion/flexibility and consistent interpretation) Identify areas appropriate for infill and redevelopment Purchase land and make the land available for projects desired by the County Amendments to land use policy are needed for certain zones to allow for infill and redevelopment projects Involve the public in the process Education and awareness Secondary suites are discretionary in most residential districts which makes getting approval difficult and causes many appeals
Architects	Positive <ul style="list-style-type: none"> Single corner lot into 3 or 4 unit row housing Existing neighbourhood strip commercial into mixed use residential/commercial building Existing large format commercial site or mall site into mixed use urban community Secondary suites in existing single family housing Positive and Negative <ul style="list-style-type: none"> Consolidation of two or three adjacent lots into multifamily 3 to 4 storey residential building 	Barriers <ul style="list-style-type: none"> Difficulty getting approvals Some infill uses are discretionary (secondary suites) Condition of existing sites Lack of public support High risk for developers (slow process and uncertainty) Lack of clear regulations/direction from the County Opportunities <ul style="list-style-type: none"> Innovative design Housing variety 	<ul style="list-style-type: none"> Move away from the "preserving neighbourhood character" because it is too restrictive Incentive programs and grants Reducing constraints Planners need to use discretion based on merits of the project and stand behind their decisions Secondary suites are discretionary in most residential districts which makes getting approval difficult



Organization	Most Appropriate Types of Infill and Redevelopment Projects	Barriers and Opportunities for Infill and Redevelopment Projects	County Role and Changes Needed to Current Land Use Policy and Regulations
Developers and Builders	Positive <ul style="list-style-type: none"> • Single corner lot into 3 or 4 unit row housing • Single family home into semi-detached housing • Consolidation of two or three adjacent lots into multifamily 3 to 4 storey residential building 	Barriers <ul style="list-style-type: none"> • Getting approvals • Lack of public support • Overcoming parking issues • Lack of clear regulations/direction Opportunities <ul style="list-style-type: none"> • Learn from the obstacles faced in Edmonton and how they mitigated impacts • Efficient use of land • Efficient use of infrastructure • Fiscal benefits for the municipality and homeowners • Educating the public about the benefits of infill and redevelopment to gain public support • Community vitality and longevity 	<ul style="list-style-type: none"> • Planners use discretion based on the merits of the project and stand by their decision • Avoid “maintain the character of the neighbourhood” policies because it is too restrictive and difficult to interpret • Make the approval process clear, predictable and timely • Provide clear regulations and direction • Allow consolidation of lots to allow for large developments
Housing Organizations	N/A	Barriers <ul style="list-style-type: none"> • Need large sites for senior’s developments • Financial obligations and acquiring grants • Lack of public support for infill • Lack of public support for co-op housing Opportunities <ul style="list-style-type: none"> • Maintaining good relationship with neighbours 	<ul style="list-style-type: none"> • To start another co-op would require significant financial support from the County. • The County already is part of the process to find land for new senior’s housing



Engagement Methods

- Participatory Mapping
- Discussion
- World Café

5.3 Business Community

The mature neighbourhoods in Sherwood Park are also home to a variety of businesses ranging from small coffee shops to large scale grocery stores. These businesses are located in a variety of building types ranging from small neighbourhood strip commercial to individual buildings to indoor shopping malls.

In order to seek input from key representatives of the Business Community, a focus group session was organized in partnership with Strathcona County's Chamber of Commerce on February 6, 2013. Past and present board members of the Chamber of Commerce were invited for a custom-designed two-hour working session. Approximately 12 members attended this focus group session.

Members of the consulting team and County staff provided a brief project overview as well as key highlights of the current business activity in mature neighbourhoods of Sherwood Park. The session was designed as a World Café session. Participants were required to work in small groups of 4 individuals at each table and engage in interactive discussions and provide collective answers to the following questions:

- What is great about these neighbourhoods?
- What would you like your future relationship with these neighbourhoods to be like?
- For your business success, what investments need to be made in these neighbourhoods?



Businesses and parking at Sherwood Park Mall



5.3.1 Workshop

These questions provided the participants an opportunity to identify positive things about their neighbourhoods and at the same time think about future changes necessary to be undertaken in the mature neighbourhoods of Sherwood Park to suit the needs of the business community.

The responses are shown in Wordle format. The responses have been grouped together based on similarity then ranked by how often the response was given. The larger the text in the following Wordle, the more frequently it was provided as a response.

Existing community assets

similar housing values
walkability and accessibility to recreational facilities
centralized green spaces, schools and amenities
good trails network
limited number of entrances to neighbourhoods
safe community
large lots and mature trees

Changes necessary to assist local businesses

variety of housing types
new commercial along major arterial roads
mixed use developments
more residential density
public realm improvements in existing commercial
pedestrian connections from residential to commercial
more entry points to neighbourhoods

Investments necessary for continued success of the business community

allow more access points into neighbourhoods
improve/ maintain public realm
variety of affordable multi-family housing
attract younger families
improve transit
allow more local businesses
redevelop portions of golf course



5.3.2 Spatial Representation

In addition to providing written answers to specific questions, participants were also encouraged to draw their observations and or potential solutions on maps provided

to them. A summary of the mapping provided by the participants is shown below.

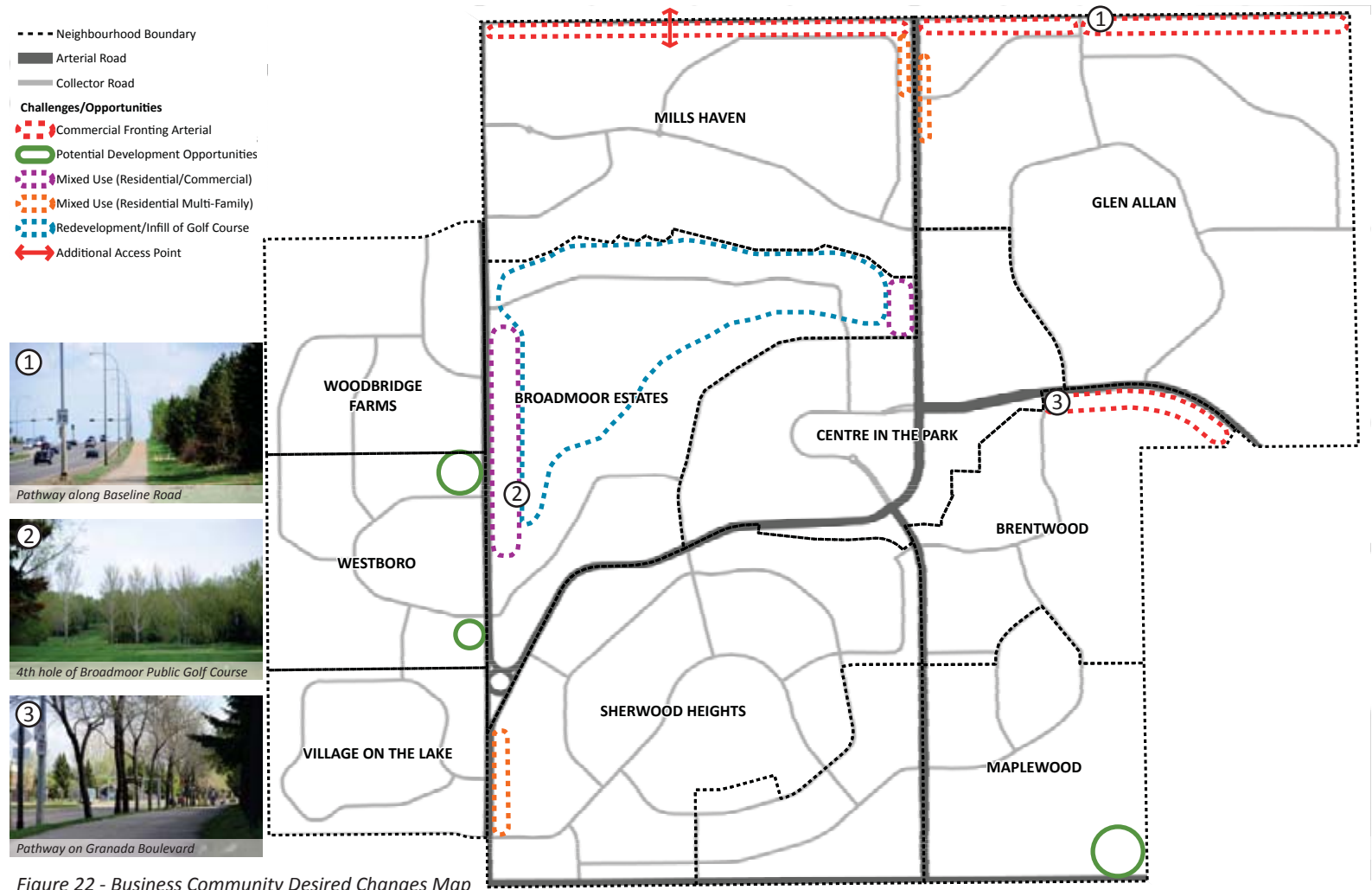


Figure 22 - Business Community Desired Changes Map



5.4 Summary

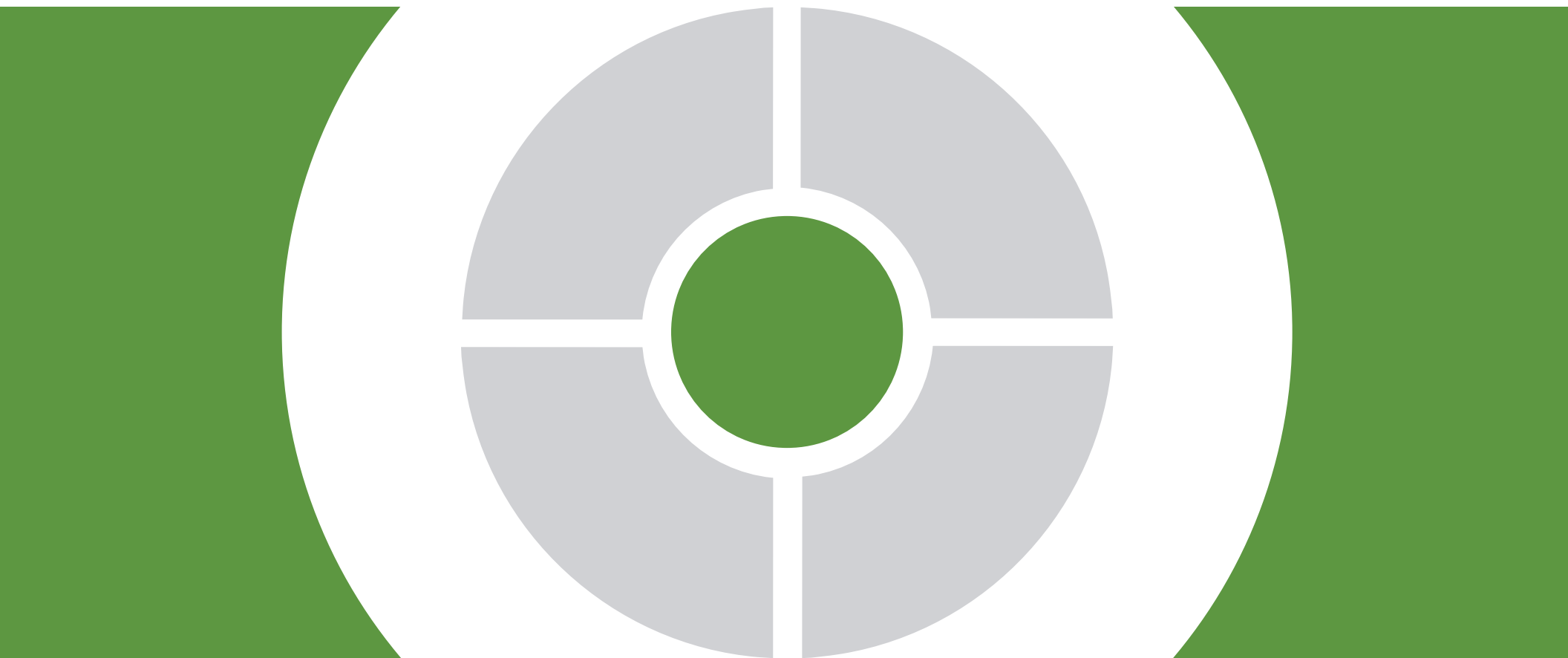
The Civic Developers are directly involved in the different aspects that build and shape a community. Civic Developers are stakeholders whose livelihood or the livelihood of the people they represent could be impacted by the outcome of future stages of the project. The input received provided important information about barriers and opportunities currently facing Civic Developers and how they see themselves being involved in the future of the mature neighbourhoods.

Developers/Builders felt that infill and redevelopment in the mature neighbourhoods is viable from a business perspective. Many felt reinvestment, particularly in the housing stock, could have a positive impact on the future of the mature neighbourhoods. However, many felt public support and clear County direction would be important to ensure infill and redevelopment occurs in a desirable way. Any regulations introduced by the County should be clear without being too restrictive. Clear regulations could help the proposal evaluation process produce consistent and timely decisions by the County.

Business Community members identified many of the same community assets that Citizens and Civil Society stakeholders value. These aspects make the mature neighbourhoods desirable places to live and do business. With their future role in the mature neighbourhoods in mind the business community identified ways to ensure continued success in delivering services to these communities.

5.5 Emerging Themes

- Mature neighbourhoods possess assets that make them desirable places to do business
- Reinvestment in the mature neighbourhoods is viable and needed
- Now is a good time to provide clear regulations without being restrictive to ensure reinvestment occurs in a desirable way
- Public and private investment would ensure continued commercial success serving the mature neighbourhoods



Chapter 6

Participatory Gathering

6.1 Introduction

6.2 Multi-Stakeholder Workshop

6.2.1 Attention of Each Stakeholder Group

6.2.2 Commonalities

6.2.3 What Needs Our Collective Attention

6.2.4 Importance for the Future

6.2.5 Future Engagement

6.3 Open House

6.3.1 Quotes

6.4 Summary

6.5 Emerging Themes



6.1 Introduction

As explained in earlier chapters of this document, a series of custom designed targeted stakeholder engagement sessions were organized to seek input from each of the four key voices involved in the process of city building. The main purpose of organizing the Participatory Gathering event was two-fold. Firstly, to allow the County to share input received from all stakeholder groups and provide an opportunity to all stakeholders to review emerging themes from their group and other groups. Secondly, to create an interactive platform where all four voices can work together and collectively discuss issues affecting them and establish a path for moving forward.

On April 3, 2013, a Participatory Gathering event was organized as an afternoon session, which was immediately followed by a public Open House session in the evening. Participants representing all four stakeholder groups including 25 citizens (minimum 2 representing each of the 11 neighbourhoods), 8 from Civil Society agencies, 8 civic developers and 13 civic managers (5 councillors and 8 staff members) attended the workshop. A total of 54 participants participated in this working session.



Overall view of the Participatory Gathering in World Café



Engagement Methods

- World Café
- Circle Discussion

6.2 Multi-Stakeholder Workshop

6.2.1 Attention of Each Stakeholder Group

In the first formalized task of the event, participants determined what has the attention of each stakeholder group. This required the participants to go through the data gathered from each stakeholder group and provide their opinion on what was most important to each group.

Citizens

status quo
affordability
closing schools
want to be heard
maintaining green space
parking
limiting infill
orderly redevelopment
increased access
infrastructure capacity
increased traffic

Civic Managers

clear direction
maintaining green space
redevelopment of underutilized areas
re-energize schools
infrastructure capacity

Civic Developers

simple process
avoid ambiguous policy
clear direction
availability of land
increased density
more commercial opportunities

Civil Society

age in place opportunities
improved transit
accessibility
clear direction
maintaining green space
increased meeting space
school capacity
adapting services
parking and traffic

Key Themes

- Citizens are concerned with parking and limiting infill and redevelopment
- Civil Society were looking for improved transit, continuation of green space and adaptability
- Civic Managers were focused on redevelopment of under-utilized area
- Civic Developers sought a clear direction on what was possible



6.2.2 Commonalities

In new groups, participants focused on finding the consistencies in the feedback from the various stakeholders. Participants were focused on finding feedback that was consistent across the various stakeholders. Stakeholders were viewed to be in agreement on the importance of:

green space **parking**
strategy is needed
clear rules **stakeholder engagement**
affordability
bylaw enforcement **safety**
revitalize strip malls
consideration for infrastructure
accessibility
maintain character

The second component of this exercise was to look at what was different between the feedback from the stakeholders. Stakeholders were viewed to have differing opinions on:

secondary suites
demographics
infill changes character
fear of change
economic realities
density



Participants at work



Participants at work



6.2.3 What Needs Our Collective Attention

In new groups again, participants identified what needed the collective attention of all the stakeholders.

encourage neighbourhood activities
perception that developers win over citizens improve transit options
additional commercial services
guidelines to protect neighbourhood character
ensure infrastructure capacity exists
citizens need to be involved in process
absentee landlords/unengaged renters
adhering to standards transparent and enforceable policies
increasing accessibility and multi-modal transportation
clarity about what we're talking about
green space/trail maintenance
entry level/affordable housing **parking**
neighbourhood-based policies
proof that infill can be done well over-crowding schools
benefits of strategy and density



Participants at work



Single family housing in Glen Allan



6.2.4 Importance for the Future

The final discussion took place in two parts: in small groups World Café style and as one group in a circle.

The first component of this discussion was whether the completion of a Strategy was important for the future of the mature neighbourhoods. The general consensus was that the Mature Neighbourhood Strategy is important to ensure that the main themes that were raised by the stakeholders are addressed. This includes maintaining the character of the neighbourhoods while providing more clarity for all involved.

In the development of the Mature Neighbourhood Strategy, residents were insistent that their voice be heard and would be a part of the policy-making process.

6.2.5 Future Engagement

The second component of this discussion was about the best ways to stay engaged with all four groups: citizens, civic managers, civil society and civic developers. Participants in the circle discussion suggested that they were generally happy with consultation process provided through the Participatory Gathering. A few areas that could have been improved included providing materials in advance of meetings and working harder to engage youth in the process.

In terms of engagement options that would be preferable, the following are a variety of options that were provided:

- Surveys
- Focus groups
- Website
- Neighbourhood committees
- Public notices
- Community consultations
- Town hall meetings
- Social media
- Citizen sessions
- Policy proposal
- Vote on proposed changes



Engagement Methods

- Display Panels
- Discussion
- Comment Sheets

6.3 Open House

Following the Participatory Gathering in the afternoon, the participants were invited to stay for the Public Open House that followed. A total of 203 signed in at the Open House.

At the Open House a series of panels were displayed that outlined the information in the preceding chapters of this report. This was meant to be a check-in with the public to show the information that had been received to date from the various stakeholder groups that were engaged. Also shown at the Open House were the hand-written panels that were completed by the stakeholders at the Participatory Gathering.

Citizens were invited to review the information and provide their comments. On the following page is a list of select quotes from the comment sheets submitted from the attendees of the Open House.

The feedback was mixed with some focusing on features that they would like to maintain or prohibit while others provided direct feedback on the Open House and the information provided.



Attendees of the Open House view the results of the stakeholder feedback



6.3.1 Quotes

Set up rules to prevent multi-family/ high/low rises in mature area.

New development will be
smaller and more money

Need stricter development regulations as to
what is allowed or encouraged as development.

Concerned that the County Council will
listen to the businesses rather than
residents.

Must notify neighbourhoods if infill
are being considered for their area.

Need to provide a clear process to homeowners.

Answers from planners and councillors were very professional,
informative, and made it clear they were unbiased and the
process was about information gathering.

Very good to see! Great information!

No clear idea of County's intent. I'm thinking that
you do not hear what the population wants.

Sherwood Park already has
everything that you are suggesting.

If St. Theresa School closes and multi-family housing
infill is allowed, property values will decline more.

Already the most affordable!
Redevelopment won't improve this.

No infill here because of more traffic
volume, congestion, maybe crime, etc.

Need to keep small community atmosphere.

Concerned with the 'business
community's' interest in golf course.

I see how you've engaged and what
information/data you've gathered but
now what are you going to do with it?

Higher density will put a strain on the existing
infrastructure and create more parking problems.

Keep our mature neighbourhoods as single dwelling
– they can be revitalized but must have guidelines.

Will existing infrastructure handle increased
population density in mature neighbourhoods?

As residents (long term) we are all passionate
about our homes and community.

Presentations included biased summaries

Keep the history and the character of
the Park like it was meant to be

I look forward to seeing the council
continue to represent their constituents.



6.4 Summary

The Participatory Gathering was a way for representatives from all stakeholder groups to learn about the input gathered to date and to come together and collectively discuss perspectives and next steps. Having participants work in small groups and later all together fostered open communication and cooperation.

During the World Café participants worked together to think critically about the different perspectives of each stakeholder group and also identify similarities between stakeholder groups. In the end, more similarities were identified than differences. The common ground was built upon by participants identifying what needed the collective attention of all stakeholders for the continued success of the mature neighbourhoods.

The general consensus was that the Mature Neighbourhood Strategy is important as a way to ensure the needs of the mature neighbourhoods are met. Participants felt continued involvement of stakeholders and open communication was vital. Participants felt the Mature Neighbourhood Strategy should place high priority on preserving the existing neighbourhood character. Addressing the current issues and future needs of the mature neighbourhoods should be done in a way that doesn't compromise what makes the mature neighbourhoods unique and successful.

6.5 Emerging Themes

- Character of a neighbourhood is a crucial component for the quality of life of its residents
- Each neighbourhood is different and should be treated differently
- Affordability of housing is important
- Citizens have a clear message and want to ensure it is heard
- All stakeholders would like a clear direction on what to expect in mature neighbourhoods
- The completion of the Mature Neighbourhood Strategy is imperative to ensure concerns are addressed
- Further engagement should be diverse, plentiful and involve all stakeholder groups



Mature tree in Broadmoor Estates



Chapter 7

Conclusion

7.1 Consultation Summary

7.2 Process Evaluation and Future Recommendations

7.3 Emerging Themes

7.3.1 Citizens

7.3.2 Civic Managers

7.3.3 Civil Society

7.3.4 Civic Developers

7.3.5 Participatory Gathering

7.3.6 Overall Themes

7.4 Next Steps



7.1 Consultation Summary

The consultation program provided a unique opportunity for citizens, the business community, the development community, civil agencies and County staff to provide their input on issues related to mature neighbourhoods at a very early stage of the project. The Guest Panel Session provided initial push to generate interest about mature neighbourhoods. The Citizen Circles enabled informal group discussions and an opportunity to provide collective opinions. The informal nature of the Citizen Circle format received a mixed response. Citizens who got involved in the process were looking for more clarity in terms of project purpose, overall mandate and the actual trigger that might have initiated the project. The issues of infill housing dominated discussions. The ongoing project updates and additional informal citizen circle meetings organized by the County sought to provide additional clarity to ensure citizens that the project scope will address all

aspects of mature neighbourhoods such as servicing, ongoing maintenance, public realm improvements and potential new developments. In addition, a Citizen Survey was also mailed to all households in 11 mature neighbourhoods. These efforts received a good response from citizens for both Citizen Circle and Citizen Survey questionnaires. The qualitative and quantitative responses ensured that key issues and opportunities were properly documented. The focus group sessions, one on one interviews and telephonic questionnaires ensured targeted input from civil agencies, civic developers and municipal staff. The Participatory Gathering event provided an opportunity to all stakeholders to review each other's feedback and finally summarize key emerging themes relevant to the future of mature neighbourhoods. Such approach enabled the stakeholders to take leadership and provide clear direction about what is valuable for them.

80 Project Kick-Off Event attendance	203 Open House attendance	15 Total Interactions with Civil Society	Civic Manager Session 1 Project Kick-Off Event 1 Business Community 1 Citizen Circle Kick-Offs 2 Participatory Gathering 1
Citizen Circle Groups Residents represented 216	62 Participatory Gathering attendance	10 Interviews with Civic Developers	Total Formal Engagement Events 5
2,873 Survey Responses		+2,100 Website Visits	

Figure 23 - Participation Summary



7.2 Process Evaluation and Future Recommendations

The following is a brief summary of effectiveness of various consultation methods and potential improvements for future reference.

Guest Panel Session

- The format of the guest session allowed citizens to understand different perspectives that influence community building.
- The guest speakers effectively provided an overview of all four voices involved in future development of mature areas.
- Guest panelists focussed more on infill and redevelopment issues. A more generalized discussion about the overall health of mature neighbourhoods would have been more beneficial and could have avoided misunderstandings about the project focus and purpose.



Guest Panel speakers

Citizen Input

- The project website and online Citizen Circle video provided a good overview about the Citizen Circle process.
- Additional education sessions and or events could have helped to ensure more clarity about project purpose and scope.
- The Citizen Survey confirmed about the emerging themes from the Citizen Circle questionnaires.
- The Citizen Circle process enabled citizens to discuss their day to day neighbourhood issues amongst each other. Through such informal discussions, some residents noted the importance of establishing a 'community league' for their neighbourhoods building on Edmonton's Community League model and Gilmore Park Community League established in Sherwood Park. Establishing an organized voice for each mature neighbourhood is important for attaining effective decision making to guide future developments in mature areas.
- Despite mixed opinions about the Citizen Circle process, this approach enabled to generate grassroots-level interest and instigate group discussions about the issues that citizens cared about. The format enabled to seek very detailed input which is otherwise difficult to obtain from traditional means such as surveys and or open houses.
- Consistent and clear messages from administration and the Council about the project purpose and objectives will be critical to ensuring a forward thinking dialogue in the next phases of this project.

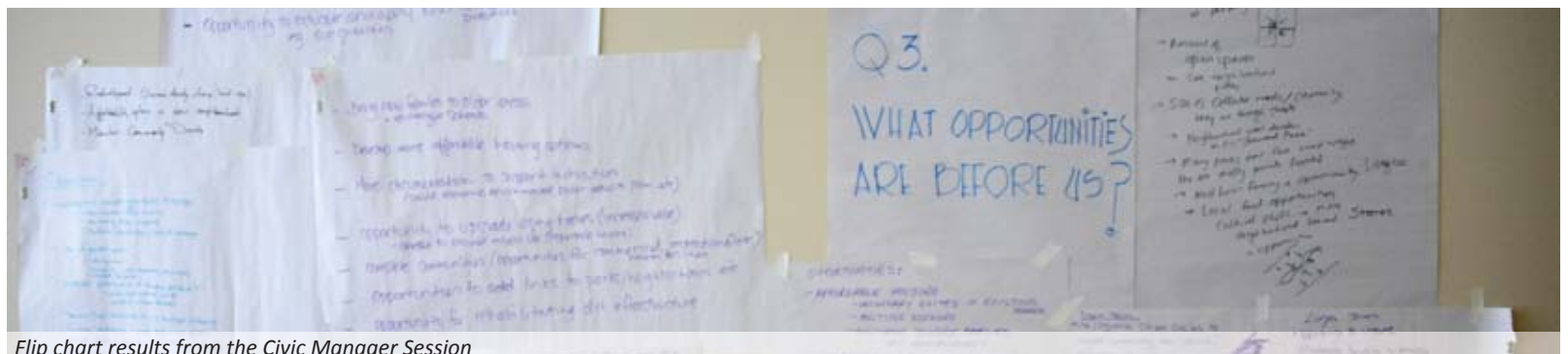


Citizen Input

- The County's decision for utilizing a comprehensive stakeholder consultation program in the initial phases of this project was commendable. It was relatively easier to seek focussed input from civic managers, civil society and civic developers. Some citizens perceived that the strategy is limited to infill developments only. The discussions around infill developments generated mixed responses and it was challenging for citizens to restrict their input towards issues and opportunities only. Despite these challenges, the overall consultation process was successful in focusing the discussions around issue identification and seeking meaningful input that may positively inform the next phase of this project.

Civic Manager Session

- The World Café and circle discussions were very effective in engaging this well-informed group of civic employees.
- Additional sessions should be organized with this group utilizing the same format to seek their continued input throughout the future stages of the project.



Flip chart results from the Civic Manager Session

Civic Developer Interviews

- The one on one interviews with key representatives of the development industry including developers, architects, home builders and housing agencies proved extremely useful.
- This approach enabled the project team to gain a first-hand understanding of the current development trends, market realities and development pressures for the older areas. The majority of the members from this group indicated a strong willingness to contribute towards next project phases.
- Due to variety of reasons including busy schedule of the business community, it was challenging to generate sufficient interest from local business owners and get their active involvement in the consultation process. For this reason a partnership was established with the Strathcona Chamber of Commerce and a focus group session was organized with select group of board members representing variety of businesses. It is recommended that this relationship be continued throughout the remaining project phases.



Civil Society Questionnaires

- Customized email questionnaires and telephonic interviews worked well with this group as most of the input sessions were organized to meet their schedule.
- Organizing these interviews took longer than expected. More resources need to be allocated if this method is to be utilized for future stages of the project.

Participatory Gathering (Workshop)

- The unique format of this gathering enabled to the establish confidence amongst key stakeholders about the project purpose and scope.
- The gathering also allowed them hears each other's conflicting opinions about their future vision and a chance to summarize the common themes emerging from their individual input.
- Additional opportunities for such multi-stakeholder gatherings should be organized in next stages of the strategy development project.
- A challenge with this format was that it was not easily expandable to meet the demand of all citizens wishing to participate.

Open House

- This event was very well attended and with the high interest from the community. Future events should recognize that a similar interest will require large venues and sufficient resources.

Social Media

- Social media was utilized to promote both the Guest Panel Session and as an on-going reminder to citizens to get involved in the process. A series of updates were prewritten and submitted to the County's Communications department along with a schedule of when the posts should be published. The County website provided links to separate pages where the information about the Kick-off event was listed.
- Although there was some hesitation to publish updates as often as was recommended, there was still a good turnout at the Guest Panel Session.
- Further updates were written and submitted to be published to the social channels that linked back to the Citizen Circle information page.
- Although on the surface this there was some negative feedback towards the County from concerned citizens, the social media updates provided an opportunity to connect and engage with the community and share their feedback through the use of the Citizen Circle process.
- Social media is proven to be one of the most effective communication mediums in today's digitally-ingrained society. Not only is it a great way to engage with your community, it's also a great way to disseminate information, and drive interested traffic back to a website to get more information. While the performance and effectiveness of the social media utilization on this project was fair, there is room for improvement. It's recommended that the County engage in additional training or hire a consultant to assist with creating an effective system for the use of social media with the County.



7.3 Emerging Themes

7.3.1 Citizens

- Preserving the neighbourhood character is a high priority
- Existing land use mix should be maintained
- Opportunity for diversifying housing types must be accompanied by adequate regulations to mitigate negative impacts
- Citizens are satisfied with safety, connectivity and walkability

7.3.2 Civic Managers

- Need to diversify neighbourhoods
- Address the changing demands of schools
- Rehabilitation of infrastructure (underground and surface)
- Expand access to green spaces and recreation facilities
- There is a fear of potential change
- Consideration for maintaining the image of the neighbourhoods is important
- Address and work on the opportunity for cooperation between civic departments and staff

7.3.3 Civic Developers

- Mature neighbourhoods possess assets that make them desirable places to do business
- Reinvestment in the mature neighbourhoods is viable and needed
- Now is a good time to provide clear regulations without being restrictive to ensure reinvestment occurs in a desirable way
- Public and private investment would ensure continued commercial success serving the mature neighbourhoods

7.3.4 Civil Society

- Changes already occurring in the mature neighbourhoods are creating challenges
- Diversification of demographics and increased population density could help organizations deliver services
- Addressing potential negative impacts of increased densification is important
- Clear communication from the County and public education is vital
- Improve public transit connections

7.3.5 Participatory Gathering

- Character of a neighbourhood is a crucial component for the quality of life of its residents
- Each neighbourhood is different and should be treated differently
- Affordability of housing is important
- Citizens have a clear message and want to ensure it is heard
- All stakeholders would like a clear direction on what to expect in mature neighbourhoods
- The completion of the Mature Neighbourhood Strategy is imperative to ensure concerns are addressed
- Further engagement should be diverse, plentiful and involve all stakeholder groups



7.3.6 Overall Themes



citizens need to be involved in process
develop guidelines to protect neighbourhood character
clarity about what we're talking about
improve green space/trail maintenance
ensure infrastructure capacity exists
address parking provide entry level/affordable housing
increase accessibility and multi-modal transportation

Circle discussion at the Participatory Gathering



7.4 Next Steps

This comprehensive consultation program was successful in generating interest amongst all stakeholders about the issues related to mature neighbourhoods. The opinions and key themes documented in this document should be extremely valuable in developing the future strategy. The following are the key recommendations for the next phase of this project:

- Ensure continued updates on the social media platforms and project website to enable continued stakeholder awareness and interest.
- The County should continue to educate citizens about key components of healthy mature neighbourhoods. Some of the methods may include additional guest panel sessions, updates on County websites, a project specific newsletter and/or periodic newspaper articles.
- The County should encourage citizens to establish community leagues for their neighbourhoods and provide administrative as well as potential financial assistance for their ongoing success. Such structure would help future consultation activities for any municipal project including the Mature Neighbourhood Strategy.
- In the interim period, until a clear council direction is established for future stages of the project, the County should explore viability of key pilot projects or initiatives to address some of the operational issues such as public realm maintenance and snow clearing in order to improve citizen satisfaction.
- During the consultation process, many individuals representing citizens, civic agencies and civic developers showed their commitment toward particular issues related to mature neighbourhoods. In consultation with the project consultants, the County should establish an advisory committee with balanced representation from each of the four voices. Detailed terms of reference should be established about their future role in the next stages of the project, time commitment and overall scope. In addition, the interim Advisory Committee meetings should be organized by County staff until the next stage of the project is initiated. Such approach would enable maintaining a continued interest and a positive vibe amongst community leaders.



Collage of consultation opportunities



Appendix I

Detailed Questions

A.1 Introduction

A.2 Citizens

A.2.1 Citizen Circles

A.2.2 Survey

A.3 Civic Managers

A.4 Civil Society

A.5 Civic Developers

A.5.1 Developers/Builders Interviews

A.5.2 Business Community Stakeholder Session

A.6 Participatory Gathering



A.1 Introduction

This Appendix has been compiled to outline all of the questions that were posed throughout the Preliminary Consultation Program. The questions are arranged by the Stakeholder Groups.

A.2 Citizens

A.2.1 Citizen Circles

Initial Information

1. How long have you lived in your neighbourhood?
2. What is your age group?
3. Do you own or rent?
4. What type of dwelling unit do you live in?
5. What type of dwelling unit do you see yourself living in the future?

Neighbourhood Character

1. List the top 5 things that you like the most about your neighbourhoods and why.
2. List the top 5 things that you do not like about your neighbourhoods.
3. What are your initial thoughts about redevelopment and infill in your neighbourhood? (identify them on the attached map if you need to)

Land Use

1. Is there anything you would change with the current land use mix in your neighbourhood? What is working well ?
2. Are there any local businesses in your neighbourhood? What types of new businesses or services would you like to see in your neighbourhood?
3. Do you have any concerns about the operation of home based businesses in your neighbourhood? In your opinion, what are key benefits and challenges of having home based businesses in your neighbourhood?

Housing Types

1. In your opinion, which housing types fit well in your neighbourhood? Single family, semi-detached, row housing (town homes), walk up multifamily apartments, high rise apartments
2. What are the housing challenges your neighbourhoods face? (Secondary suites, affordability, maintenance, overall residential density etc.)
3. Do you like the character of housing in your neighbourhoods? If not, what could make it better?



Walkability and Open Space

1. Where do you walk regularly in your neighbourhood? (Parks, schools, errands, etc. Identify them on the attached map if you need to).
2. Are County facilities including parks, roads, sidewalks, trails and landscaped areas well-maintained? Which areas are well maintained? Which are not? (identify them on the attached map if you need to).
3. What are the missing links for good walkability in your neighbourhoods? (identify them on the attached map if you need to).

Safety

1. Do you consider your neighbourhood as a safe place? If yes, why? If not, why not?
2. In your opinion, what are key elements of a safe neighbourhood? Where do you see these in action in Sherwood Park's mature neighbourhoods?
3. Are there any areas in your neighbourhood where you feel unsafe? (identify them on the attached map if you need to).

Additional Discussion

1. Please feel free to add anything that you would like to share with us.

A.2.2 Survey

1. What neighbourhood do you currently live in?
 - Brentwood
 - Broadmoor Estates
 - Centre in the Park
 - Glen Allan
 - Maple Grove
 - Maplewood
 - Mills Haven
 - Sherwood Heights
 - Village on the Lake
 - Westboro
 - Woodbridge Farms
2. How long have you lived in your neighbourhood?
 - Less than one year
 - 1-5 years
 - 6-10 years
 - 11-20 years
 - 21-30 years
 - More than 30 years



3. What is your age group?

- Under 18
- 18-39
- 40-64
- 65 and over

4. What type of dwelling do you live in?

- Single Family
- Semi-detached
- Duplex
- Town house
- Low rise apartment (2-4 storeys)
- Secondary suite
- Other (please indicate)

5. Do you own or rent?

- Own
- Rent

6. Where do you see yourself living five years from now?

- Same home
- Downsizing to smaller home
- Upsizing to a larger home
- Move to a home that allows for improved mobility
- Modifying my existing home to allow for improved mobility
- Do not know

7. What do you like about your neighbourhood?

8. What do you dislike about your neighbourhood (if anything)?

9. Redevelopment within a neighbourhood refers to instances where the number of dwelling units on a lot does not change after redevelopment occurs. Examples include: a structural addition to a house, building a front porch on an existing house, and constructing an attached garage. Based on this definition, do you support redevelopment projects in your neighbourhood?

- Yes
- No
- Maybe, but it depends on how it looks
- Do not know



10. Infill within a neighbourhood refers to instances the number of dwelling units in an existing area increases after infill occurs. Examples include: the addition of a secondary suite in the basement of a home, the replacement of a single family home with a duplex or semi-detached dwelling, and the construction of an apartment building on a vacant site. Based on this definition, do you support infill in your neighbourhood?

- Yes
- No
- Maybe, but it depends on the type, location and amount of infill
- Do not know

11. What type(s) of housing would fit well in your neighbourhood?

- Single Family
- Semi-detached
- Duplex
- Town house
- Low rise apartment (2-4 storeys)
- Secondary suite
- Other (please indicate)

12. Please rate the following statements:

a) I am satisfied with the amount and mix of businesses in my neighbourhood. Do you:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

b) In my neighbourhood, I think that County parks, roads, sidewalks, trails and landscaped areas are well maintained. Do you:

- Strongly agree
- Somewhat agree
- Neutral
- Somewhat disagree
- Strongly disagree

13. Please use the space below to share other thoughts that you have about your neighbourhood.



A.3 Civic Managers

1. What role can you play in this project?
2. When you look at Strathcona County's mature neighbourhoods, what challenges are we facing that you can put on a map?
3. What are we grappling with that has nothing to do with a map?
4. What opportunities are before us?
5. What has been the value for you this afternoon?

A.4 Civil Society

1. What services does your organization provide and what is your position within the organization?
2. How long has your organization been providing services within Strathcona County?
3. Is your office located within one of the mature neighbourhoods? If so, which one?
4. How does the future development in mature areas of Sherwood Park affect your organization?
5. Does your organization anticipate any change to services offered, scope of clientele, resources (staff, office space, etc.)? Are these changes anticipated in the short term (less than 2 years)? Long term?
6. What are some key challenges faced by your organization?
7. As an organization, do you think additional density to the mature neighbourhoods would assist or create challenges to the services that you provide?
8. Do you want us to address any specific issue related to your area as part of the Mature Neighbourhood Strategy?
9. Are you interested in providing your input in future stages of this project?
10. Are there any other organizations that you think we should be speaking to?
11. Please provide any additional comments you may have.



A.5 Civic Developers

A.5.1 Developers/Builders Interviews

1. What services does your company provide? (i.e. land assembly, land development, site/building design, etc.)
2. What is your position within your company?
3. Are you currently working on any projects in Sherwood Park? If yes, please explain the project. (i.e. location, scope, timeline etc.)
4. Is your company involved with redevelopment or infill projects? If not, is it something your company is considering for the future?
5. Are you considering / would you consider future projects in Sherwood Park's mature neighbourhoods? Why or why not?
6. In your opinion, does infill development (residential a commercial) in Sherwood Park's mature neighbourhoods make sense from a business perspective? If yes, which mature neighbourhoods have potential from a business point of view?
7. Based on current land values and housing costs what kinds of projects make sense from a business point of view?
 - a) Infill of single corner lot into 3 or 4 unit row housing:
 - b) Infill of single family home into semi-detached housing:
 - c) Infill of two or three adjacent lots into multifamily 3 to 4 storey residential building:
 - d) Infill of existing neighbourhood strip commercial into mixed use residential/commercial building:
 - e) Infill of existing large format commercial site or mall site into mixed use urban community.
 - f) Other examples or additional comments:
8. In your opinion, what are existing barriers in Strathcona County or elsewhere for infill development projects?
9. What support role could a municipality provide that would assist in you to undertake a redevelopment or infill project?
10. Do you want to be included as a contact for future stages of this project?
11. Are provisions in the current zoning districts sufficient for allowing residential intensification in Sherwood Park's mature areas? If not, what should change?
12. Do you know anyone else who is also passionate about doing business in Sherwood Park and will be interested in providing input on this project?



A.5.2 Business Community Stakeholder Session

1. What is great about these neighbourhoods?
2. What would you like your future relationship with these neighbourhoods to be like?
3. For your business success, what investments need to be made in these neighbourhoods?

A.6 Participatory Gathering

1. What do you most appreciate about these neighbourhoods?
2. What has the attention of each role?
3. After looking at all four, what do they have in common? What is different?
4. Specific to these neighbourhoods, what needs our collective attention?
5. Is this important? How do you want to be engaged?
6. What was of value today? What would have made it even better?



