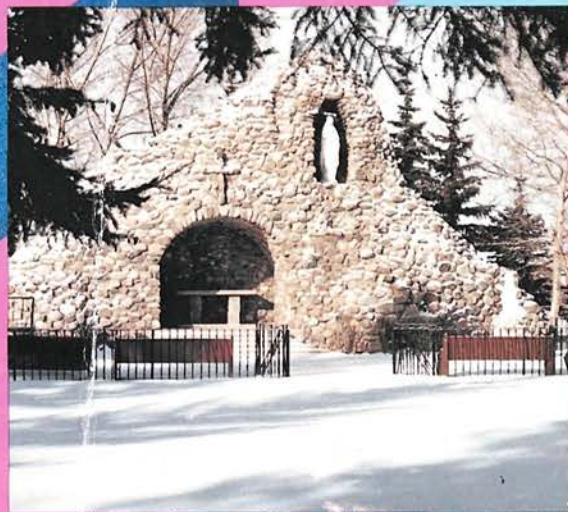
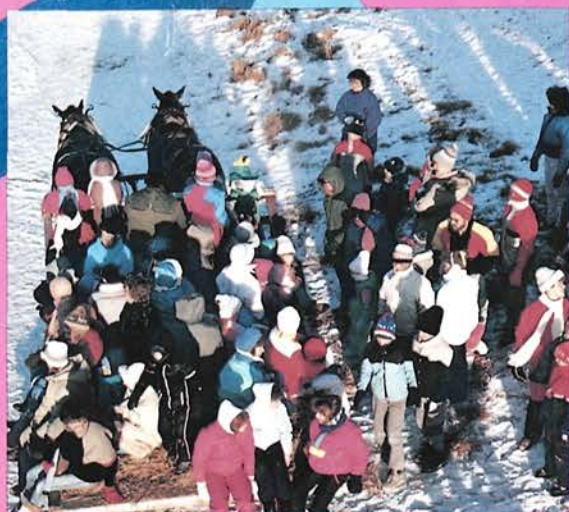


LIVABLE WINTER CITIES



RAIC / AIA

WINTER CITIES

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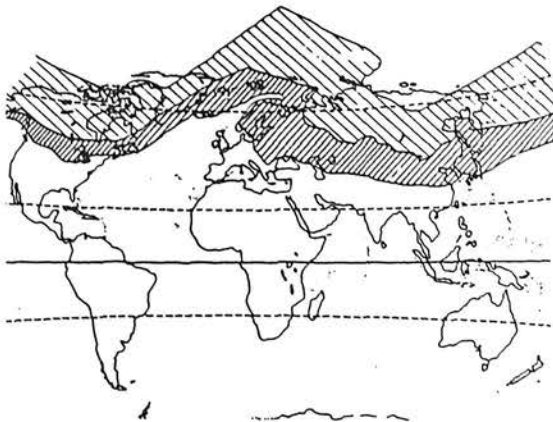




WHAT IS A WINTER CITY?

There may be no tougher test of fortitude than the one you take on cold, dark winter mornings. It comes at the moment when you must open the door - leave the warmth inside - and plunge out into a bone chilling wind. Whether you're setting out on a trek to a bus stop or spending agonizing moments waiting for your car to warm, you probably feel totally alone in an unfriendly world.

You are not alone in your struggle with sub-zero temperatures. In fact, over six hundred million people face these frozen solitary moments each year. The world's 'winter people' live in thousands of towns and cities in over 30 countries around the world. We speak different languages, have different customs and traditions - but we all endure extreme winter climates.



LIVABLE WINTER CITIES R/UDAT

The preparation of this report was funded by grants from the City of St. Albert, the Livable Winter Cities Association, and the Alberta Association of Architects. It was drafted by a team of professionals organized jointly by the Royal Architectural Institute of Canada (RAIC) and the American Institute of Architects (AIA) through the AIA's Regional/Urban Design Assistance Teams (R/UDAT) Program. The team, made up of Canadian and American design, planning, economical development, public policy and urban studies specialists, met in St. Albert, Canada from February 12 to 15, 1988 during which time this report was written and illustrated.

Team members donate their time and are reimbursed only for travel and living expenses while in the field. Since the R/UDAT program's beginning in 1967, over 500 men and women have served as members of 96 teams.

STATE OF THE ART IN WINTER CITIES DESIGN

Early discussions during planning of the Livable Winter Cities '86 conference confirmed that little of substance had ever been done, in Canada or elsewhere, to improve understanding of or to develop a knowledge base related to the planning and design of more livable winter cities. Simultaneously, a realization emerged that this was not just a Canadian problem.

The lack of general or textbook information related to this subject gave rise to the idea that, if properly handled, a generic R/UDAT in conjunction with the Livable Winter Cities '86 conference, the planned 1987 International Design Competition, and the Livable Winter Cities '88 conference, collectively held the potential to substantially increase the base of knowledge in this subject area. The St. Albert R/UDAT represents a second phase of that effort.

R/UDAT'S BACKGROUND IN ST. ALBERT

This report represents the continuation of the efforts of AIA and RAIC to cooperate on projects of mutual interest. The groundwork for this joint venture was started from discussions held last year between Terrence Williams, FRAIC, President, RAIC and Ted Pappas, FAIA, President, AIA. Their concept was to link the R/UDAT process to the Winter Cities Forum '88 to be held in Edmonton, Alberta February 15-19, 1988. The R/UDAT, while focusing on specific design issues within St. Albert, was encouraged to use its setting as a laboratory for testing its findings.



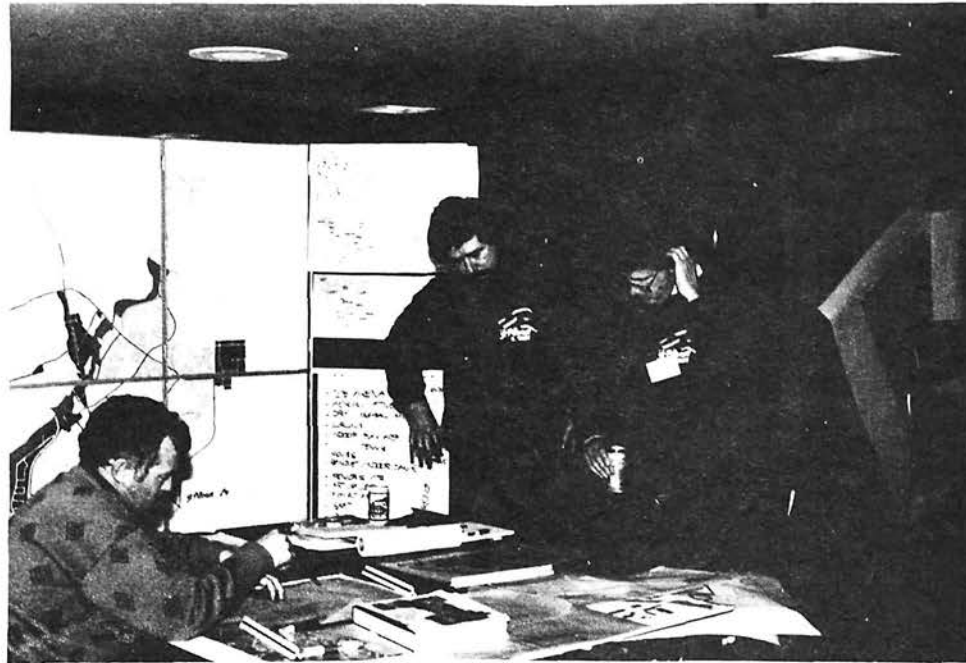
WHAT IS R/UDAT?

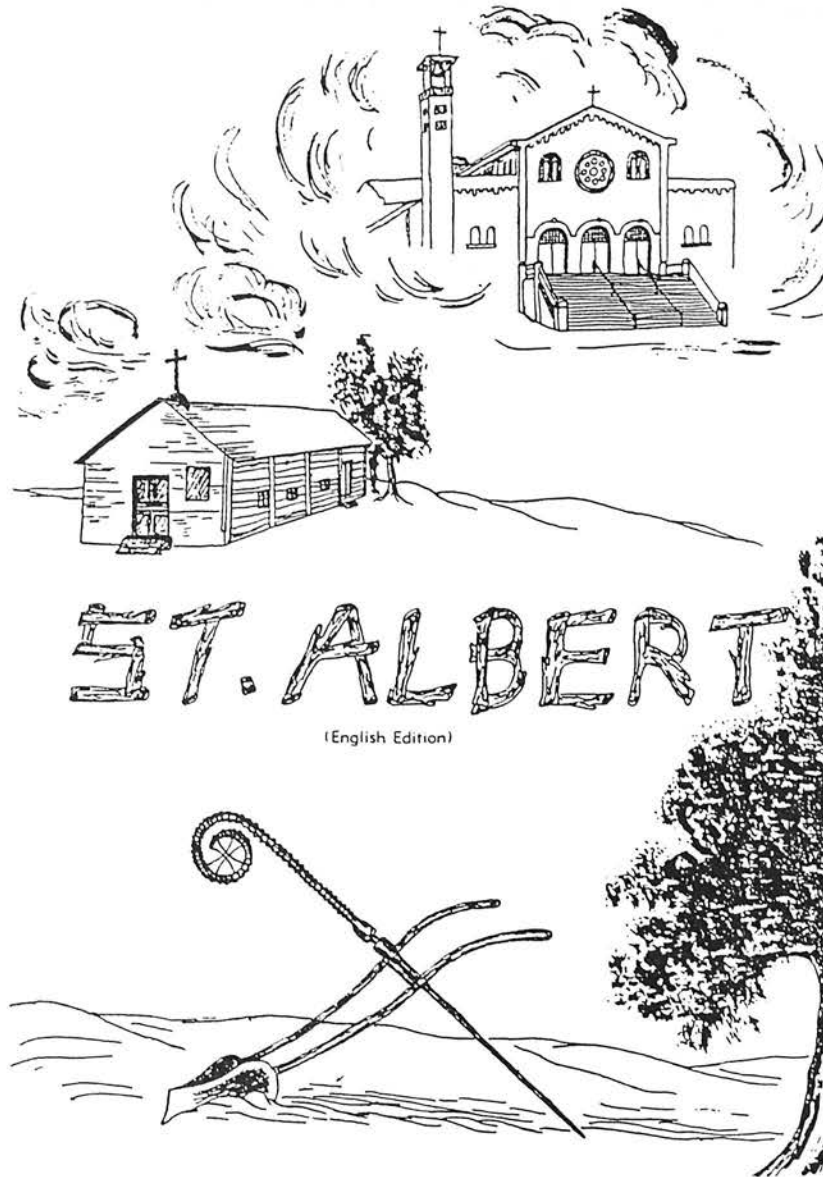
Since 1962, the Urban Design and Planning Committee of the American Institute of Architects has sent interdisciplinary Regional/Urban Design Assistance Teams (R/UDAT) to more than 95 American cities who have requested help.

The purpose of the R/UDAT program is to assist these cities in dealing with specific local problems and issues through the participation of citizens, agencies and local interest groups. The objectives of the program are to improve physical design, to stimulate public and private action, and to provide an opportunity for consensus among diverse community groups and individuals.

The reports written during these visits reveal that although the problems and solutions are local in context and emphasis, some issues investigated also have national and international importance. The AIA has, therefore, decided to begin a series of R/UDATS - called "Generic" R/UDATS - to occur parallel to the existing program. Through examining local situations, this new series hopes to offer some transferability and awareness of common national issues.

Although the St. Albert R/UDAT is more traditional in nature, the R/UDAT Team feels that its discussion and debate of St. Albert's particular issues will be of use to smaller western Canadian and American Winter Cities as a way to flesh out generic design and planning principles. We hope the recommendations outlined in this report will be seen as a departure point for local dialogue in other similar community settings.





THE CITY OF ST. ALBERT

HISTORY

The social history of St. Albert emphasized the development of a community that was formed without models. It was the first in many respects. Problems were encountered and solved from within. It was the first non-fort community in Alberta and was established even before its territory was officially part of Canada.

St. Albert is Alberta's oldest community. It was founded in 1861 by Father Albert Lacombe and Bishop Alexandre Tache. The original mission built on the site that year remains standing today as a provincial historical site and Alberta's oldest standing church. Located on top of Mission Hill in St. Albert overlooking the Sturgeon River Valley and the stunning St. Albert Place, the Mission and the neighboring Bishop's Residence provide a prominent reminder of St. Albert's heritage, progress and growth.

Since its inception as a religious settlement, St. Albert has grown, sharing in the resource based growth and development experienced across the Province. In 1900 St. Albert was incorporated as a Village, received Town status in 1904 and was designated as a City in 1977. St. Albert has a current 1988 population of over 37,000.



CONTEXT

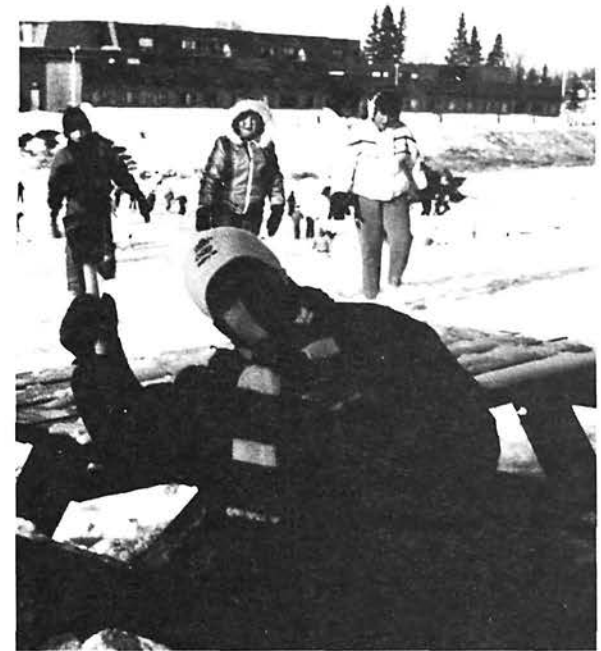
Located in the parkland setting of the Sturgeon River Valley, St. Albert was originally separated from the City of Edmonton by a distance of some 14 kilometres. The common boundary now shared by St. Albert and Edmonton has resulted from the southward expansion of St. Albert and the northward expansion of Edmonton. Despite the proximity of St. Albert to Edmonton, the community has established a significant commercial and industrial base. It is anticipated that this base will continue to broaden and expand as St. Albert grows.

St. Albert is easily accessible by several major transportation corridors which welcome a wealth of business opportunities for the new or expanding business. Four major shopping centres offer a broad selection of national and local retail outlets, and construction of another major shopping facility is underway. It may be a small city, but it has all the big time amenities; and the Edmonton Oilers, the Edmonton Eskimos and West Edmonton Mall are only minutes away.

PEOPLE

St. Albertans boast a very active and opportune community life. The extensive walkway and bike path systems are frequented by cyclists, joggers and strollers in the summer months and by cross-country skiers in the winter. Recreational facilities include tennis courts, indoor arenas and outdoor skating rinks, a curling rink, an indoor and outdoor swimming pool, baseball diamonds, and sports fields for soccer and rugby. Innumerable facilities and programs offering enriching cultural activities for young and old, beginner or expert, to satisfy the most discriminating and varied tastes, are available year-round in St. Albert.

Annual events such as the St. Albert Trade and Leisure Show, the Farmers' Market, the Rainmaker Rodeo, Festival of the Arts, Playdium and the RCMP/Kinsmen Celebrity weekend reflect the ongoing community involvement and illustrates the effectiveness of the collective community spirit.





HOW R/UDAT CAME TO ST. ALBERT

As a follow-up to the first Winter Cities R/UDAT held in Edmonton in 1986, the AIA and RAIC with the help of the Alberta Association of Architects began to plan a second R/UDAT study to bring an additional case study to the Winter Cities Forum '88. It was agreed that a smaller community should be the focus of the R/UDAT in order to explore more thoroughly the issues and problems, opportunities and limitations inherent in a vast number of winter communities across North America.

After a cursory review of several of the cities and towns within the Edmonton region, the City of St. Albert was suggested by Gerry Tersmette (former Executive Director of the Alberta Association of Architects and a twelve-year resident of St. Albert) as an ideal location and community for the R/UDAT assignment. In October and November of last year representatives of the AAA, local St. Albert architects, and key planning, development and administrative figures of St. Albert met to explore this new type of planning collaboration.

St. Albert's City Manager, Don Corrigan, Director of Planning & Economic Development, Wayne Gordon, and City Engineer, John Schnablegger, outlined an agenda of issues concerning St. Albertans. Also, a budget for funding the R/UDAT team's expenses and a proposed time schedule for the R/UDAT visit was developed for review by Mayor Richard Fowler and the City Council. Final approval came in mid-December and the detailed logistical planning for the R/UDAT visit began. Two members of AIA's R/UDAT Task Group, Ron Straka, FAIA, and Charles Redmon, FAIA, the St. Albert R/UDAT team chairman, visited St. Albert on December 14-15, 1987 to finalize details for the R/UDAT visit.

Team Chairman Redmon and the full R/UDAT team arrived on Thursday evening, February 11, 1988 to conduct the R/UDAT Study; this report was presented to Mayor Fowler, City Council and a large number of interested St. Albertans on Monday evening, February 15, 1988 at a public city meeting in St. Albert Place. The R/UDAT team's comments, observations and recommendations are embodied in this report.

The R/UDAT team wishes to thank the City of St. Albert and its citizens for opening both their community and their hearts to make the R/UDAT team's visit a very warm experience amidst a beautiful but cold winter weekend. We particularly want to thank Mayor Fowler and his staff for literally opening the vast resources of St. Albert Place to be at the pleasure of the team.

The R/UDAT team will carry back fond memories of our visit to St. Albert over Valentine's Day Weekend. We hope the citizens of St. Albert will be able to use the fruits of our R/UDAT Valentine to the Community as a possible way of strengthening the heart of this marvelous place.

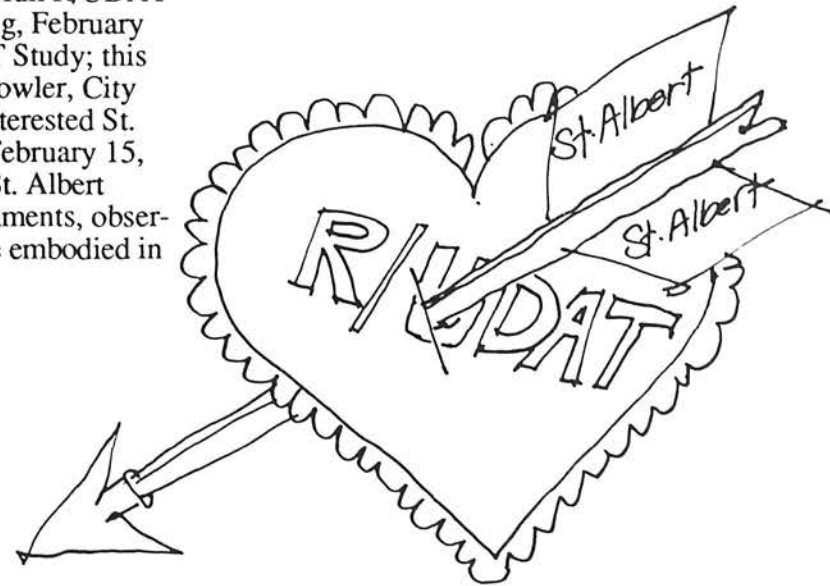




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EXECUTIVE SUMMARY

Introduction: The Evolving Community

St. Albert is not an independent, self-sufficient City, and decisions made based upon that assumption may be counterproductive. The City is more accurately thought of as a residential community which is socially and economically integrated into the metropolitan region. As a separate economic entity, the original St. Albert business district is unlikely to be a strong competitor against neighboring commercial and retail forces.

A New Model: A City With A Focus On Residents:

St. Albert is indeed a distinctive City with a reputation as an attractive family oriented community. The potential value of this reputation can be cultivated and developed into a unique marketing strategy of promising potential, but of equal importance are the improvements which could be brought to St. Albert's already high quality of residential life.

Focus On The Economy

Economic planning throughout Western Canada has emphasized diversification. Market conditions limit the potential for industrial and commercial development in St. Albert.

The environmental qualities of St. Albert make it attractive to research and development activities, while its locational attributes favor distribution activity.

Achievement of economic opportunities require co-ordinated regional efforts, focused activities, appropriate product images, and quality control.

Focus On Tourism:

Tourism in St. Albert is a specific economic sector which may have potential for expansion. Key elements of a tourism development strategy in St. Albert would include:

- A City built upon strongly enhanced attractions and activities.
- Efforts in tourism to attract Edmonton area residents as well as local residents.
- An approach based on staging "special events" while building upon existing and future facilities.

Specific Community Improvement Proposals:

The goal of the proposed development strategies is to create a dynamic "people oriented" community in both the summer and winter. Two projects could provide building blocks to that end.

We recommend improvement of the Sturgeon River corridor in order to enhance recreational opportunities, to link the eastern and western areas of town, and to contribute to the new model of community identity.

We recommend development of a "heart of the community" at St. Albert Place with a public plaza and multipurpose community facility surrounded by residential and commercial development, all creating a centre for community interaction and enjoyment.

Making It Happen:

Implementation of the specific proposals and the overall goals of the plan requires a series of organizational and financial commitments.

Phasing of these proposals should be done in a gradual manner starting with the less expensive "special events" activities and selected capital improvements with expansion and embellishments as finances permit. Public investment can ultimately be recovered from tax revenue derived from new development stimulated in the community.

The City will require new organizational structures to properly assess community needs and desires, define appropriate activities and directions, and oversee implementation of resulting plans.



INTRODUCTION

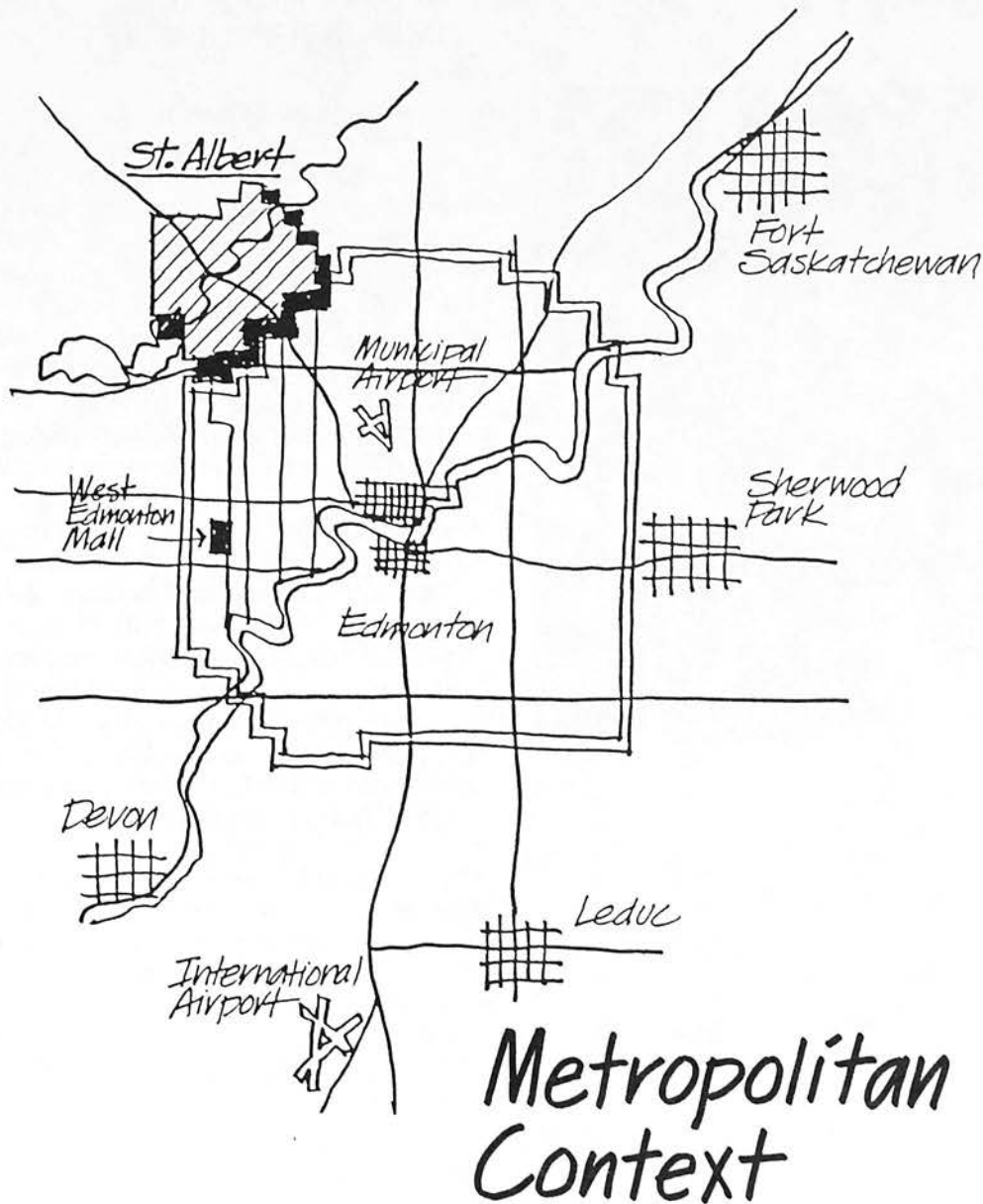
THE EVOLVING CITY

St. Albert is changing. It is changing because it is growing and the City has undergone enormous expansion in the past decades. Her borders, which in 1956 offered citizenship to 1,540 residents, now accommodates a population more than twenty times that size.

The original Métis colony was truly an independent and self sufficient community. But the modern City of St. Albert is now a part of a complex and interdependent web of economic, political and social forces of national and international proportions. Communities are inextricably linked with one another, and neighboring political entities are more dependent upon each other than many of the City leaders appear to recognize.

Enthusiastic City leaders -- justly proud of their City's strengths -- sometimes overlook the extent of their interdependence, but it is an undeniable fact of the modern urban world. Separate City status for St. Albert has not altered its economic and social interdependence with surrounding communities.





ST. ALBERT VS EDMONTON

As outsiders, the R/UDAT team was quick to take note of the competitiveness with which the St. Albert/Edmonton relationship is viewed. Healthy and dynamic competitiveness is of course the cornerstone of successful market relations, but the complementary and symbiotic aspects of two neighboring communities seems to be severely undervalued and underestimated. While this strategy of competition is a very effective way to mobilize support for positive community volunteer programs, it is dysfunctional if it leads people to belittle what is essential for their economic well-being; namely, the healthy development of the entire region. We fear that such an over-emphasis on the differences and antagonism between St. Albert and Edmonton is potentially damaging to the constructive planning for the future of the City. It would be far more helpful to think of the relationship as one of integration, mutual dependence and good neighbors with common goals rather than as conflicting sides in a power struggle in which there can be no winner.

The recently arrived residents of St. Albert now numerically dominate the City population, and their perception of the St. Albert/Edmonton relationship is probably very different from that of the community leaders who we heard in formal sessions. They, and we, view the relationship between the two communities as overlapping spheres, each specializing in separate functions. Both are part of the same seamless web and the lives of the residents are integrated into both.



THE EVOLVING COMMUNITY IDENTITY



Representing the bulk of the City population, these new residents have considerable power in defining the identity of the new St. Albert, even though their formal influence is only latently recognized. Their sense of the City's identity is clear, and extremely positive. We concur in their perceptions. Contrary to much of the public relations attempts, St. Albert is not a diverse nor a self sufficient community. In the shadow of one of the world's most renowned retail attraction, its strengths and forces do not lie in the commercial sector.

Rather, St. Albert is a residential community with a very strong and clear orientation that support affluent and fairly homogeneous young families. The vast bulk of these new families -- now the majority of the community -- work outside the City limits and have established buying habits there as well. These new residents have split loyalties; they are participants in a modern metropolitan centre. Much of their economic behavior (their earning and spending) takes place outside of St. Albert, but their homes, their family lives, their recreation and their personal satisfactions are rooted in the neighborhoods of St. Albert.



THE POLITICAL SOURCES OF CHANGE

During the past decade, City Council has invested heavily in making sure that the municipality survived, and thrived on rapid population growth. Several important decisions mark this effort. It began with the expensive struggle in the late seventies to reaffirm St. Albert's existence in face of an annexation proposal. The city has invested in a first-class mixed-use building, St. Albert Place, which houses its City Hall, library, museum and theatre, located on the bank of the Sturgeon River. It has also expended millions of dollars in facilitating residential development through water and sewer projects, road construction, local parks and recreation facilities, schools, and public transit. Retail trade has been greatly expanded because of city policies to facilitate construction and to provide appropriate services. Industrial property readied for private projects is also now readily available because of past city initiatives.

THE ECONOMIC SOURCES OF CHANGE

The economic environment has changed dramatically in the past five years. The decline in value of oil and gas products has been coupled with depressed prices in almost every commodity that underpins the Alberta economy. The impact of these realities has slowly worked its way through all sectors of the pro-

vincial economy. No segment stands apart from the duress experienced by the largest income producers. The regional economy has been buffered by a few trends working in its favour. For example, as the administrative centre for the federal and provincial governments, particularly for the central and northern regions of Alberta, the Edmonton-based economy has shown more resilience than perhaps originally expected. While activities are not as robust as in the heyday of the previous decade, the state of the economy is definitely not one of despair and collapse.

As part of the regional economy, St. Albert has fared well. The diversified income base of its residents, most of whom commute throughout the entire region, has served as a cushion against the downturn. Many families have two incomes which protect them somewhat in a recession. Houses continue to be built and families continue to move into homes valued high above the regional averages.

In the midst of plenty, however, there are signs of stress which worry city leaders. While the retail trade continues to expand, the overall regional market has become extraordinarily competitive. The consumer pull is away from the city's shopping areas. As a result, there are "for rent" signs and empty retail spaces. Some malls continue to do well but the old downtown retail area is, in the view of local planners and shopowners, dangerously close to disappearing. Certainly, it does have a strong, negative visual impact for potential shoppers driving down the street. The industrial park is also operating under capacity and,

as a result, the city has been forced to assume both the property and related debt load.

ST. ALBERT AT THE CROSSROADS

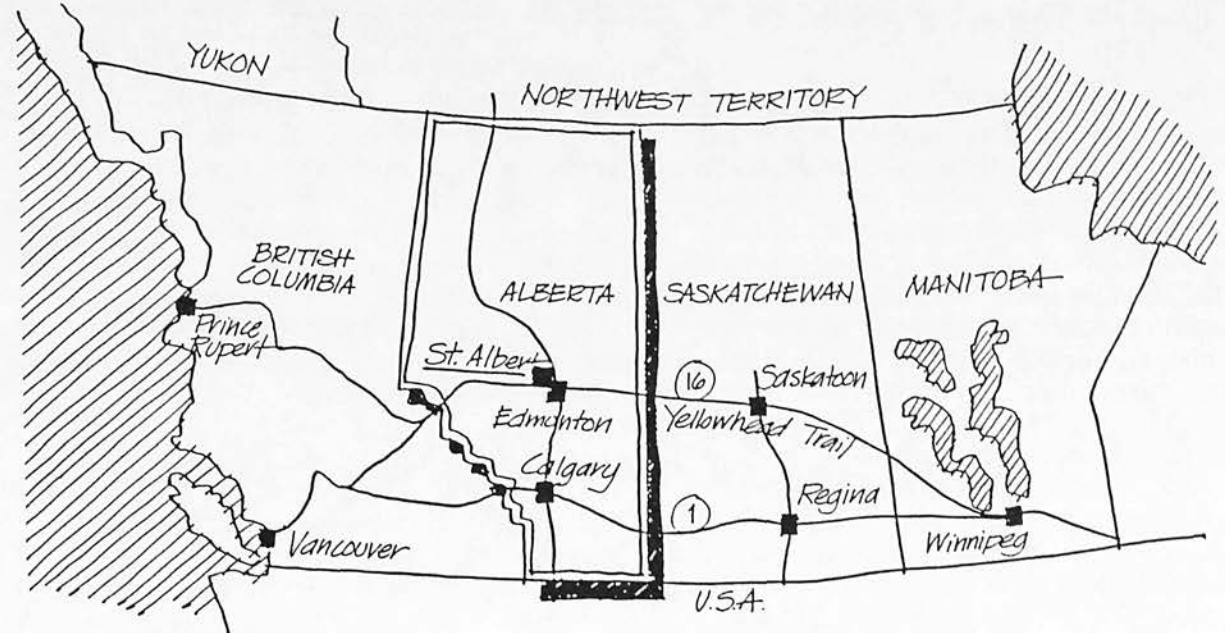
During this study the R/UDAT Team has come to see the city at a crossroads. This is very much reflected in the tasks being mapped by City Hall. The changing economic situation is forcing policy-makers to rethink the role of local government. For years they have seen themselves primarily as facilitators, helping others to establish themselves and to grow in St. Albert. Now businesses are having difficulty. Some cannot maintain retail business; landlords have empty office space. One building still has only its foundation after several years of bankruptcy. Only a few developers are interested in a large city-owned property located right in the core.



ECONOMIC HISTORICAL PERSPECTIVE: FIRST HERE / NOWHERE TO GO

St. Albert is one of Western Canada's first settlements apart from the original Indian communities as the Roman Catholic Church established its missionary base here. Over the years the region's economic growth has been more centred on Edmonton although the expansion of that city has not over run St. Albert.

The Edmonton region is one of the major growth centres in Western Canada. Over the years it has gradually replaced its traditional rival Winnipeg in distribution and transportation functions in this hinterland and competes directly with Calgary for dominance of the Alberta market. Because Edmonton's economy is more diversified, it has generally grown more steadily than its arch-rival. The struggle to attract innovative businesses, research facilities, manufacturing, head offices, and transportation industries is an intense one. On the Western Canada chessboard, the big three fight hard among each other for the limited number of investors in the past few years showing any interest in this region. Smaller centres competing for investment tend to stress labour, resources, infrastructural costs that set them apart from the larger urban markets. From a distance, St. Albert is seen as part of the Edmonton regional market.



Regional Context



MEET THE PEOPLE

The uniqueness of St. Albert can be seen in the characteristics of the population. The strength of St. Albert stems from -- and should continue to derive from -- its appeal as a residential area which offers a high "quality of life." The conspicuous difficulty which persons who spoke with us had in explaining the "quality of life" issue is symptomatic of the lack of clear identity which the City now experiences.

There are several clear social and demographic patterns which both distinguish St. Albert from the surrounding communities, and emphasize the interdependence of this City with surrounding communities.

1. Labour force participation.

In 1987, the total number of persons in the St. Albert labour force was 16,162. Of these, only 2,884 (22%) worked full time within the City of St. Albert; the remainder (78%)

worked outside. This represents a decline of "in-City" work since a similar survey was taken in 1982. This hardly supports the image of a self-sufficient community, and the direction of change is towards greater -- rather than less -- reliance upon outside employment. The fact that disproportionate numbers of the "in-City" workers are females (and high proportions are in the commercial retail and service sectors) suggests that many of these jobs are also lower paying ones which supply supplemental income to a family and may not be the

TABLE 1
SELECTED DEMOGRAPHIC CHARACTERISTICS FOR ST. ALBERT, EDMONTON REGION, ALBERTA, 1986

	St. Albert (city census)	St. Albert (federal census)	Edmonton Region; (federal census)	Alberta (federal census)
% of all private households which have one person only	7.1%	8.4%	22.4%	21.4%
average number of persons per household	-----	3.3	2.7	2.8
% of census families which are lone parent	2.9%	9.7%	13.2%	11.8%
average number of children per census family	-----	1.5	1.3	1.3
% over 65 years of age	2.5%	3.4%	7.3%	8.0%
% single (never married) over age 15	-----	17.2%	21.6%	20.4%
% married	-----	50.7%	46.3%	47.1%
% divorced	-----	2.2%	3.6%	3.2%
% of census families which are husband/wife families with own children at home	-----	66.0%	55.2%	55.5%



primary source of income. Of the local St. Albert jobs, a 1982 survey revealed that only 55% of them are filled with local residents.

One final labor force statistic bears special emphasis -- 48% of households in St. Albert have two or more workers. While all of these are not necessarily families with school age children, most likely are. The implications of this for the "human focus" of St. Albert will be addressed later in this report.

2. Age Composition and Stage of Life Cycle

In our public meetings, we repeatedly heard testimony to the "family orientation" of St. Albert. The demographic data contained in Table 1 clearly supports such an identity. When compared to both the Province of Alberta and the Edmonton metropolis, the City of St. Albert is distinguished in the following ways:

- Higher proportions of husband/wife families with young children present (67% vs. 55%)
- Fewer never married (single) adults
- More currently married couples and fewer divorced persons
- Fewer households with one person living alone
- Fewer families with children headed by a lone parent
- Higher average household size

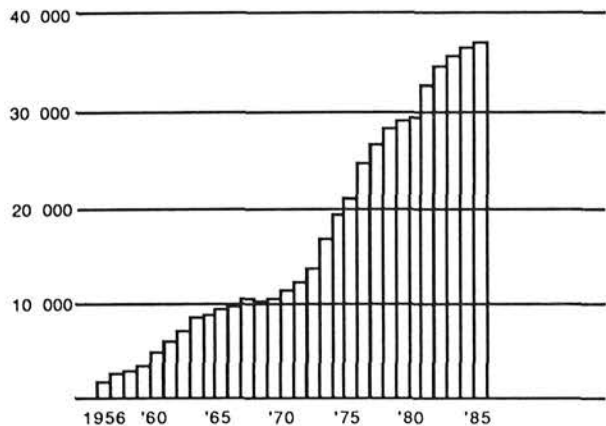
- Higher average number of children per family

3. Population Growth and Change

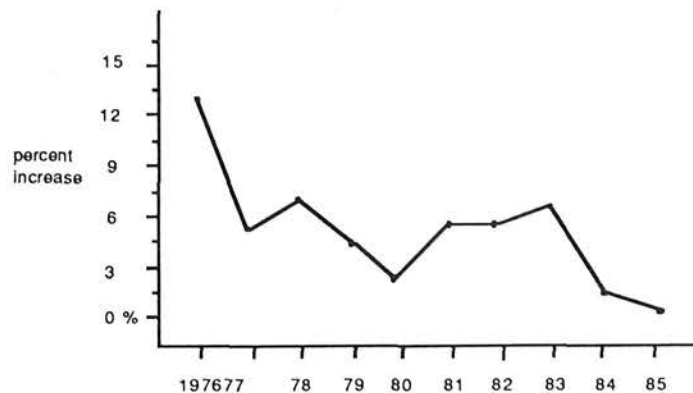
St. Albert continues to grow, but the rate of growth has slowed greatly in recent years. The following figures reflect these changes.

The birth rate (births per 1,000 population) has reflected the declining national pattern and demographers predict its gradual stabilization at this lower level. The "total fertility rate", a superior predictor of population replacement, indicates that Alberta is now slightly below the hypothetical "replacement level" (2.1 children per woman) at 1.875. There is every reason to believe that St. Albert will mirror this provincial trend towards replacement level fertility.

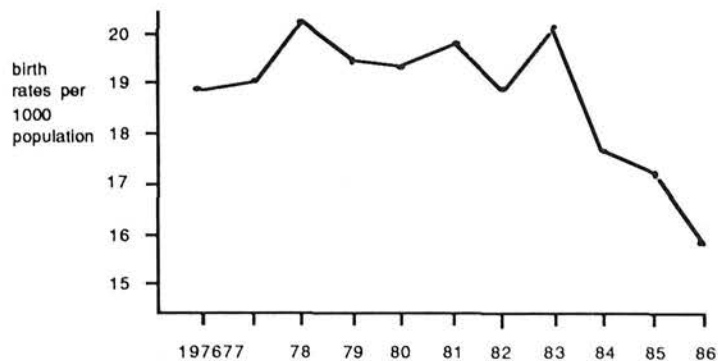
The rate of in-migration has likewise fallen due to provincial economic trends, but it is impossible to predict the direction -- or intensity -- of future changes. The combination of these components of population change suggest caution in predicting the future, but it is unlikely that -- apart from massive economic change -- population growth in St. Albert will return to the boom growth patterns that marked prior decades.



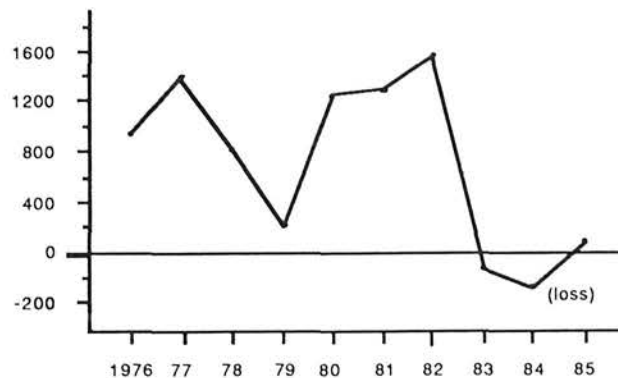
St. Albert Population 1956 - 1985



Annual Percentage Increase: St. Albert



Birth Rates at Sturgeon Health Unit



Net Migration into St. Albert

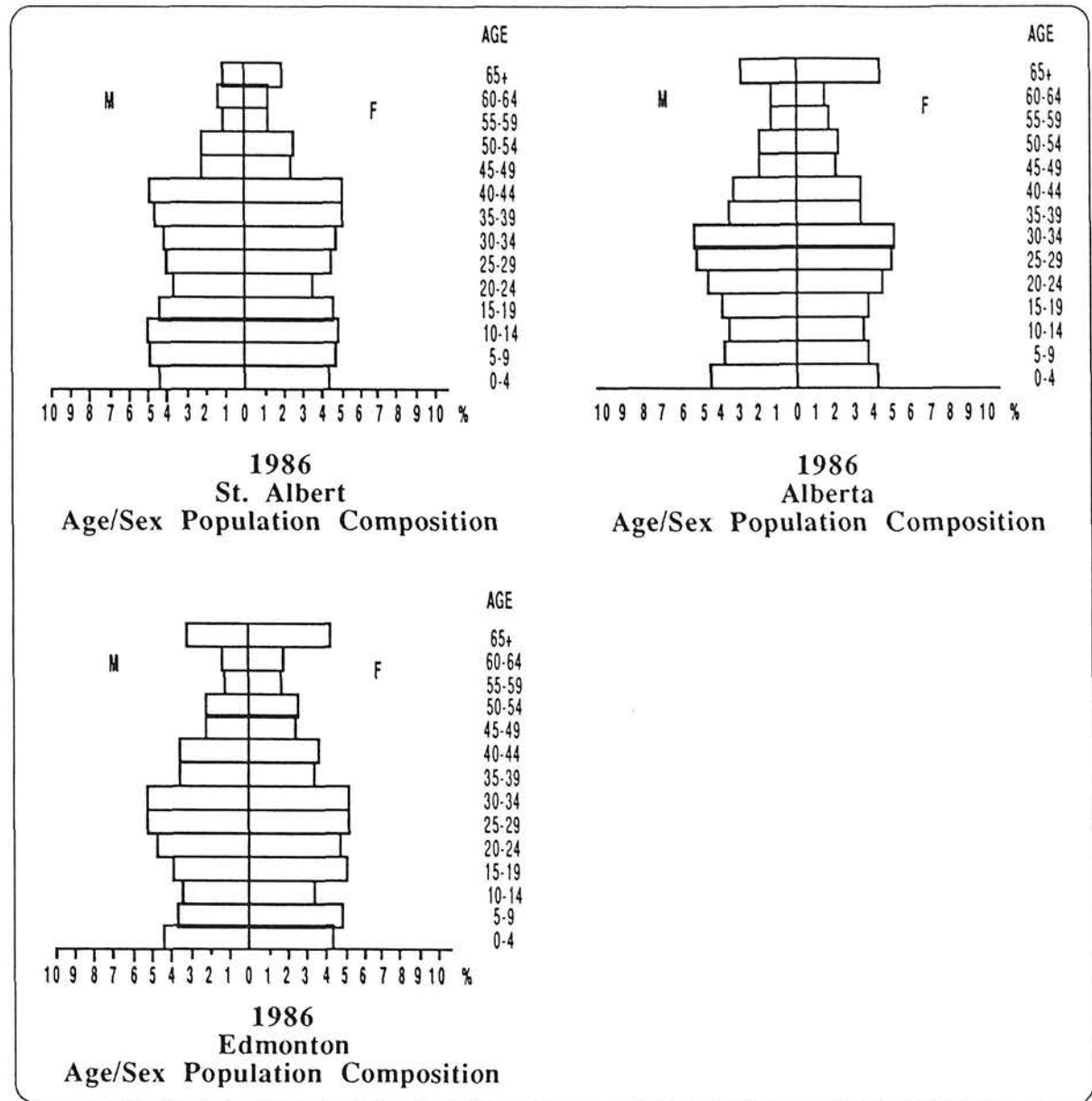


AN AGING POPULATION

The population pyramids for these three areas visually depicts the differences in the age structure between St. Albert, the Edmonton Region and Alberta. St. Albert has fewer aged; more middle aged and young parents; more young children; and fewer young adults.

Young populations eventually become older. Such changes will affect the demand for many services which the City of St. Albert ought to be prepared to meet. Consider the following examples:

- the demand for schooling, day care, baby sitting etc., are directly related to the proportion of the population in two age categories -- 20-40 year olds and those under 18
- the demand for various forms of housing will change as families age and the "nest" empties
- the need for retirement housing and specific kinds of health care is linked to age
- recreational needs shift from child oriented to other age groups
- social services, volunteer programs, artistic productions, counseling services are all age related services.







THE NEW MODEL: A CITY WITH A FOCUS ON RESIDENTS



Given the above, what picture emerges as a model around which the St. Albert of the future can be planned? We believe that the new model cannot be one which places commercial or retail development as the foundation upon which to plan for and build the future. Nor is significant industrial development likely to provide the key to the continuing attractiveness of the City. This does not mean that these forms of development ought to be ignored; far from it. But, we believe that the **emphasis** ought to be placed on the "human side" of St. Albert.

The "human side" emphasis does not preclude economic development or growth, but rather continues the community's investment in its most valuable resources - its people, and its reputation for quality residential living. It is clear that St. Albert is already thought of as one of the most desirable residential locations in the Edmonton region and our model cultivates, enhances and expands upon this source of attraction to local tourists and eventually to new residents and commercial activity as well.

The West Edmonton Mall is a powerful magnet for both retail and tourist trade. It is probably thought of as an entertaining and "commercialized" fantasy, greedily lusting for



the consumer's money. St. Albert cannot successfully compete for clients with such interests, nor should it try.

Rather, we believe that St. Albert has something more valuable and enduring to offer; a "product" entirely in keeping with the heritage, existing reputation and true strengths of the City. The "product" is simply this: an enriching family oriented way of life which has broad appeal to virtually all segments of the population. This appeal has deep cultural roots and will attract tourists and new residents with the very qualities which can move the City forward.

Consider the following qualities which St. Albert already possesses in some form, as well as the City's unique potential for developing these qualities. We encourage readers to think of them as a long term investment which fits together in a package that has logical unity, widespread appeal, and constitutes a way of life with which many of the best citizens of Alberta wish to be associated. We find it extremely appealing.

If the West Edmonton Mall is thought of as providing "entertainment," St. Albert should be thought of as "enriching". Citizens are directly "involved" in our "community," not vicarious participants in a commercialized fantasy. St. Albert is "close to nature," "clean," "fresh," "robust" and "healthy". In St. Albert one can "get away" from the pressures, hustle and bustle and tensions of the big city. One can "relax," "contemplate" and "re-create". The "best schools in the region" educate our

children, and "the arts" provide us with rich moments to pause and take stock of our lives. "Theatre," "art gallery," "volunteers helping people," "care for children," "enriching the lives of the elderly" and "supporting young families" are all done extremely well in St. Albert. The "spiritual roots" and "cultural heritage" of the entire province is located in a "mission on the hill" in the centre of the community. Life in St. Albert is associated with "prosperity," "human growth and enrichment," "good neighbors," and "home." Some communities may think of themselves as extensions of bureaucracies or multinational corporations and think of its citizens as customers or clients. But the City of St. Albert thinks of itself as an extension of the "family," and its citizens as brothers, sisters, parents and grandparents. Living in St. Albert is good for the soul.

NEW EMPHASES AND THE EXTENSION OF SERVICES

The implementation of such a model would require a significant increase in the level of social services and municipal resources provided. Our public hearings revealed that there are several areas of the community service which warrant extension in order to realize the goals of the model. We also believe that without many of these increased investments, the "quality of life" now enjoyed by residents will substantially deteriorate.

First, we found that the proportion of "latch key" children (of all school ages) to be of concern. The economic costs of living in St. Albert appears to pressure both parents in many families into the work force. As we saw earlier, 48% of households have two or more full time workers. The problem was also described by several citizens (a school official and a law enforcement officer) who viewed the situation with great concern. While some school based programs do exist, more are clearly called for. If there is not now conspicuous vocal demand for such programs, perhaps it is because of the perceived quality of the care provided. The City may have to take a strong leadership role and ask its citizens how it can better serve their family needs.

Second, other testimony provided by SAS-RA (and others) led the team to believe that the recreational opportunities for young men are far superior to those provided to young women. The city and volunteer effort directed to the male oriented sports are not matched by similar commitments to female oriented activities. We recommend that the City take steps to address this imbalance.

Third, we found that normal demographic aging will create a need for more attention paid to the needs of the retired population. We also heard from representatives of the senior citizen affiliated organizations that demands for services were increasing rapidly and that more facilities were needed. Needs were expressed for supervised lodging, "empty nest" housing and social/recreation facilities.



Fourth, we heard from several participants that the sheer costs of housing forces many families out of the city and excludes others who could become valued community citizens. For example, we heard that many of the adult children who were raised in St. Albert and who wish to remain cannot do so. We also heard that when a nuclear family is broken by divorce or separation, both segments are often forced to migrate to less exclusive communities. Table 1 provides evidence of this fact. St. Albert has very few single parent families. The rate at which single parent families are appearing in Edmonton has increased dramatically since 1976 and it is expected to increase by 44% between 1981 and 1992. It is likely that St. Albert will experience a similar rate of divorces and separations. Will they be able to remain?

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One citizen called our attention to a guideline which suggests that all communities attempt to provide 5% of its housing stock for low income families. If St. Albert does not currently do so, we would like to point out that quality of life should not mean economic exclusiveness.

Fifth, the team heard testimony from citizens and City employees committed to the "culture" and "the arts." An impressive case was made for expanded museum facilities, a permanent art gallery and better space for the farmers market and the "Festival of the Arts." Increased commitments in these areas could become highly visible symbols and tourist attractions for "the City with a soul."

• WHERE HAVE ALL THE PEOPLE GONE?

Another aspect of this "Human Model" of emphasis related to citizen participation in City governance.

The community has grown so dramatically in the past decade that many newcomers are probably still in the process of defining their identity as citizens and participants. To be active, a citizen needs to be placed in a social network and have a body of information on which to make decisions. City Hall may need to reach out more to these newcomers if it is to have a clearer image of its need for the next decade.

The diversification of the economy is a question fundamental to the future of St. Albert. The R/UDAT Team did not get a clear idea of where City Hall thinks St. Albert fits into the regional economy. More importantly, the various groups now dealing with Council are lacking the vital information and base of knowledge in order to participate actively in governance or are hesitant to promote their views. Their advice is not as useful as it could be under these circumstances. As a first step, Council has to design the information it circulates so that more people can learn about the problems as seen by Council. Then, as a second step, Council has to structure its consultative processes and its advisory committees such that those who are not being heard from begin to voice their ideas and concerns.

Tourism requires public awareness, involvement in planning committees, local investment, small and big, attendance at special events, and endorsement of public expenditures. This is not accomplished by edict, but by widespread approval. This is impossible to consider under current arrangements.





Economic Development Game Plan

Report Card Mid-Term February 1988

- | | |
|--|--------------|
| 1. Establish Economic Development Task Force | <u>A</u> |
| 2. Assess Community | <u>C</u> |
| 3. Develop General Economic Development Strategy | <u>F</u> |
| 4. Examine Alternative Organizational Structures | <u>C</u> |
| 5. Make Recommendations on Structure | <u>C</u> |
| 6. Establish Detailed Structure | <u>C</u> |
| 7. Implement Structure | <u>Incl.</u> |
| 8. Pick Members | <u>Incl.</u> |

Teachers Comments:

Dear Council —
You made a very good start on an important problem for our community. You deserve full marks for getting off on the right foot. I suggest you prepare a plan before you choose your Board. Soon you should be back on track. Sincerely, R.U. Dat



FOCUS ON THE ECONOMY

City Council has taken several initiatives in the past and is trying to define a more active role in response to these new circumstances. They are, for example, examining new uses for the industrial park, a new tourist market, economic development initiatives, proposals for downtown revitalization, and a way of assisting local merchants.

All these initiatives can be very helpful if they can be put into the framework of a master plan with a clear direction. We find such direction absent. In order to achieve this, several issues outside of the control of St. Albert, need to be widely appreciated.

One of the most pressing problems facing the Western Canadian economy is diversification. This is a demand which westerners have been making for years. In 1987 the federal government responded by setting up a western diversification fund with its offices headquartered in Edmonton. This theme has been reiterated by provincial and regional politicians to show their concern. This, of course, puts pressure on local authorities to come up with ideas for diversifying the economy of St. Albert. We heard some of these ideas during the public presentations.

THE QUESTIONS

In this context it is not easy for the City to see which initiative might be most productive. Everyone clearly understands that it is time again to make a major investment in time, energy, and money, in the same spirit as they did in the seventies and earlier this decade. But this time no one is quite sure which way to turn. Several questions need immediate attention:

- Should the downtown be redeveloped?
- How should tourism be encouraged?
- Should local businesses in trouble be supported?
- Should the economy be more diversified?

These questions will continue to be difficult to answer under existing conditions. The R/UDAT Team are struck by the difficulty City Hall must have in arriving at investment decisions given the fragmentation of public input. We notice that in some areas, such as recreation, the presentation of proposals was very thorough and thoughtful. Yet, we come away thinking that we know very little about the City in terms of the needs of homemakers, teenagers, neighbourhood groups, and commuters. If our brief hearings are any indication of public interest, then several questions regarding creating a broader citizen involvement program from all sectors of the community including business, residents, builders

and developers have to be dealt with immediately. Citizens are the untapped resources for ideas, energy and political clout. Their commitment will turn plans into reality.



BENEFITS OF ECONOMIC DEVELOPMENT

The economy of any region or local community consists of a variety of commercial and industrial activities. The expansion of those activities provides several benefits to the citizens and government:

- 1) Additional employment and income for residents
- 2) Additional tax revenues to the government
- 3) Goods and services for consumers
- 4) Proceeds from sale of City-owned property

The first two benefits most often drive the desire for economic development. The fourth benefit is unique to communities such as St. Albert which have assembled a significant land inventory to accommodate growth. We have recognized the importance of this benefit to the City in considering an economic focus.

The appropriate basis for identifying an economic focus is to recognize market issues, evaluate strengths and weaknesses, and target specific opportunities.

MARKET ISSUES

The Key market issues differ somewhat for the commercial and industrial sectors.

INDUSTRIAL

The local industrial market in St. Albert is characterized by:

- Significant City ownership of industrial land

	<u>City</u>	<u>Total</u>
Developed Sites	68	175
Vacant Serviced Land		70
Unserviced Land	<u>135</u>	<u>630</u>
	203 ac	875 ac.

- Vacancy rates of 20-35% in industrial facilities
- Land values below historical cost.

	<u>Cost</u>	<u>Market Value</u>
Serviced	\$50,000- \$60,000	\$35,000- \$40,000
Unserviced	\$20,000	\$8-10,000

- Slow absorption

Overall, the industrial market has been troubled, and hereby creating financial pressures on property owners such as the City.

Similar conditions exist within the greater Ed-

monton market. There are 11,223 acres of industrial land available, reportedly a fifty year supply based on current absorptions. There are positive trends in evidence and ventures underway, however.

- High Tech
 - Biotechnology
 - Electronics
 - Aerospace
- Traditional Manufacturing
 - Oil and Gas (esp. Oil Sands)
 - Forest Products (esp. Pulp)
 - Food Processing
- Warehouse/Distribution (particularly national)

While growth is projected in the traditional sector, several concepts are key to a new approach to economic development.

- Less dependence on traditional manufacturing
- Encouragement of home grown business and business retention
- Recognition of potential of small business

Diversification is a major theme. Several programs and facilities are intended to stimulate this diversification including the Heritage Foundation for Medicine, Edmonton Research Centre, existing universities, Alberta Research Council and Electronics Network of Alberta.



The facilities associated with these programs will stimulate development throughout the region as well as in the communities around their sites.

COMMERCIAL

The local commercial market exhibits somewhat different conditions:

- Retail space totals 27 square feet per capita, well above typical figures of 12-15 square feet.
- Absorptions of retail space has been high during the period of rapid population growth.
- Land prices of \$3-5 per square feet reflect this rapid absorption and competition for sites.
- The market has apparently reached saturation with a 20% local vacancy rate and several retail centers experiencing financial difficulties.
- St. Albert is relatively underserved by furniture and apparel outlets.
- Overall leakage (spending by St. Albert residents outside the community) is estimated to be \$100 million.
- There has been limited office development with 30% vacancy in the 250,000 square feet of commercial development.

- Office rents of \$8-12 fully serviced are well below rents necessary to amortize investment.

These office conditions reflect the market in the larger Edmonton area.

- Office absorption in the CBD was 300,000 square feet in 1986, down from 900,000 in 1983.
- Office absorption in suburban Edmonton was 175,000 down from 750,000 in 1982.

Office conditions will continue to be largely dependent on the health of the overall economy.

STRENGTHS/WEAKNESSES

An assessment of strengths and weaknesses is a comparative exercise considering the larger market area for the use considered. Some commercial uses such as neighbourhood shopping centres serve a limited market area and do not compete outside the community. Some industrial developments serve regional, national or international markets, and thus compete with sites in that larger area.

INDUSTRIAL

The strength and weaknesses of St. Albert for industrial development must be considered in

terms of the greater Edmonton market area.

- Strengths
 - Proximity and access to Highway 2 and Yellowhead Highway serving the north, east and west.
 - Location on edge of largely undeveloped, resource based area to the north.
 - Highly educated local labour force.
 - Attractive residential opportunities for entrepreneurs and employees.
 - Attractive amenities near workplace.
 - Low cost land (market value).
 - Assistance to start-up business through Incubator Program (one of two in Edmonton area).
 - Major existing employers such as Alberta Liquor Control Board (distributing) and Endeco Engineering (engineering and software development).
 - Tax advantage of 30% over Edmonton.
- Weaknesses
 - Lack of local research institutions
 - Location outside Edmonton Calgary corridor.



- Perceived tax disadvantage, related to residential tax rates.
- Serviced by only one railroad.
- High land cost which affects owners willingness to sell at market value.
- Lack of co-ordinated economic development program.
- Lack of major industrial businesses with only nine of the 11 businesses with 100 or more employees in the institutional or service/retail sectors.

COMMERCIAL

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St. Albert is already well served by community scale malls and strip centers as reflected in the factor for square feet per capita. The retail outlets which are well represented are attracted by St. Albert's strengths such as:

- Affluent population
- Well travelled highway
- Availability of high visibility sites.

The retail businesses which are not well represented have reacted to St. Albert's weaknesses:

- Limited population base

- Proximity to major competitive mall (West Edmonton)
- Highway character of much existing development
- Limited number of tourists
- Lack of continuous activity (evenings, weekends, off season) to support restaurants, and hotels
- Lack of co-ordinated program for retail development.

These characteristics are typical of most communities of this size. The extent of the identified leakage is not unusual.

Office development can vary in character from professional space to corporate headquarters space. The professional space houses business serving the local community and has the same locational characteristics as retail space. Corporate headquarters generally serve regional or national markets and thus have similar locational characteristics to industry. One notable strength that St. Albert exhibits in this regard is the attractiveness of its residential opportunities. St. Albert is the type of community which appeals to executives and professional staff in larger corporations. The community in turn becomes an attractive site for such office development.

ECONOMIC OPPORTUNITIES

There are several realistic economic opportunities for the City to pursue. Success will require that certain conditions be achieved at the same time. The target activities and conditions are described below:

Target Activities

- Research and Development activities which will be attracted to St. Albert by the quality of the local environment.
- Distribution activities which benefit from the City's highway links to the resource-rich areas to the north as well as east and west.

These activities recognize the economic trends and potential of the region, but also build upon the comparative strengths of St. Albert.

St. Albert may not be competitive for all activities within each sector. Biotechnology and electronics-related businesses will likely cluster around existing research centres. However, software development businesses like Endeco, horticultural research, or chemical research would be appropriate. Office development in support of these activities is also supportable.

The primary new retail opportunity is related to additional entertainment opportunities for local residents and visitors. Such businesses would complement the existing public activi-



ties at St. Albert Place and provide support for expanded visitor attractions.

The potential impact of such activities can be estimated in general terms. St. Albert's capture of industrial activity is related to the future of the entire metropolitan area. Current annual land absorption of 225-250 acres per year should grow to equilibrium levels of 500-750 acres over the next few years. Given the role identified for St. Albert, it is not realistic to expect it to outperform the metropolitan area market. With St. Albert's share of available land at 7.8% and its share of population at 5%, an appropriate capture rate for industrial development would fall between 5 and 8% of the metropolitan area total. Applying these rates yields the following absorption for St. Albert:

New Term (2-3 years) 12-20 acres/year

Longer Term (3-10 Years) 25-60 acres/year

The pace of commercial development is more difficult to estimate. The ultimate amount of development will be determined by the success of various activities for residents and visitors. Development in the downtown will occur slowly at first but could ultimately create a significant concentration with an identity of its own.

CONDITIONS FOR SUCCESS

The identified economic potentials cannot be achieved unless the following occur:

- Local efforts must be co-ordinated with regional efforts. St. Albert will develop as the region develops. St. Albert has a role within the region; with other communities serving St. Albert's residents in some activities, and St. Albert serving them in others. The West Edmonton Mall will serve St. Albert residents, but St. Albert business will serve visitors to attractions in St. Albert. With respect to industry, the process is two step: sell the region first, and St. Albert as a site within the region next. St. Albert does not have the resources to market itself directly to foreign investors, but could be a part of a regional marketing effort.
- Local efforts must be focussed on strong candidate development. St. Albert is not likely to attract oil and gas research opportunities or high fashion apparel because those activities will continue to locate east of Edmonton (in the case of gas and oil refining) and in west Edmonton (in the case of retailing). Attempts to attract such activities are a waste of resources and also send a confusing message as to what the community really is and provides.
- The appropriate image must be presented to users. The community must present an image consistent with the activity targeted.

In the case of industrial, the image must be one of attractive appearance and high quality R & D Space. Campbell Industrial Park should be consistently referred to by a name such as Campbell Business Centre. Distribution activities should be developed to high standards or perhaps concentrated in a separate park. In the case of retail, the downtown must present the image to residents and visitors of an active, exciting place to be.

- The quality and pace of development should be controlled. The City has control of the key industrial and downtown retail properties through its land ownership and development requirements. While the City may sell or lease these lands, it must do so without relinquishing its control over its future development.



FOCUS ON TOURISM

PRESENT ATTRACTIONS

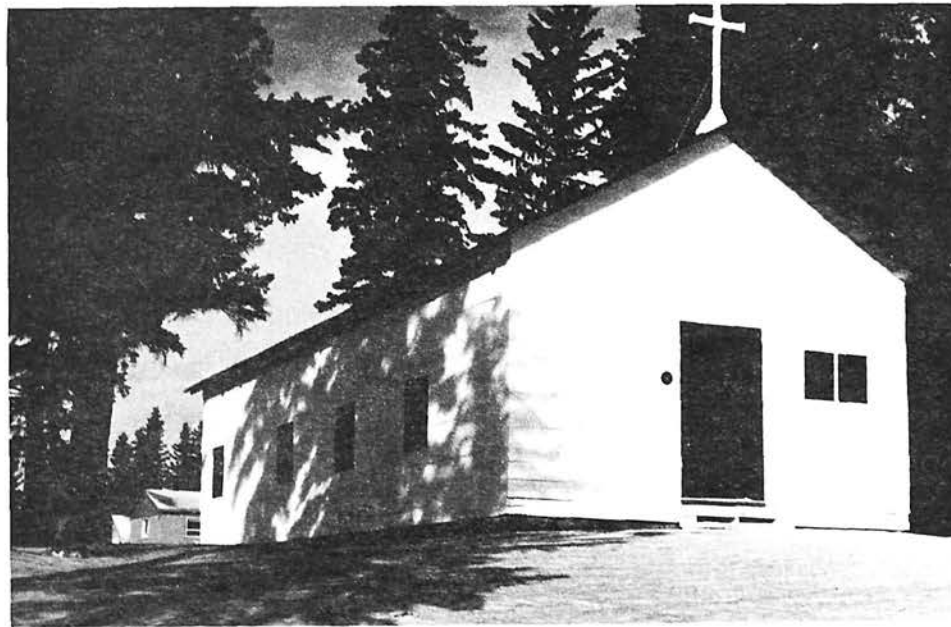
St. Albert offers a number of a visitor-oriented attractions, some of which are briefly discussed below.

The Mission Hill

The Mission Hill is the most important historic site of the City. The tourist-oriented facilities are the Vital Grandin Centre, the original Parish Church built by Father Albert Lacombe O.M.I., the Grotto and the Stations of the Cross, and St. Albert Roman Catholic Parish Church where the remains of the venerable Bishop Vital Grandin O.M.I., Father Lacombe, and Father Leduc are resting in the Crypt.

The Vital Grandin Center, also known as the Bishop's Palace, offers interpretive exhibits on the life of Bishop Grandin and the missionary life of his Priests, Sisters and Brothers in Canada's Northwest during the turn-of-the-century. Approximately 5,400 persons signed the visitors register in 1986.

The original Parish church built by Father Lacombe offers interpretive exhibits concerning its history.





St. Albert Place

St. Albert Place is situated on the Sturgeon River's south bank in the center of St. Albert. The six elements contained in the building are: Arden Theatre of Performing Arts; Heritage Museum; Laubental Studios; St. Albert Library; and City Hall.

Red Willow Park and Big Lake

Red Willow Park and Big Lake offer a variety of both winter and summer activities. Summer activities include jogging, walking, biking, canoeing, fishing, birdwatching and picnicing. Winter activities include skating, cross-country skiing, sledding and snowmobiling.

Special Events

St. Albert offers a number of special events. These include the annual Rodeo, the annual Festival of the Arts, and a Farmers Market during Saturdays between July 15 and the end of September.

The Farmers Market offers a variety of food goods as well as arts and crafts by up to 110 vendors and is reported to attract an average attendance of 3,600 per day. All goods offered for sale must be produced by the vendor or hand made by the vendor.

Other

Riel Reclamation Site offers the Kin Rodeo Grounds, rugby fields, soccer fields, and a

BMX track. The Holes Greenhouses is a major area producer specializing in fresh vegetables, flowers, and gardening products.

LONG TERM GOALS

Based on our observations and information provided to us, we recommend that the city work towards the following goals:

- Expand City's appeal to potential residents
- Help local commercial businesses
- Increase City's tax base and revenues

SHORT TERM CONCERNS

In pursuing the goals outlined above, there are four short-term concerns that should be kept in mind.

- Avoid significant capital investment risk. Facility risk is related to the need to make a profit, the difficulty in downsizing the project if patronage is less than expected and the difficulty in adapting the facility to another use.
- Avoid conflicting with City's image. This image is one which emphasizes the sense of community as described in an earlier section.
- Involve present attractions. Linking of existing projects will help achieve "critical mass"

- Use City owned land if possible. Development cost of new facilities would be less if this land could be utilized.



RECOMMENDATIONS

Based on the long-term goals and short-term concerns discussed above, we provide the following recommendations concerning tourism development and promotion.

- Aim Marketing Efforts at Edmonton Metro Area Residents

The term "tourist" is often misleading. Many people think of tourists as being a traveller on vacation while actually the term "tourist" applies to any visitor who is not a resident.

The most promising market for St. Albert tourist attractions are Edmonton Metropolitan Area residents. They can visit St. Albert and return home during the same day and are therefore defined as the "day-trip" market or "day-trippers".

- Emphasize the "Software" Approach over the "Hardware" Approach

The "software" approach emphasizes visitor attractions which are very flexible in the visitor experience that is provided. Examples are concerts, sports events, participative recreation, and special events. In order to effectively compete in the Edmonton Metropolitan Area, we recommend that St. Albert emphasize the "software" approach.

- Link Present and Proposed Facilities

In order to maximize its tourist

appeal, it is very important that St. Albert link its major attractions together. This should be done in a variety of ways, including:

- physically - (e.g. special pathways)
- visually - (e.g. by theming the pathways, special banners, etc.)
- through programming -(e.g. by scheduling events to occur on the same days, cooperatively hosting events, and by promoting each others in their programming.)
- Concentrate on Special Events

From an economic and implementation standpoint, the best approach for quick realization of tourism is through the staging of special events of interest to outsiders.

We recommend that St. Albert strive to develop and stage more major and unique special events annually. This would include more themed festivals and hosting significant traveling shows and exhibits.





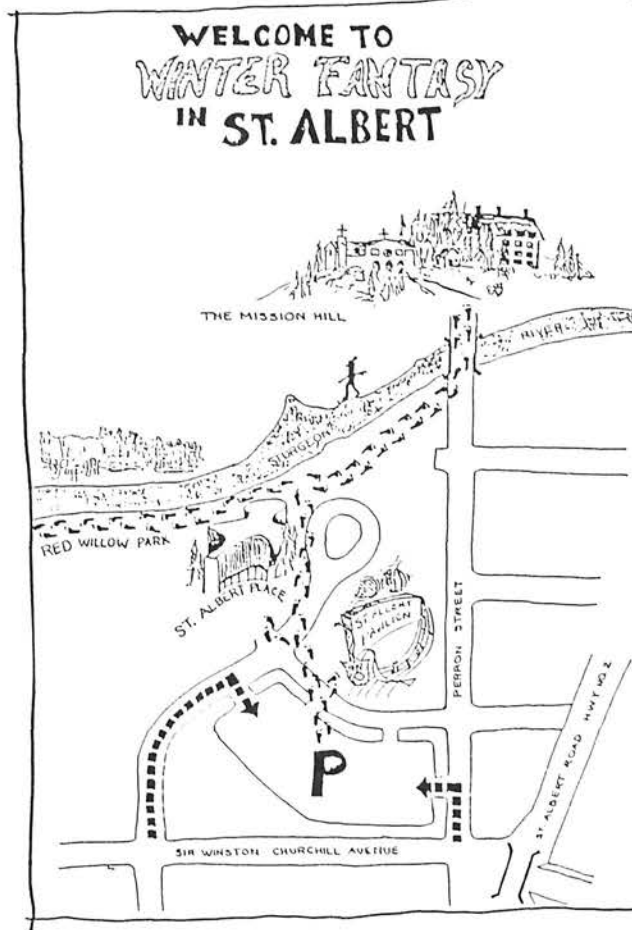
Sample Event: "Winter Fantasy in St. Albert Festival"

- The event provides a wide variety of events and as a result would encourage those living outside of St. Albert to come spend a day. The goal is to promote "a day in St. Albert" instead of a visit to a specific attraction.

- All of St. Albert's major attractions (including the St. Albert Pavillion proposed in the next section) are involved in the event under a common flexible theme; in this example a "Winter Fantasy". A theme like this allows each attraction to participate in a manner compatible with the community identity.

- The major attractions are linked together visually. In the hypothetical "Winter Fantasy" brochure, the visitor is encouraged to park in the main parking lot and walk to each of the individual attractions.

Visitor Guide



SCHEDULE OF ACTIVITIES

LOCATION

St. Albert Place

St. Albert Pavillion

Red Willow Park

The Mission Hill

HOW TO GET TO ST. ALBERT

FROM DOWNTOWN EDMONTON

FROM SHEERWOOD PARK

FROM WEST EDMONTON MALL

FROM YOUR GRANDMOTHERS HOUSE





- Emphasize Imagination, Visitor Participation and Attention to Detail

It is important that these events be "different" and avoid becoming "stale" each year in order to encourage repeat visitation. This will require a great deal of imagination.

It is also important to emphasize visitor participation whenever possible. Most of the region's major visitor attractions are generally passive in nature. Those activities that are active, such as structured outdoor recreation are important tools in competing with these attractions.

An example of detail that is often overlooked is an effective signage program. Overall, the key to a good signage program is to provide frequently placed, attractive, informative, uniformly designed signs.

- Enhance Present Attractions

A major effort should be made to expand or enhance present St. Albert attractions. We recommend that major improvements be made to Red Willow Park.

In addition, there are enhancements that would increase the tourist appeal of Vital Grandin Centre on The Mission Hill. In general, these would involve:

- movies or slide shows to help bring "history alive", especially those that explain "what life was like back when..."

- participative exhibits, especially those oriented towards children, that allow the visitor to perform interesting everyday tasks of a certain time and place.

- Develop Complementary New Attractions

St. Albert should develop new attractions which complement those that presently exist in order to increase its tourist appeal.

Our table examines the economic impact of various types of attractions. Many of these attractions already exist in the Edmonton Metropolitan Area, others are inappropriate for St. Albert.

We feel that two major opportunities exist for development in St. Albert that are both worthwhile and complementary. These involve recreation and the arts.

- Provide for Effective Ongoing Management and Operation

In order to ensure that constant adequate attention is given to St. Albert's tourism program, we recommend that a single full-time individual be employed by the City with the responsibility of planning and coordinating special events.

It is also important to continuously monitor the results of the City's tourism promotion campaign in order to ensure visitor satisfaction. This monitoring program should include visitor surveys and attraction/services performance records.



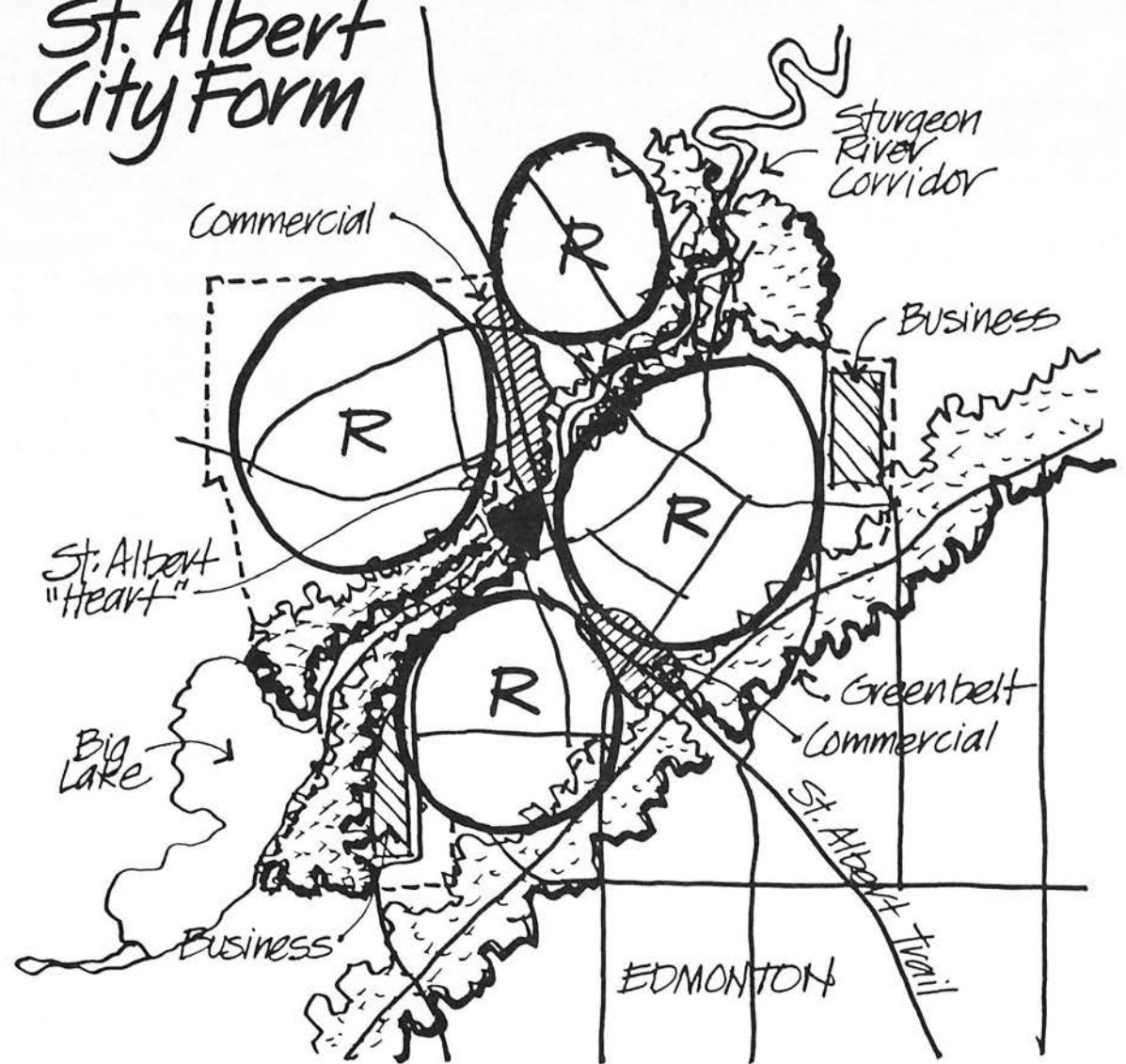


ECONOMIC IMPACTS OF VARIOUS TYPES OF ATTRACTIONS

Attraction Type	Visitation Levels	Average Distance Person Will Travel	Length of Stay	Typical Economic Impact on Region	
				Direct	Indirect
Events,(Fairs, Festivals)	High	Up to 1 day	2-8 hrs.	Short duration but high attendance of such activities can lead to large impacts but of a very short period	Substantial impact on retail and hotel sectors but extremely peaked and of short duration
Outdoor Recreation Active	Low-High	Highly variable	variable	Low to moderate in terms of employment, sales	Low to high impact on retail and hotel sector
Passive	Low-High	Highly variable	variable	Low direct impact	Low to moderate impact on certain sector
Performance Facilities	Moderate: Highly dependent upon nature of performance	Up to 4 hrs. - depends upon performance	2-4 hrs.	Typically high peaking associated with these facilities leads to variable impacts	Highly dependent on the nature of the facility (seasonal, year round). The location can have positive impact on retail sector and hotel sector
Museums	Low-High: Highly variable depending upon content	Up to 1-2 hrs.	1-3 hrs.	Moderate impact in terms of employment, sales levels; depends on nature of museum facility	Typically low to moderate with most attendance by day trippers with local residence
Historic District	Low-High	Up to 1 day	Variable depending on attractions within district	Construction employment impacts	Moderate to high. Substantial impact on retail sales, property values, economic development
Theme Park or Themed Attraction	High	Up to 1 day	4-8 hrs./ multi-day	Substantial impact via employment sales and spin-off activities	Positive impact in terms of retail and hotel sectors
Museum Villages	High	Up to 1 day	4-8 hrs.	Substantial impact associated with employment and sales, plus good potential for spin-off activity	Positive impact in terms of retail and hotel sectors
Visitor Centers with Exhibits	High	Opportunistic	Up to 15 minutes	Very low typically-little employment or visitor spending	Moderate to high if people stay in area, or return to area
Industry Tours	Low-High:Highly variable depending upon content	Up to 1-2 hrs.	1-3 hours	Low impact, depends on nature of the tour	Low to moderate; most visitors day trippers



St. Albert City Form



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THE "HEART" OF ST. ALBERT

To capitalize on the presence of St. Albert Place as the centre of City government and cultural activities for the community, we propose the development of an expanded centre of recreation and leisure time activities. This could be accomplished by a partial closure of St. Anne Street to create an outdoor public space focused on the Sturgeon River. The space would be shaped on the east side by a new linear building complex located immediately behind the business establishments on the west side of Perron Street, and on the west side by St. Albert Place. The new complex, St. Albert Pavilion, would contain:

- An exhibition gallery
- Game and meeting rooms
- A day care facility
- Food services
- A volunteer centre
- A Winter Garden
- A multi-purpose gymnasium
- An arena containing two sheets of ice which could be used for exhibition space during the summer months.

- A pedestrian arcade which could accommodate a Farmers Market on weekends.

The newly created outdoor public square could become a Festival Plaza. The plaza would be paved with a pedestrian-scaled material capable of accommodating vehicles, but set aside primarily for use by people. The Plaza would include:

- A reconfigured vehicle arrival and drop off for both St. Albert Place and the new St. Albert Pavilion.
- A riverfront amphitheatre oriented toward the river.
- A clock tower on axis with St. Anne Street as it approaches from the east.
- Stalls for a Farmers Market utilizing a pedestrian arcade along the west edge of the new Pavilion.

Festival Plaza would become the focal point of a wide variety of special events, including recreational, civic and cultural activities - for both visitors and residents of the community. With a coordinated marketing and promotional program the "Heart" of St. Albert could become a major generator of business for downtown merchants with a consequent regeneration of commercial vitality downtown.

A new two level parking area would be created south of St. Thomas Street, to provide space for approximately 700 cars.

To reinforce the intensity of activity within the town centre, space should be reserved for the development of multi family housing. North of the river corridor, along Mission Avenue there could be a linear arrangement of medium density housing oriented toward the river. South of the centre a series of sites are identified for future higher density housing, some of which could be primarily for seniors.

The centre core would embrace the Sturgeon River corridor and provide a major point of access to the recreational amenities and environmental features existing and proposed.

We strongly recommend that an "architectural theme" **not** be imposed on the Heart of St. Albert. Rather, we recommend that new buildings and site improvements be of high quality contemporary design, utilizing durable materials such as brick, concrete, metal and stone, consistent with the high standard set by St. Albert Place.



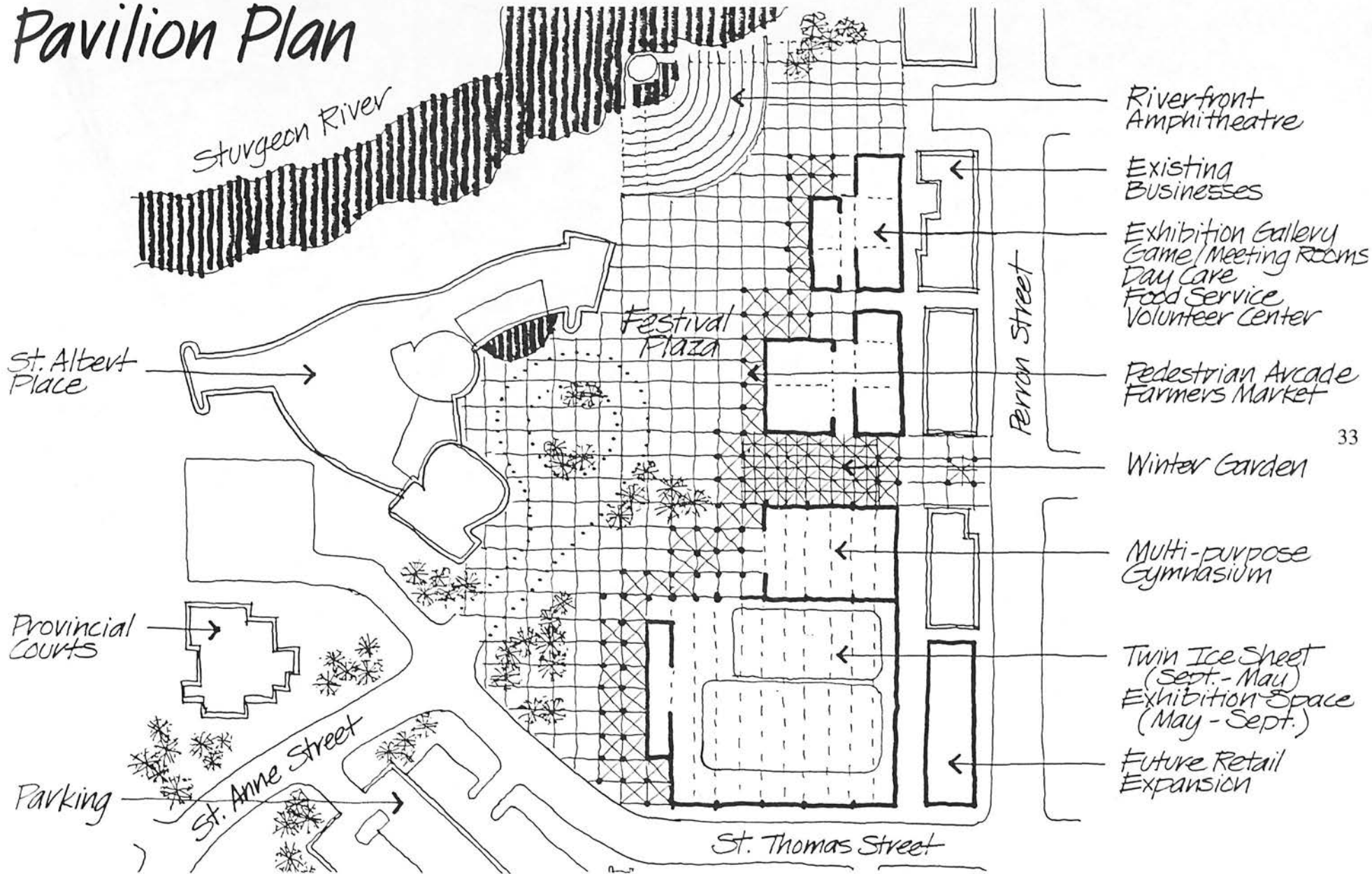
Land Use and Access

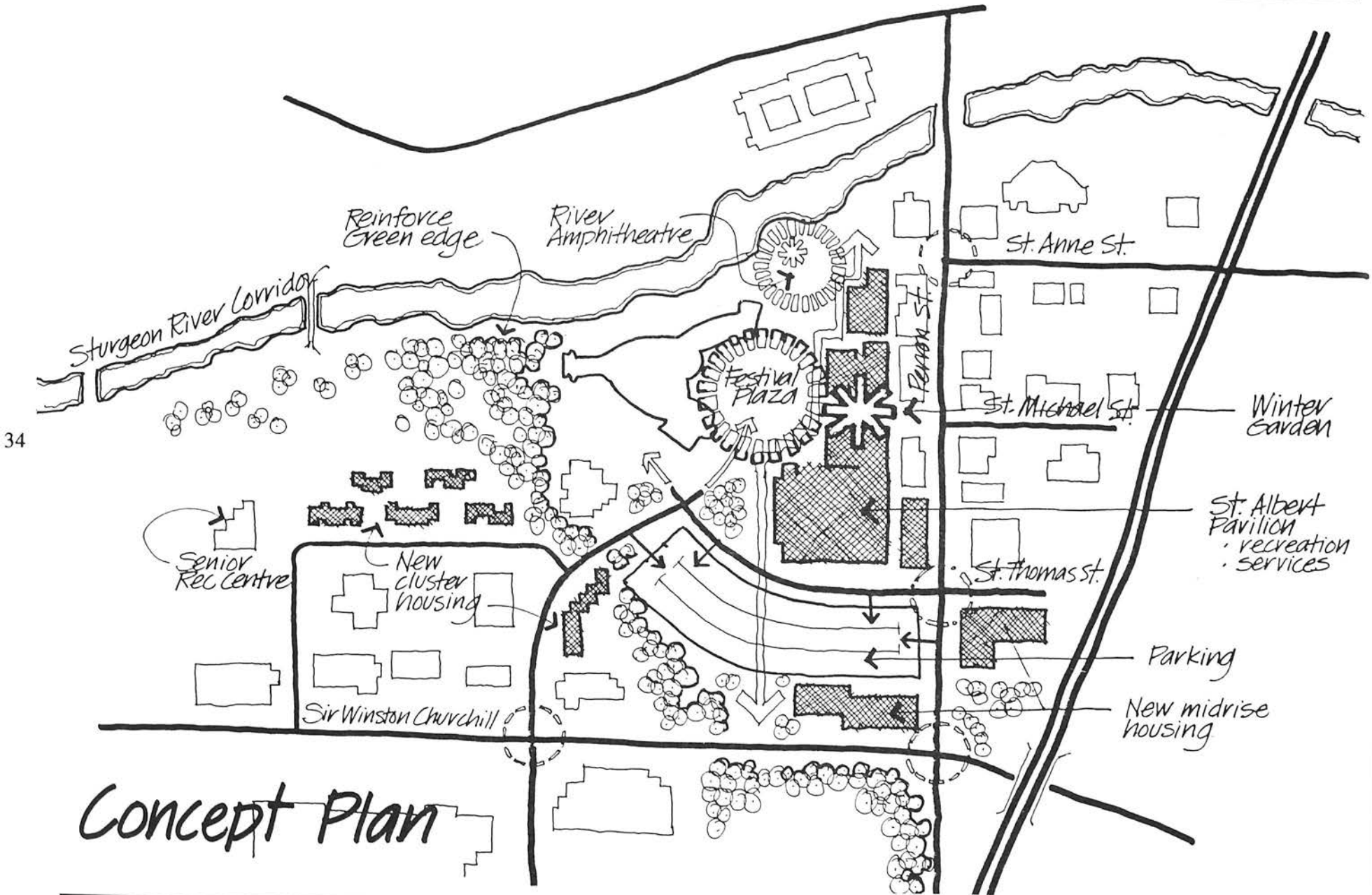
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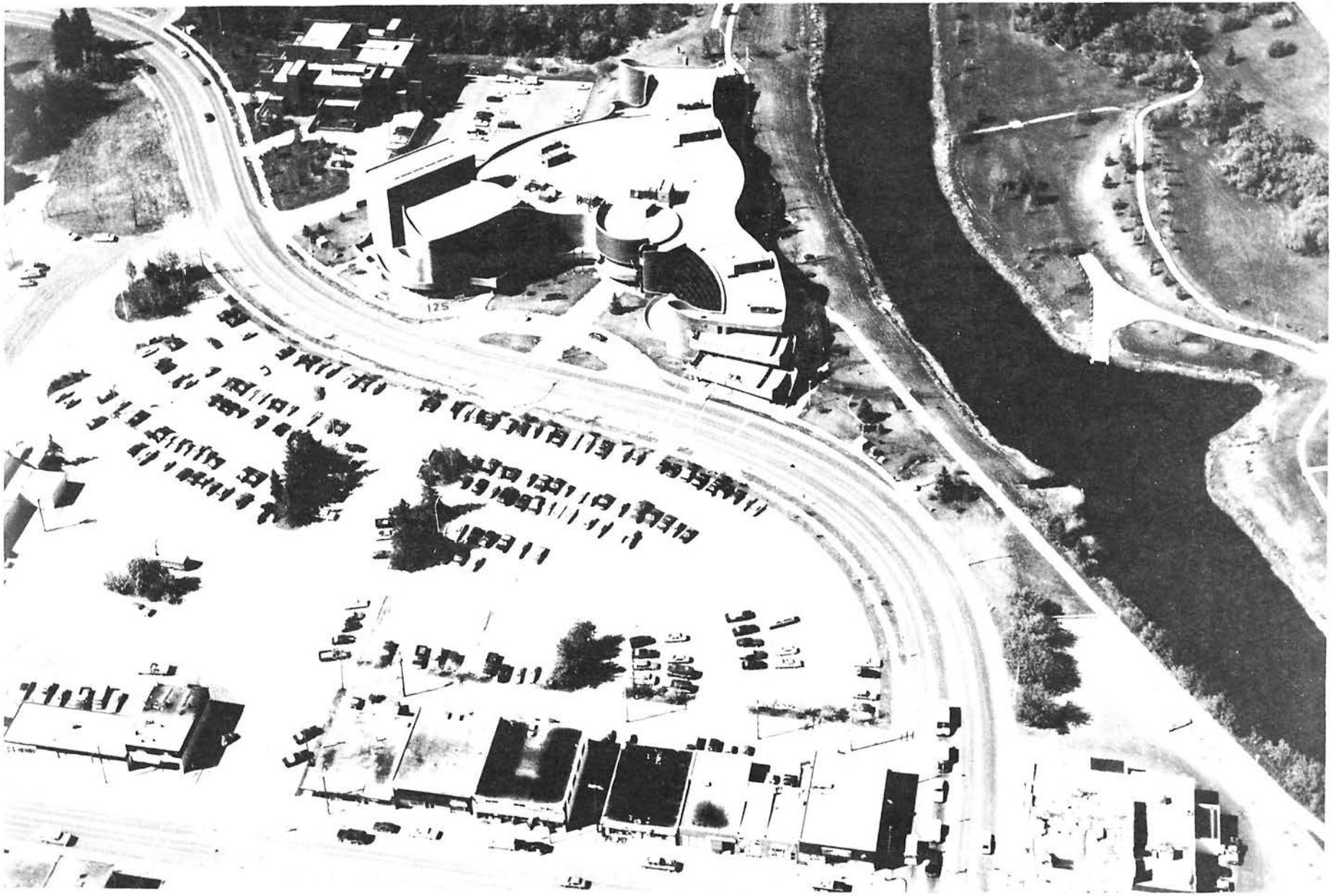


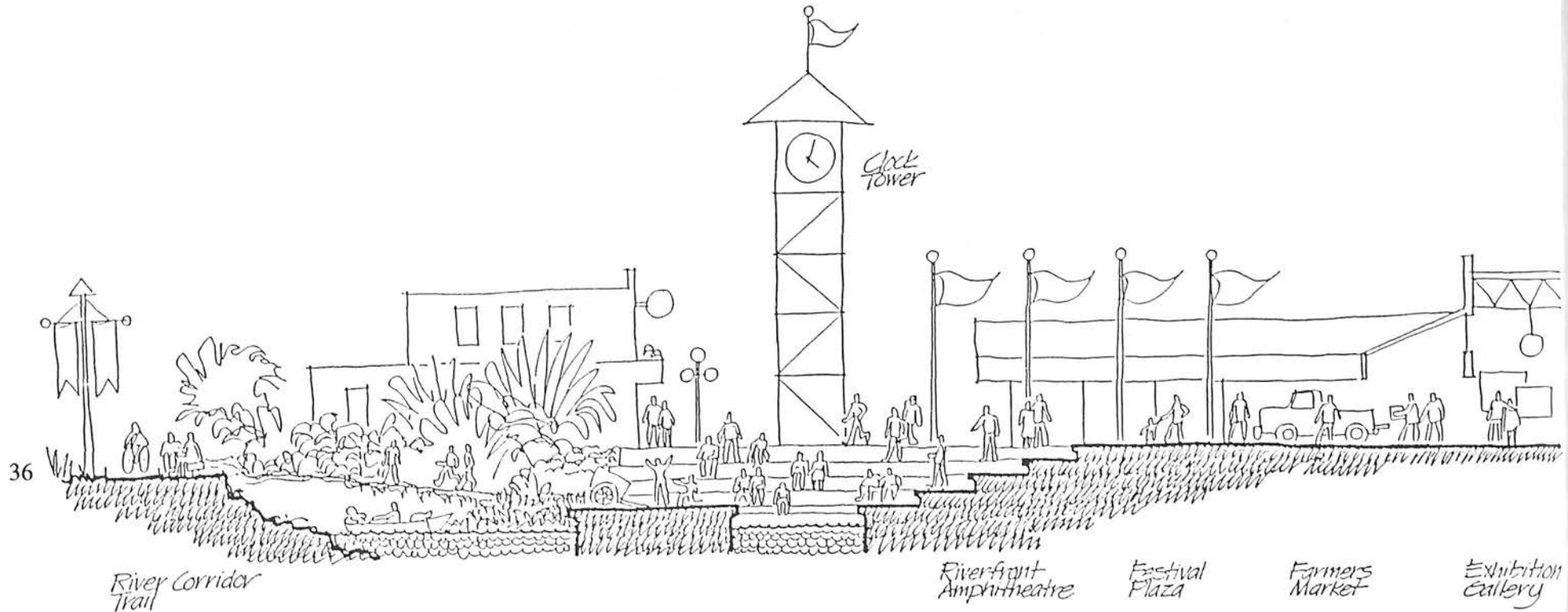


Pavilion Plan

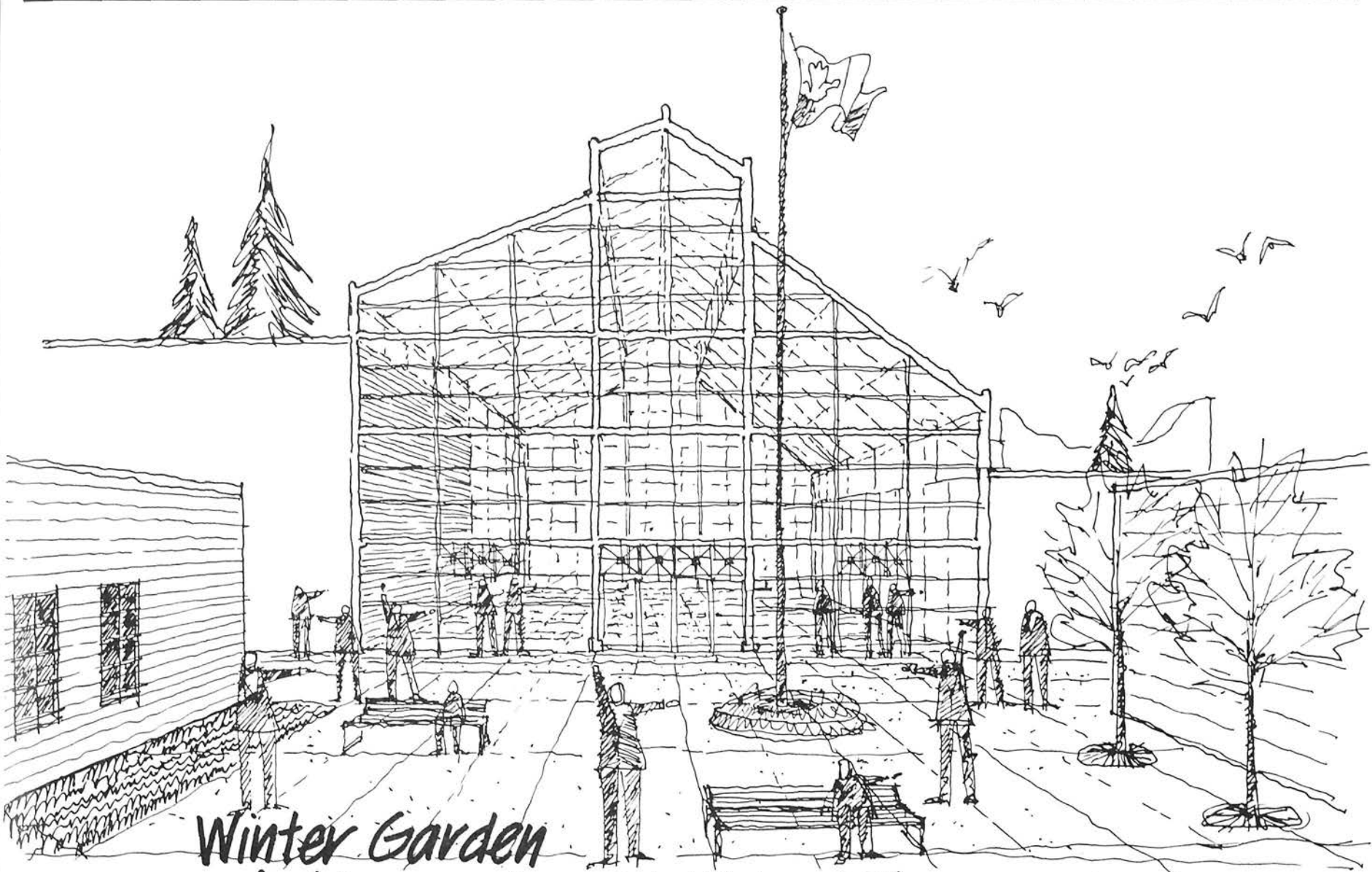








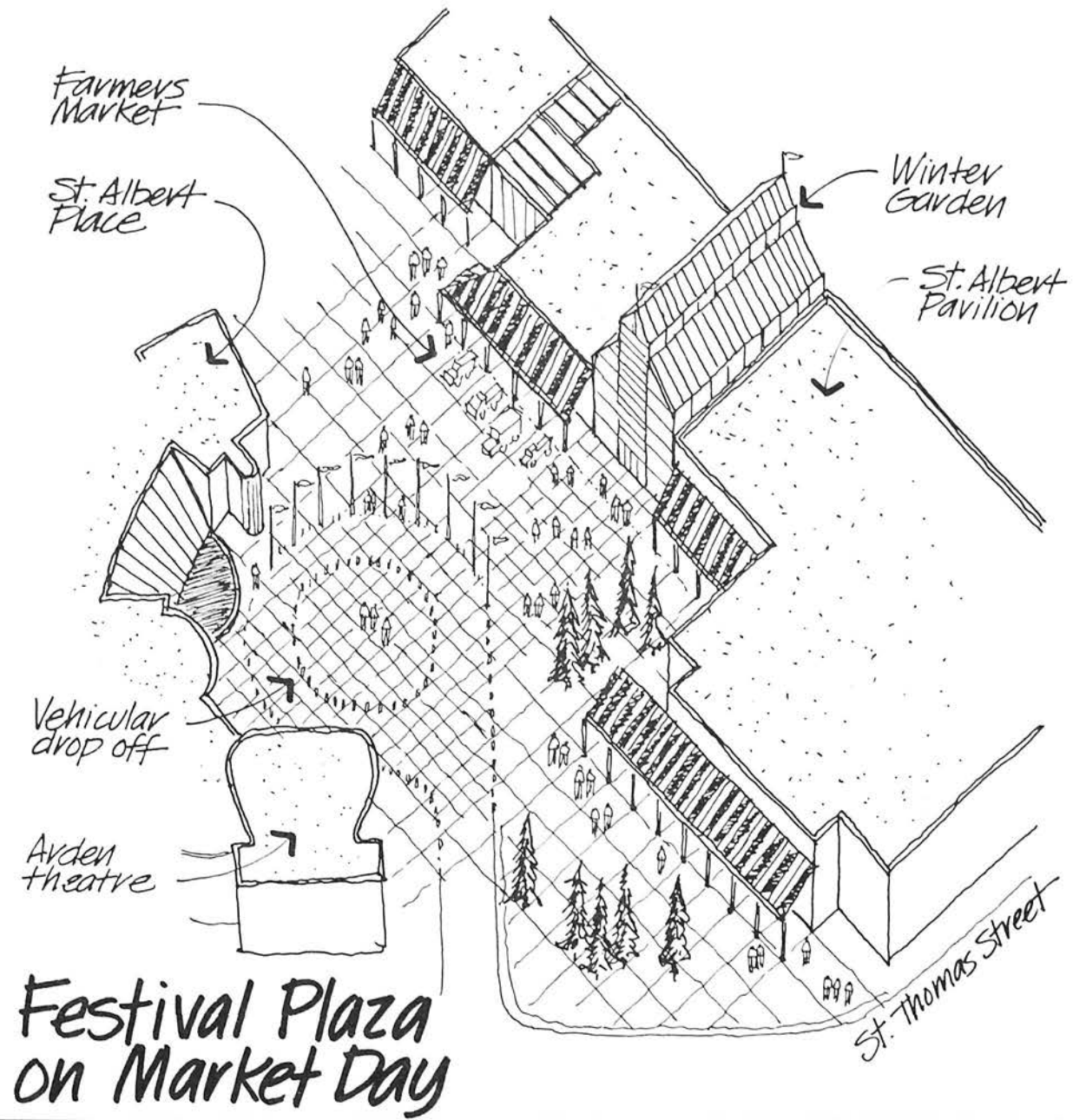
Section thru Riverfront Amphitheatre



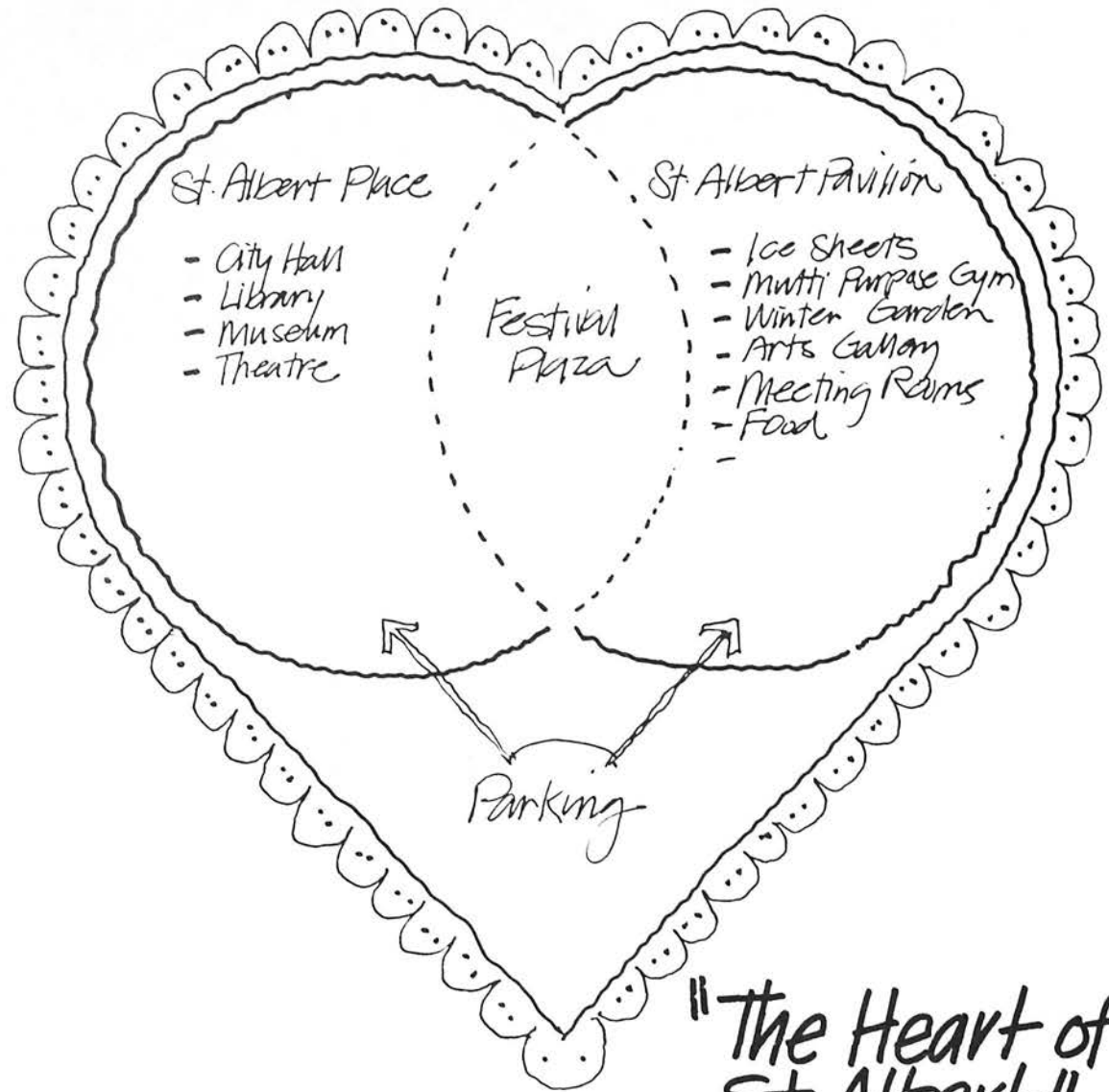
*Winter Garden
looking east on St. Michael St.*



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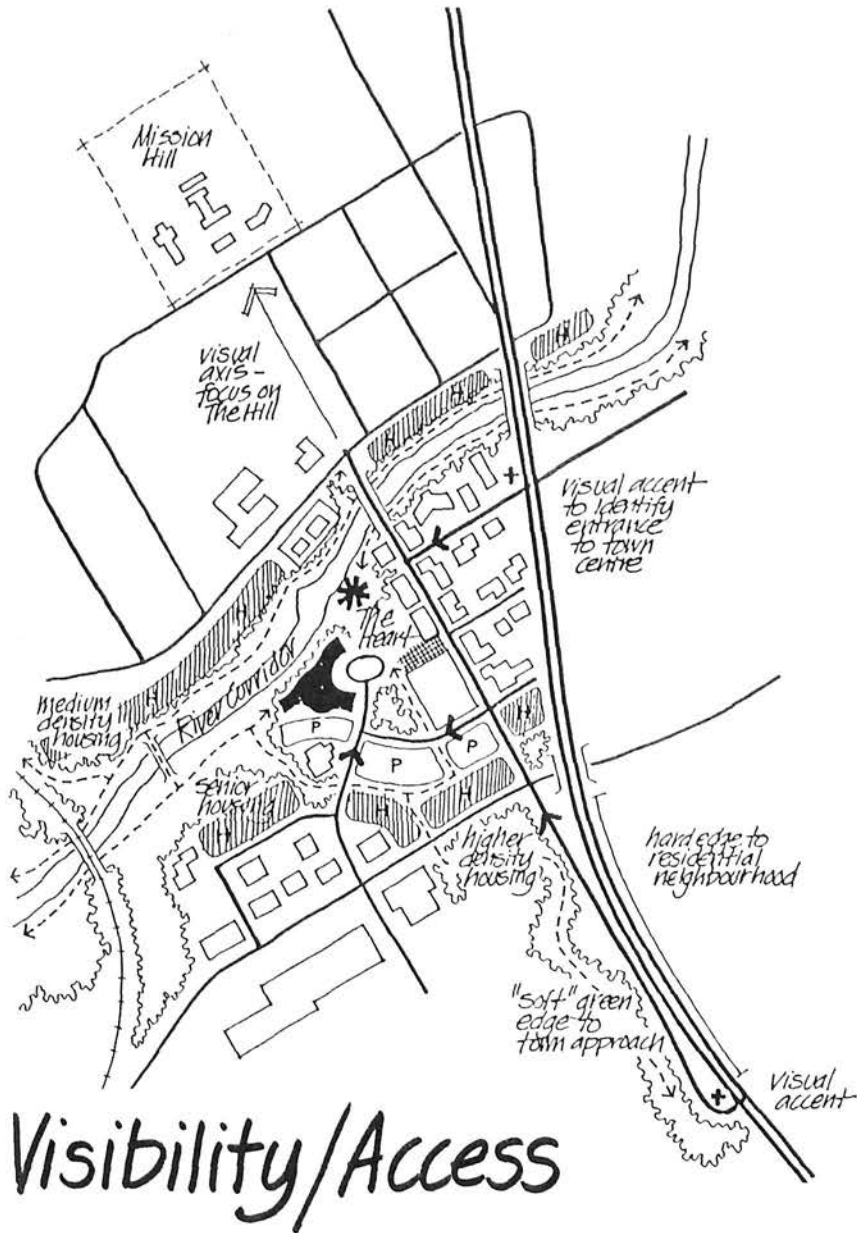




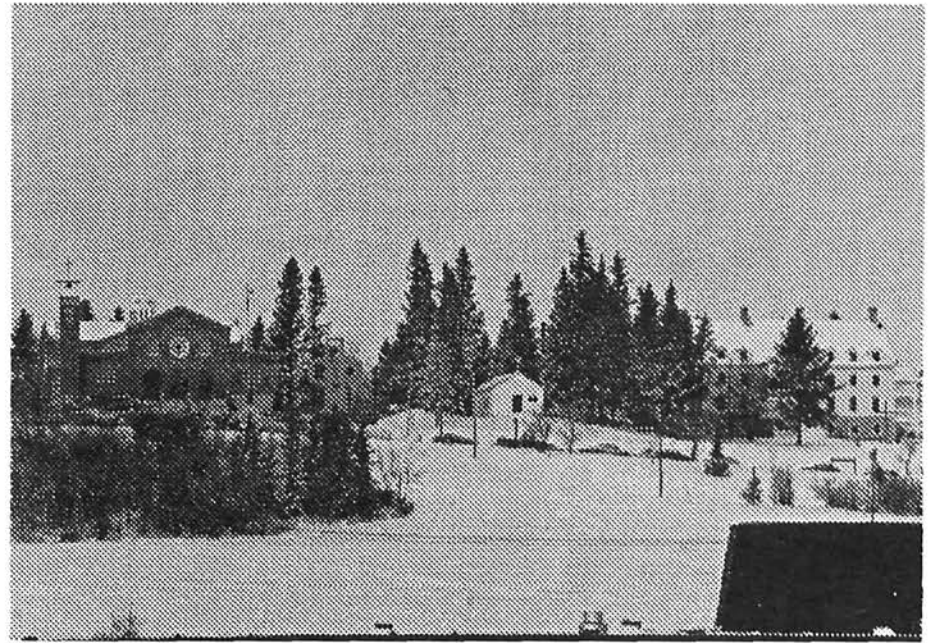


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"The Heart of St. Albert"



Visibility/Access



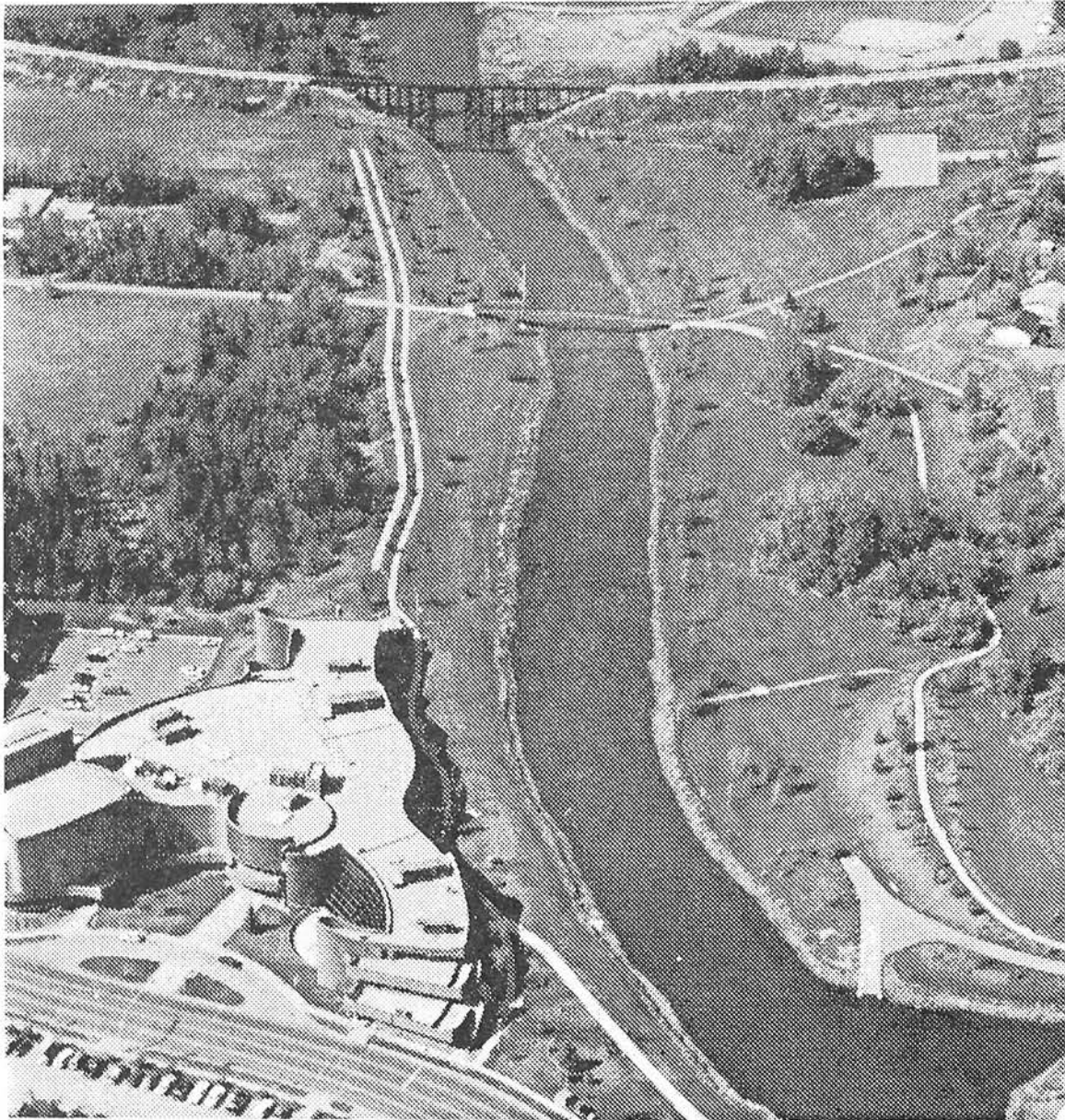


RIVER CORRIDOR: FRAMEWORK FOR DEVELOPMENT

ENVIRONMENT OF THE CORRIDOR

The River Corridor is St. Albert's most important geographic amenity. It consists of Big Lake to the west of St. Albert and a stretch of the Sturgeon River which flows eastward to its confluence with the North Saskatchewan River near Fort Saskatchewan. Although quite shallow (max. depth of 1 meter), the River Corridor represents a significant recreational and cultural resource that should serve to substantially strengthen St. Albert's attractiveness both as a place to live and as a tourist destination.

Unlike the Saskatchewan River which is fast and deep, the River Corridor's slow movement and shallow depth creates the context for a unique ecology. Although its water quality is poor due to high levels of organic materials, a wide variety of shoreline flora has evolved, such as bullrush, cattail, sedge and sedge/meadow. This has resulted in an excellent environment for many species of migrating waterfowl such as ducks, geese, swans, gulls, herons, hawks and owls. In addition, mink, weasel, muskrat, beaver and deer are present along Big Lake and parts of the Corridor.





R/UDAT AND EXISTING PLANS

Aside from its environmental qualities, the River Corridor is an important east-west link through St. Albert. This has been acknowledged through efforts of the City in creating the beginnings of an extensive recreational infrastructure. The City has provided us with their plans for the development of an urban park having the Sturgeon River Corridor as its main anchor. We believe that these plans, in concert with development concepts for Big Lake recently developed by the Edmonton Metropolitan Regional Planning Commission, represent an important starting point for the enhancement of both winter and summer uses of the River Corridor.

The R/UDAT Team has developed a conceptual planning framework for the River Corridor that would result in a unique recreational and cultural identity for St. Albert within the Metropolitan Region attracting visitors both from Edmonton and surrounding areas.

AN ATTAINABLE WINTER FANTASY

The River Corridor is presently used by St. Albertans in a variety of ways. Winter uses include: skating along a short stretch of the Corridor directly north of St. Albert Place; cross-country skiing along the river's banks; occasional horse-drawn sleigh rides; and snowmobiling.

We propose the addition of several uses and the extension of current ones. There are precedents in other Winter Cities for many of these uses (skating along Ottawa's Rideau Canal, ice festivals in Quebec City etc.) that demonstrate the attraction frozen water corridors can create.

The R/UDAT Team envisions a Winter in which skating takes place in a three kilometre band stretching from St. Albert Place to a new Winter Pavilion at Big Lake. This Pavilion, consisting of a warm-up area, food concessions, and skate and snowshoe rental concessions, would anchor the western edge of the Corridor with a controlled snowmobile track, a large skating oval on the Lake (centred by an ice sculpture court) and a series of cross-country skiing loops oriented towards the Lake. A cross-country trail would continue along the north side of the Corridor as far as the pedestrian bridge adjacent to St. Albert Place. On the south side, in addition to another ski trail, passive walkways would be supplemented with an active route for horse-drawn sleighrides and multi-passenger, en-

closed snowmobiles on a fee basis.

Secondary ski and snowshoe trails from both the north and south would link St. Albert's residential communities with the River Corridor. Adjacent to the town centre, a controlled area would be reserved for children's skating. Small, removable pavilions would house food and drinks concessions, skate and snowshoe rental concessions and change-rooms. Music would be piped through a public address system from the centre to the train trestle to create a passive atmosphere for relaxing, non-competitive enjoyment. A shuttle bus would run from the centre to the West Edmonton Mall to ferry saturated consumers to St. Albert's winter oasis.

North of the Corridor, tobogganing would continue on the slopes of Mission Hill. A route would be maintained for special, candle-lit processions from St. Albert Place to the Cathedral during Christmas celebrations.

An area would be reserved directly west of St. Albert Place for a court accommodating ice sculptures built by residents during periodic ice festival celebrations. Skating and skiing competitions would be a regular occurrence as would be skate and ski-a-thons in aid of local charities and service organizations. Compatible exhibits along Christmas and winter themes would draw visitors into the museum and gallery of St. Albert Place.



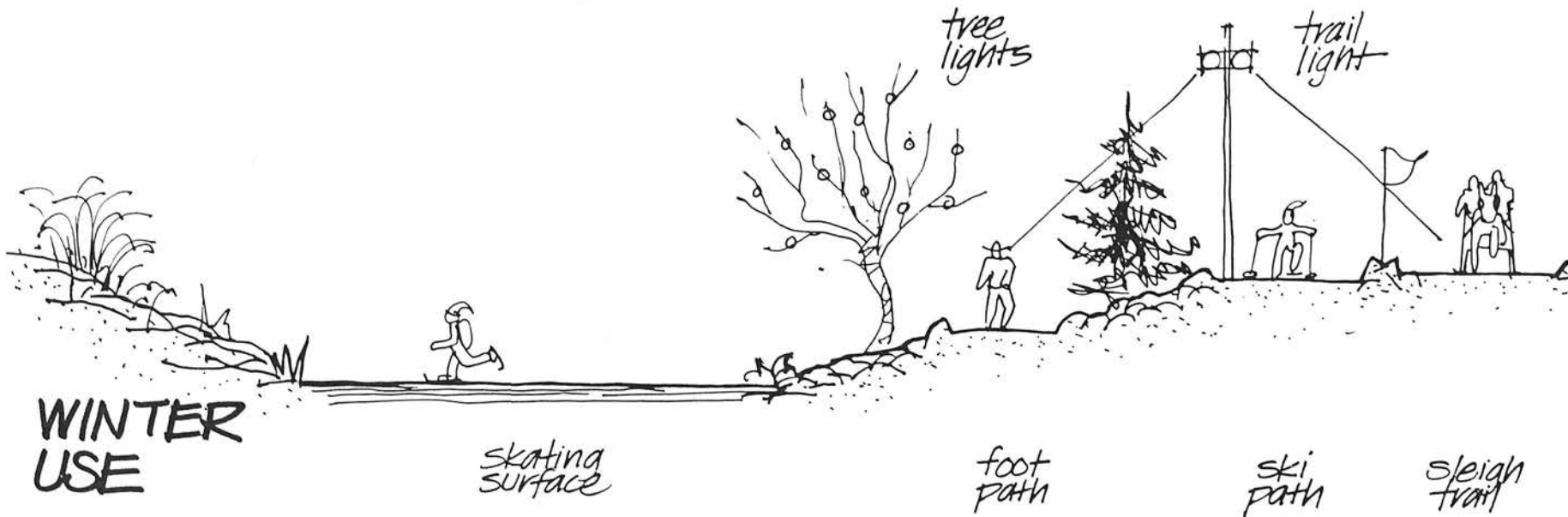
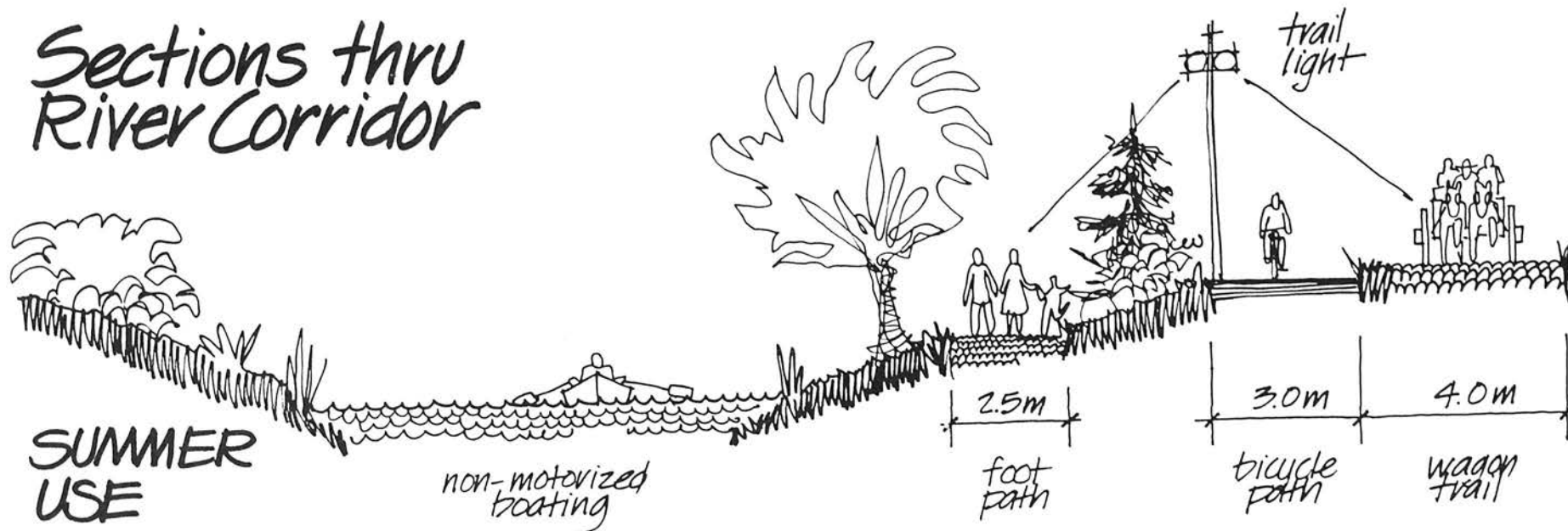
East of the centre, a cross-country trail would continue to a new interpretative centre (warm-up, food concession, skate and snowshoe rental) adjacent to the existing skiing network in Lot 56. The eastern Corridor would be linked to surrounding communities and to the St. Albert Centre Shopping Mall north of the river.

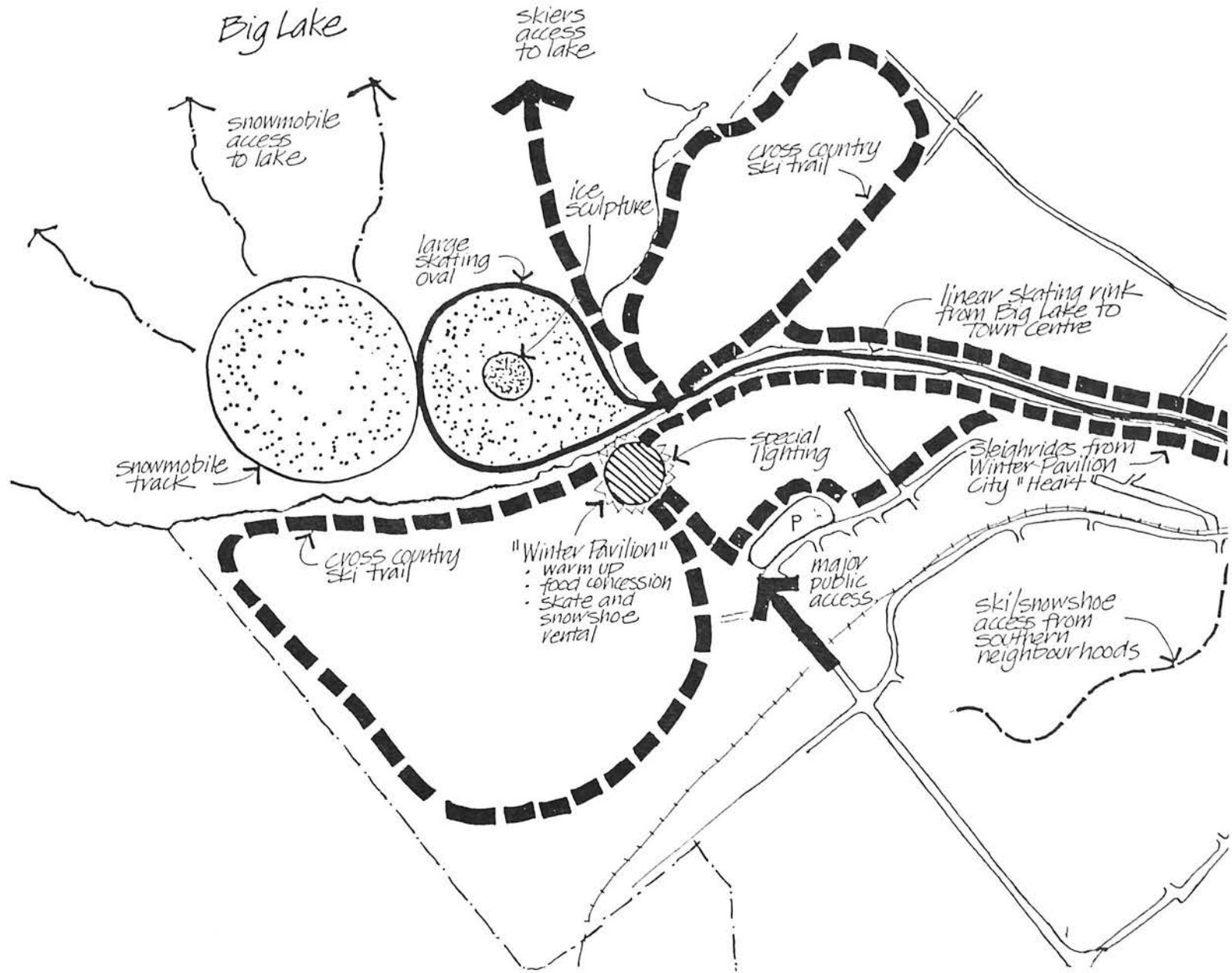
At night, all principal nodes and bridges along the River Corridor would be laced with bands of white lights that would serve both to highlight these elements and to continue a winter fantasy atmosphere well beyond sunset.





Sections thru River Corridor

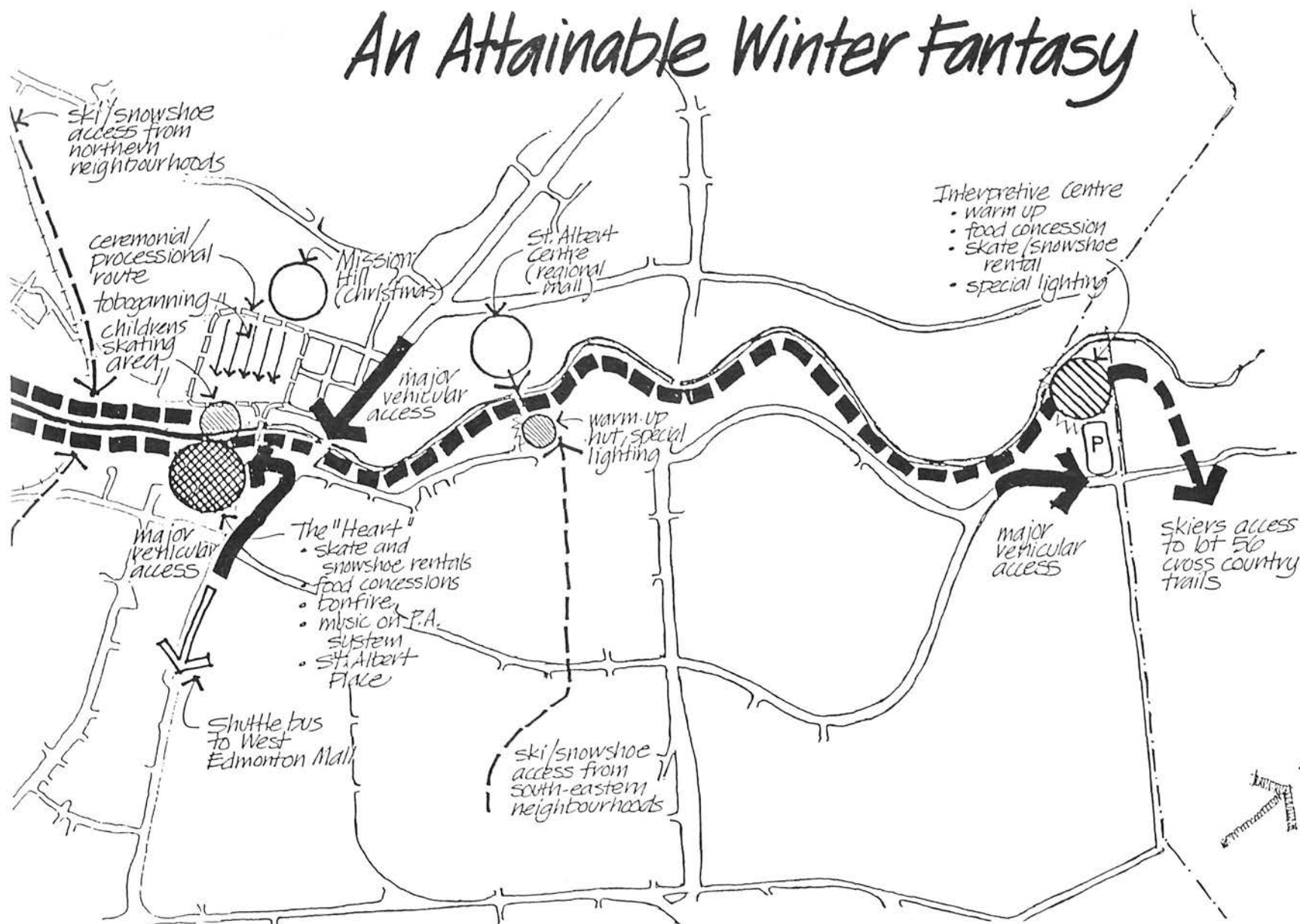


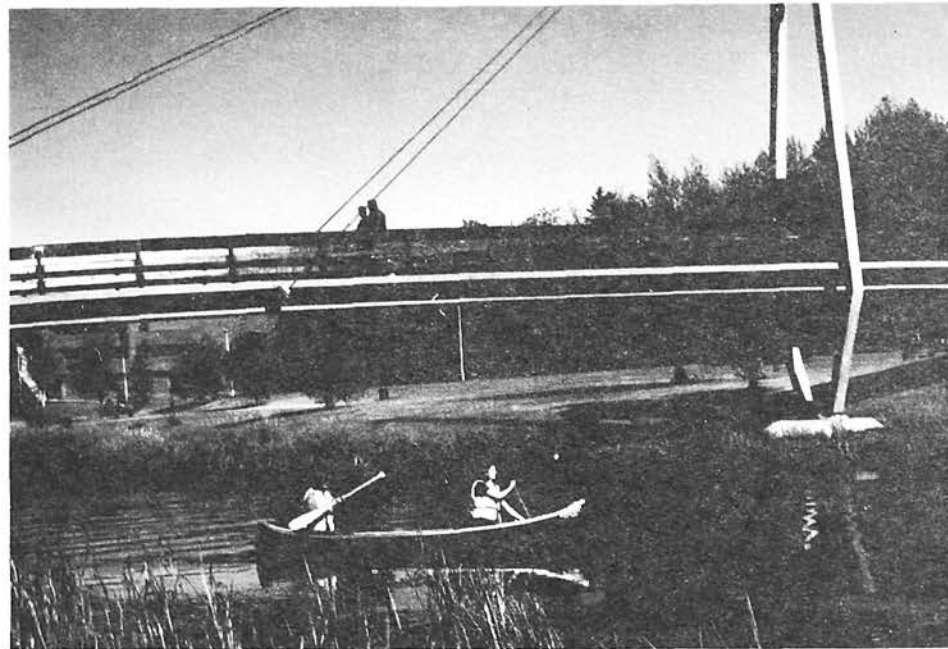


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An Attainable Winter Fantasy





A ST. ALBERT SUMMER

Although shallow, the Sturgeon River along the Corridor can likely accommodate row-boats and paddle boats in addition to canoes. Significant traffic is envisioned of rented and locally-owned boats between the centre and the "Summer Pavilion" on Big Lake. This Pavilion would consist of a nature interpretive centre (called for in one of the EMRPC Big Lake Alternative Plans), food concessions (carried over from winter use), and a boat rental depot off a removable wharf that would also accommodate fishing. Circling the western node of the summer River Corridor would be a series of horseback-riding trails leading to a concession-run stable adjacent to the present rodeo grounds.

The R/UDAT Team suggests that the former sewage disposal bed at the mouth of the Sturgeon River be cleaned, filled and used as municipal garden plots for growing of vegetables by residents (for an annual fee). Adjacent to these plots would be the existing rugby field, the rodeo grounds and new tennis courts. This active recreational node would be served by a new parking lot south of the garden plots.

A walkway and new fitness trail is recommended from Big Lake to the city centre. The active path beside it (used for skiing trails during winter) would become a summer bike path.



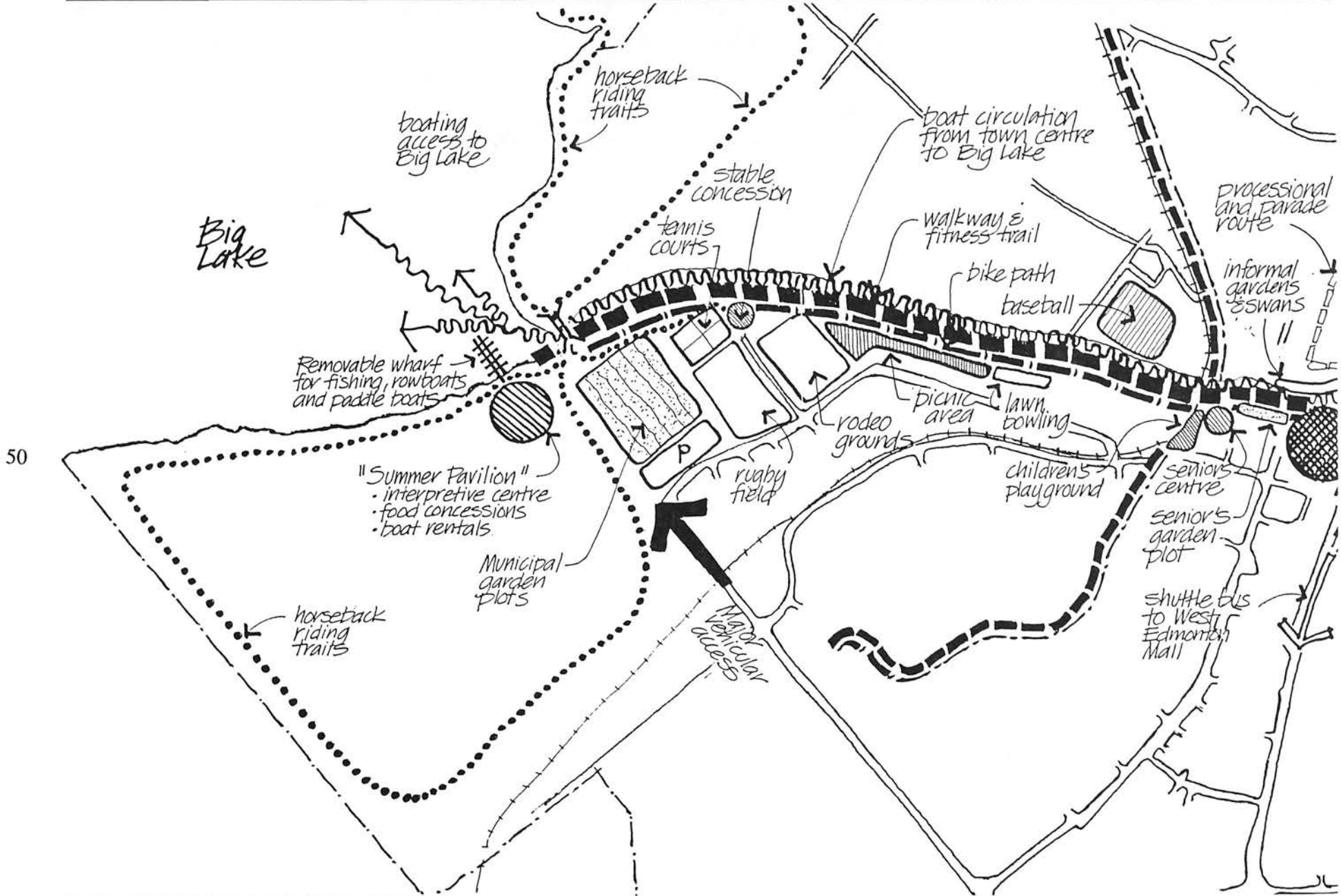
East of the rodeo grounds, a new picnic site is proposed along with a lawn bowling operation located within easy walking distance of the existing senior citizens' centre. This centre would also be served by a seniors' garden plot fronting on to the River. The City "Heart" (St. Albert Place and additional facilities proposed in the next section) would also include a boat rental outlet, food concessions, the outdoor market, bicycle rentals and a programme of "music in the square". Across the river would be a series of informal flower gardens cascading to the water into which, it is proposed, several swans and ducks be introduced.

East of the City "Heart", a new footbridge would link the existing St. Albert Centre Shopping Mall with both the continuation of the walkway system to the interpretive centre adjacent to Lot 56's Nature Area and with a new outdoor repertory cinema on the south bank of the Sturgeon River. As in the Winter Fantasy concept, bridges and major nodes would be laced at night with bands of white lights.

WINTER/SUMMER, FANTASY AND FACT

R/UDAT'S conceptual framework for the River Corridor would likely not be realized all at once. Both the Winter and Summer schemes build from the existing recreational infrastructure that the City of St. Albert and service groups have already built.

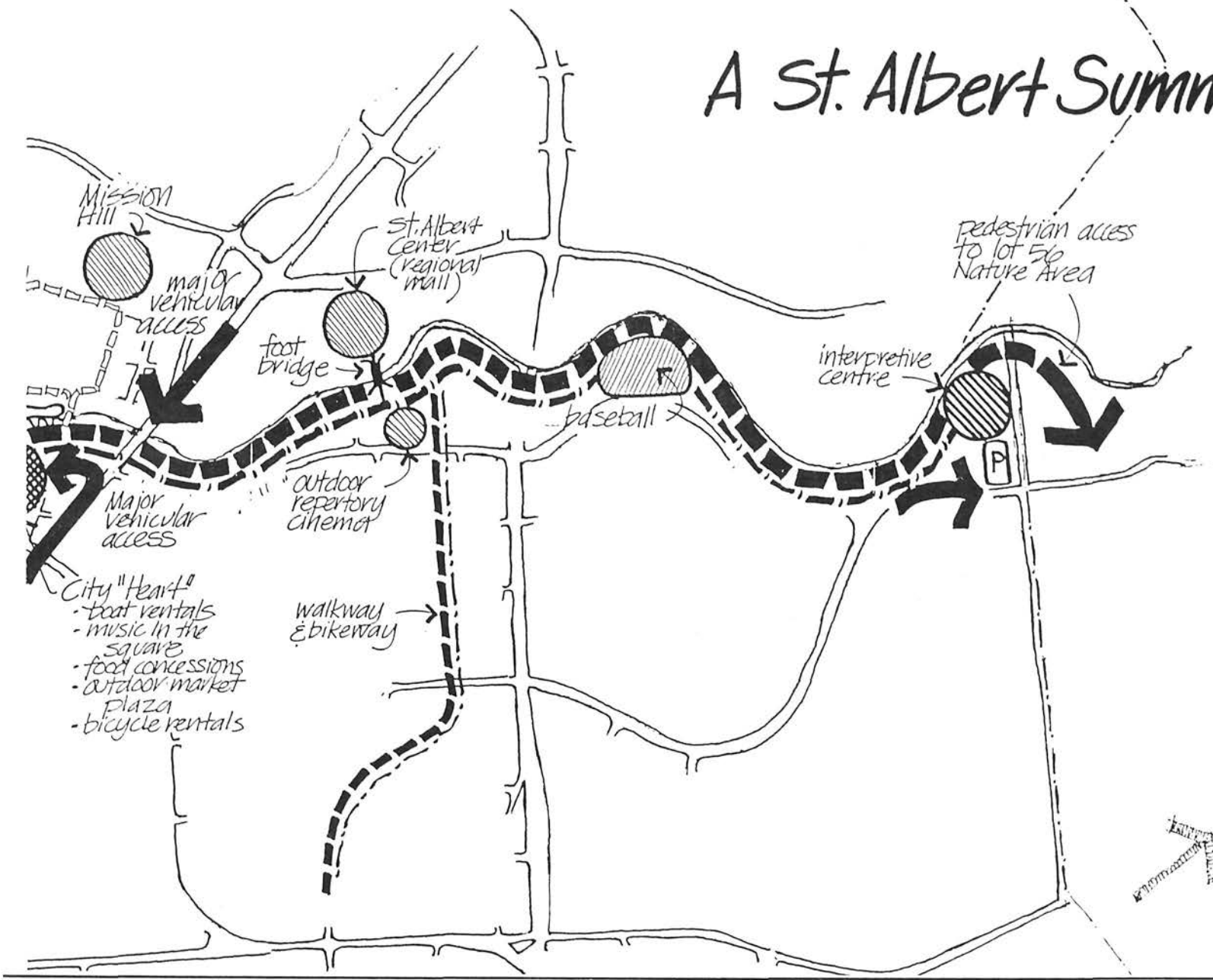
This infrastructure can be enhanced through the careful, phased development of an innovative palette of uses. Such development would strengthen the unique identity of St. Albert as an outdoor recreational oasis in the metropolitan region in which local residents have a strong stake in their health, safety and happiness.



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A St. Albert Summer





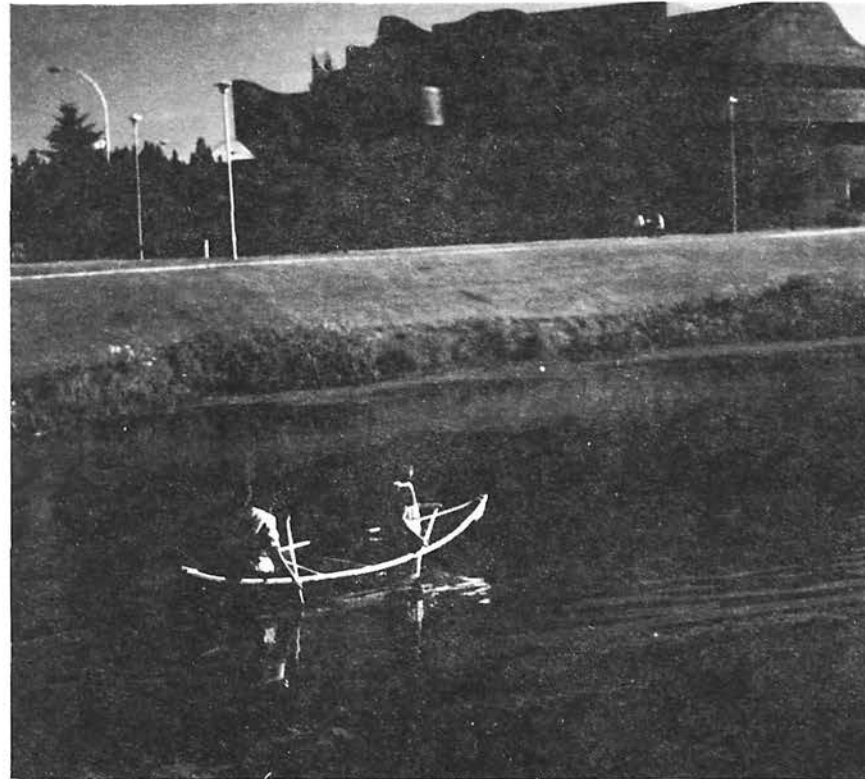
HOW TO MAKE IT HAPPEN

Implementation of the two specific proposals and the three broad focus areas requires a series of organizational and financial commitments. The financial commitments will be based on a phasing of program elements and leveraging of public resources. The organizational commitments will involve more sophisticated economic development and consultative frameworks for ongoing activities.

PHASING

The proposed strategies represent a master plan for achieving desired community objectives. It's unrealistic to expect that everything can be implemented at once. Funds are a scarce resource and will dictate the pace of development. An appropriate phasing program will have three elements.

- Immediate implementation of the soft elements - the activities. Activities are relatively inexpensive because they can rely on volunteer efforts and community contribution.
- Immediate implementation of selected physical improvements. Key elements of the River Corridor and the Heart of St. Albert can provide a catalyst for supporting, private development and a starting point for expanded public improvements
- Expansion and completion of all physical improvements as additional funding becomes available in the future.





LEVERAGING PUBLIC RESOURCES

A financing program for the identified improvements should rely on public investment to attract additional private funding support. Such a financing program can be understood in terms of the City's economic situation, and its future role.

Current Situation

The City has a limited number of sources of revenue to fund its activities.

- Property taxes - 46% of total Revenues in 1986
- Business taxes - 2%
- Local Improvement Taxes (recoveries) - 3%
- Sale of Goods and Services - 20%
- Penalties, Fines, etc. - 5%
- Grants - 18%

Those revenues are used to fund the City's land inventory as well as public services. The City has three major land holdings:

- Campbell Industrial Park
- Riel Industrial Park
- Downtown Lands

The City purchased these lands with the intent

of stimulating development and generating non-residential tax revenues. While industrial land sales prior to 1982 allowed the City to recover its investment, recent depressed economic conditions have caused the cumulative cost of the land to exceed its value. Currently the cost basis of the property exceeds the value by \$5 million. Virtually all of this shortfall is due to Campbell Park. This deficit must be funded if outstanding debentures are to be repaid upon sale of the property. Expenditures in 1988 for the properties are projected to be:

Local Improvement Taxes for Improvements at Riel and Campbell	\$ 171,500
Current Principal on Debentures	199,700
Current Interest on Debentures	599,900
Funding of Value Deficit	<u>286,400</u> \$1,257,500

The significance of this obligation is two-fold:

- It represents funds which cannot be spent on other facilities or services.
- It provides an incentive to dispose of the property whether the disposal is consistent with the economic development strategy or not.

With respect to the second point, the City is evaluating whether to sell the 135 acre second

phase of Campbell Park as residential land. Such a policy would allow the City to recover approximately \$20,000 per acre. At the same time the City would lose the opportunity to further diversify its tax base. It appears that the value of the property in residential use will exceed its value in industrial use for a least the next five years. Looking to the longer term, industrial market conditions throughout the region should return to equilibrium conditions with absorption increasing and land values rising. While diversification of the tax base will be justified at that time, the opportunity cost in the meantime will be high. Sale of the property as residential is justified, but the decision will be irrevocable.

City Role

The City role should be that of providing the initial funding for targeted improvements from general tax revenues. Subsequent private investment will provide tax revenues to offset this investment. However, the pace and nature of development are uncertain, and the repayment of any debentures should not be tied directly to new tax revenues.

A \$10 million debenture issued to finance initial facilities would have the following impact.

Bond Proceeds	\$10,000,000
Annual Debt Service (@ 10% 25 years)	\$1,100,000
Required Mill Rate - 1990	1.40
Tax on average home - 1990	\$80



The subsequent private investment will include various commercial, industrial and residential uses. Additional tax revenues can be estimated for each of several prototype projects.

While these projects are hypothetical, each is consistent with the economic focus and plans identified in this report. Each could be considered as a logical result of the City's investment in plan elements. As such developments are realized in the future, the total annual tax could soon reach the \$1.1 million annual debt service on the debentures. Further, there may be proceeds from sale of City owned property. While sale of land at attractive prices should be considered as a strategy for further stimulating development, any proceeds could augment the tax revenues and ultimately reduce the property tax mill rate.

Economic Development: A Framework for Action

The St. Albert government system is based on a small council (6 councillors and mayor) supported by a strong city manager administrative system. The council generally operates through 'committee of the whole' although there are seventeen regional and local boards and commissions of which councillors are members.

The R/UDAT Team went over the council system to determine how planning and economic development issues are being handled. Of immediate importance are the Edmonton

Metropolitan Planning Commission, the Municipal Planning Commission and the Business Industrial Advisory Board.

The New Board

City council is in the process of adopting a by-law establishing a local Economic Development Advisory Board whose mandate includes the formulation of an economic development strategic plan and budget, the measurement of the progress of the plan, and the liaison with the local business community and the public at large to promote the City as a business location. The board can set-up any sub-committee it wishes for dealing with priorities in its economic development plan.

We envision this as a crucial first step for the council to take in the design and implementation of an effective economic development process. The R/UDAT Team has reviewed the Report of the Mayor's Task on Economic Development and is aware of the overly ambitious and vague tone to the recommendations. These ideas will turn out to be harmful and counterproductive to the City if seen as a realistic assessment. The opportunity costs of pursuing a wish list is simply too high, especially in terms of volunteer activity.

H.E.L.P.

The new Economic Development Advisory Board will be successful if it begins to draw upon the extensive resources likely available among its newcomers. While it will be tempting for council simply to pull in the 'old gang'

from among its ensconced network, we suggest that a different tact must be pursued. There is a pressing necessity to include within the consultative framework those whose experiences and occupations will help local entrepreneurs understand how best to invest in this market.

The council should bring together people who understand at the macro level the investment strategies of the federal and provincial governments, the regional real estate markets in all segments, major corporate planners and demographic shifts. At the local level, the municipality has to be advised more clearly on how to encourage small business creation.

Involving Women

The experience in other cities across North America is that women are starting up more small businesses than men. The R/UDAT Team does not see any plans for the identification and assistance, of this emerging class of entrepreneurs. We did not hear from many women in local businesses. Given the demographic characteristics of St. Albert, featuring many women working in the home, we see that in a decade a large talented pool of labour looking for opportunities and creative challenges. We hope that the Economic Development Advisory Board develops a modus operandi that includes a sophisticated enough consultative framework and workplan to capture this audience. If not, they will look away to other locales as being more suitable for their businesses.



(A) Specialty Retail - 10,000 square feet

Development cost
(building only) \$600,000

Assessed Property Value
(Land and Building @
65%) \$520,000

Assessed Business Value
(Normal Retail Rates) \$121,500

Annual Property Tax
@ 22 Mills \$ 11,400

Annual Business Tax
@ 18 mills 2,200

Total Annual Tax \$ 13,600

(B) Hotel w/Restaurant - 50 rooms with
restaurant/lounge

Development Cost
(Building Only) \$2,500,000

Assessed Property Value
(Land and Building @
65%) \$1,950,000

Assessed Business Value
(Hotel/Motel and Lodging
Rates) \$ 117,000

Annual Property Tax
@ 22 Mills \$ 42,900

Annual Business Tax
@ 18 Mills 2,100

Total Annual Tax \$ 45,000

(C) Office - 50,000 square feet

Development Cost
(Building Only) \$5,000,000

Assessed Property Value
(Land and Building @
65%) \$3,900,000

Assessed Business Value
(Financial Services) \$1,600,000

Annual Property Tax
@ 22 Mills \$ 85,800

Annual Business Tax
@ 18 Mills 28,800

Total Annual Tax \$ 114,600

(D) Research and Development - 50,000 sq ft

Development Cost
(Building Only) \$3,000,000

Assessed Property Value
(Land & Building @ 65%) \$2,600,000

Assessed Business Value
(Office - Industrial

Laboratory Rates \$ 776,400

Annual Property Tax
@ 22 Mills \$ 57,200

Annual Business Tax
@ 18 Mills 14,000

Total Annual Tax \$ 71,200

(E) Warehouse & Distribution - 100,000 sq.ft.

Development Cost
(Building Only) \$4,000,000

Assessed Property Value
(Land and Building @
65%) \$3,500,000

Assessed Business Value
(Prime Industrial) \$ 534,800

Annual Property Tax
@ 22 Mills \$ 77,000

Annual Business Tax
@ 18 Mills 9,600

Total Annual Tax \$ 86,600



The Consultative Framework

Much Ado About Something

For the past twenty years, local politicians across North America have heard the cry for citizen participation. Some have responded but many now think the effort to involve residents requires a huge effort without many rewards.

The R/UDAT Team believes that it is next to impossible for small municipalities to launch new programming and capital works projects without appropriate public involvement. At best, residents end up not attending events; at worst, councils run the risks of a taxpayers' revolt. The solution is to find appropriate ways of making important decisions that affect the whole community.

Principles of Consultations

1. Council needs support. St. Albert is in everything but name a new community. We doubt if 20% of today's population were here 10 years ago. The newcomers will support only those activities they understand and want. What they don't know, they don't understand. What they don't understand, they probably don't want. A sobering thought.

2. Consultation requires communications including personal contact, liaison with associations, press releases, community television programs, notices through postal drops and

with children at school and questionnaires with utility notices. In other words, energy.

3. Consultation must be regular and not in response to crisis. Residents need to be included in every step - researching, problem analyzing, strategizing, making the projects work and evaluating the effort.

4. Consultation requires a framework. It means organizing extensive searches for the right citizen to sit on boards and committees. It entails target groups and neighbourhoods to pull out those not normally around. It involves many sub-committees to accommodate those who might be involved on very specific tasks.

Public and Private Cooperation Pulling Together

St. Albert is in transition. People have different interests and therefore sometimes want different solutions. Conflicts are more common. Economic planning requires institutional interfacing in order to avoid problems down the road. Examples of good mechanisms are:

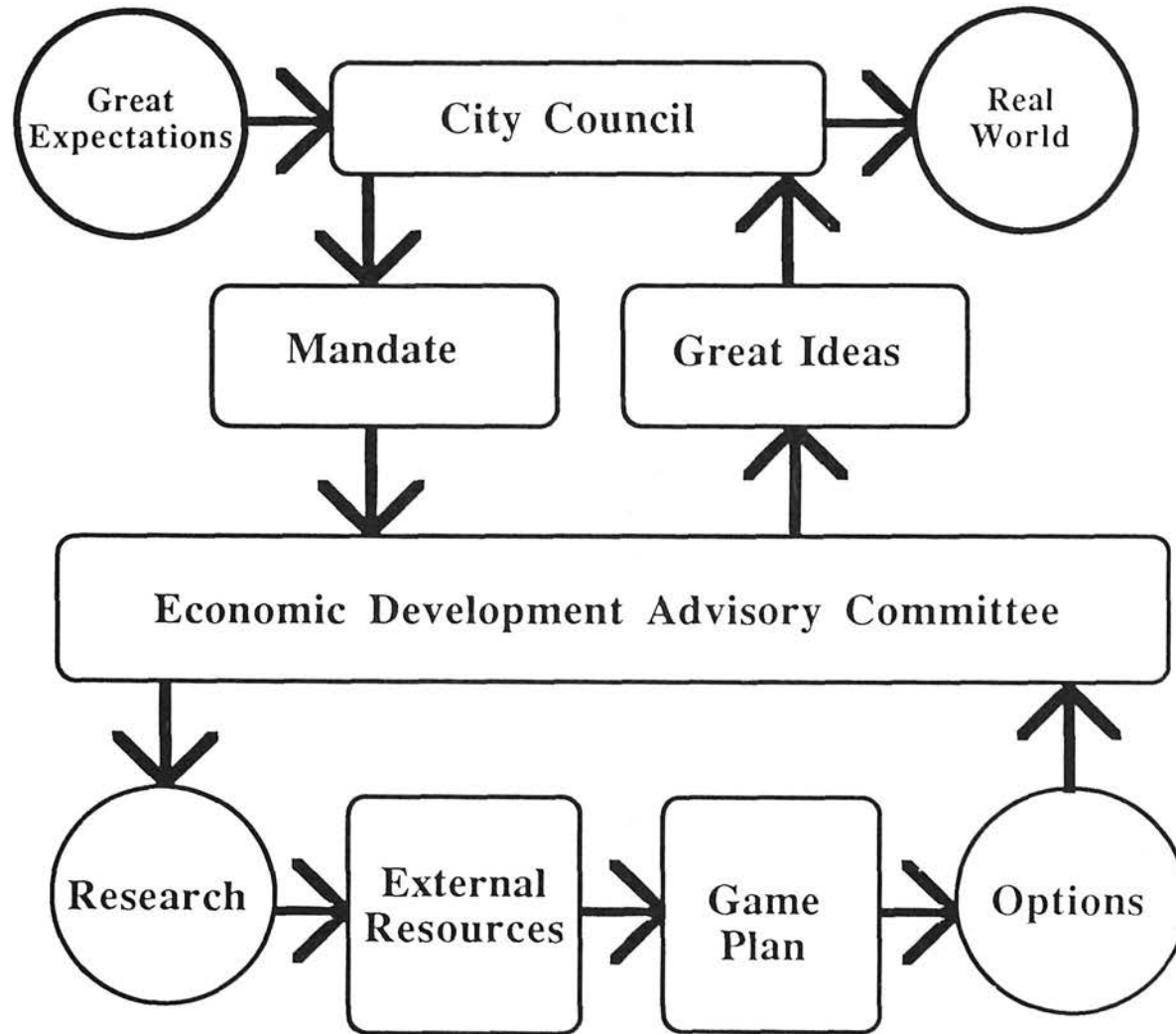
- the newly-formed Economic Development Board
- monthly meetings with local retail businesses
- annual meetings with those "on the hill"
- more extensive ties into the Edmonton-region business community
- annual meetings with federal and provincial

economic planners

- more broadly-based Requests For Proposals (RFP) for development projects.



ONE STEP AT A TIME





ACKNOWLEDGEMENTS

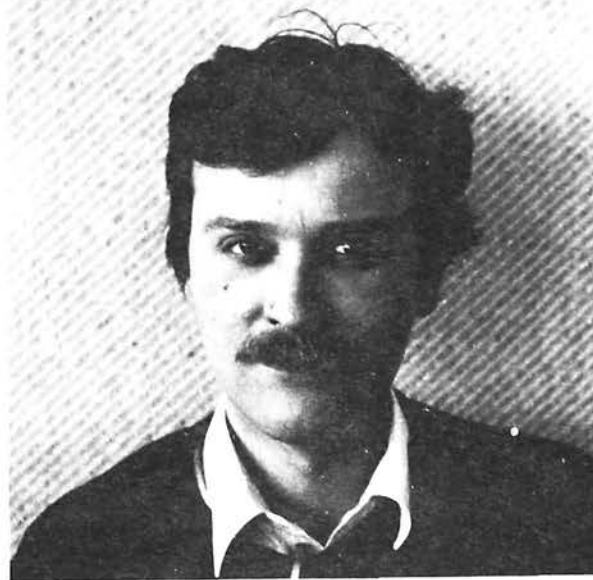
The St. Albert - Winter Cities R/UDAT '88 team members were as follows:

- Charles Redmon FAIA,
Chairman Cambridge, MA
- David Walker PhD,
Political Scientist Winnipeg, Man.
- Edward Leman,
Regional Planner Ottawa, Ont.
- John Gerner, Tourism/
Economic Development Los Angeles, CA
- Greg Easton,
Economic Development Seattle, WA
- Jerry Ernst AIA/AICP,
Urban Designer/Planner Seattle, WA
- William Beyer AIA,
Urban Designer/Architect Minneapolis, MN
- Vincent Bolduc PhD,
Sociologist Winooski, VT



Charles Redmon, FAIA

Mr. Redmon is Managing Partner of Cambridge Seven Associates, Inc., an architectural planning & design firm located in Cambridge, Massachusetts. He has been with the firm since 1965. He has been partner in charge of numerous projects for both the public and private sectors. Mr. Redmon is currently President of the Boston Society of Architects, a member of the the national AIA Urban Design Committee, and past chairman of AIA's R/UDAT program (since 1979). He has served on seven previous R/UDAT studies and has helped over 40 R/UDAT studies since 1978. In 1985 he received the AIA's Kemper Award in recognition of his service to the profession.



Edward Leman

Edward Leman is a Principal in the firm of Chreod Associates, Development, Planning and Design Consultants in Ottawa, Canada. A graduate architect, Mr. Leman has over 12 years experience in urban design, urban planning, research and policy development. He has been involved in a wide range of projects including site selection and feasibility studies, downtown revitalization, regional analysis/planning, community planning and housing development. His experience includes work in Canada, the United States, the Caribbean, East Africa and Southeast Asia. Mr. Leman is an Associate of the Royal Architectural Institute of Canada.



Vincent L. Bolduc, Ph.D.

Dr. Bolduc is an associate professor of sociology and departmental chairman at Saint Michael's College in Winooski, Vermont. His areas of research and interest include demography, urban sociology, race and ethnic relations, social problems and community planning. Dr. Bolduc has been involved with project related studies such as analysis of social surveys for academic and policy decisions, demographic and gerontological data gathering for distribution to social and government agencies and as a social worker working with families and dependant children.



Gregory R. Easton

Gregory Easton has over 14 years experience in providing economic and financial advisory services to the real estate industry in the north-west and elsewhere in the United States. His clients include developers, financial institutions, public agencies, corporate landowners, and related professional firms. He has been involved with real estate projects of all types including office retail, residential, industrial, transportation, recreation, as well as economic development programs for local, state and regional agencies. For the last six years he has managed consulting practices in Seattle, San Francisco, and Anchorage.



David Walker, Ph.D.

Dr. Walker is an associate professor of political science, University of Winnipeg and president of West-Can Consultants Ltd. The Author of *The Great Winnipeg Dream*, Dr. Walker has headed several research projects on public policy issues including alcohol and drug abuse, economic development, education and training, transportation and cultural affairs. He has sat on several boards including the Social Sciences and Humanities Research Council of Canada. At the university he has chaired the graduate program in Public Affairs and Urban Studies and currently assists the vice-president (academic).



John Gerner

Mr. Gerner is a Senior Associate with Economics Research Associates in Los Angeles, California. His responsibilities include feasibility and expansion studies for visitor attractions as well as tourism development and promotion studies for local governments. Recent projects include preparing a tourism development and promotion program for Venango County, Pennsylvania, evaluating theme park locations for the Walt Disney Company and evaluation of expansion alternatives for the National Aquarium in Baltimore.



William D. Beyer, AIA

William Beyer is a partner in The Stageberg Partners, Inc., Architects & Planners of Minneapolis Minnesota. Mr. Beyer has broad experience in the fields of planning, urban design, and architecture. Urban Design projects which he has recently completed include the Minnetonka Comprehensive Plan, The University of Iowa Long Range Plan, the Burlington Northern Riverfront Development Plan and the Bassett Creek Design Concept. Mr. Beyer has served as Project Designer on seven projects which have won national and international awards including the ENPPI Corporate Headquarters International Design Competition in Cairo, Egypt.



Jerome R. Ernst, AIA, AICP

Jerry Ernst is a partner in the firm of TRA, Architecture, Engineering, Planning & Interiors in Seattle, Washington. His education in urban planning & architecture is combined with twenty years of diversified experience in urban design. He has been involved in a wide variety of assignments, including comprehensive land use planning, community planning, park design, site planning, housing studies, urban design studies, transit planning, site selection studies, and environmental analysis. His experience includes fourteen award winning projects. He is currently Vice Chairman of the American Institute of Architects national Regional and Urban Design Committee.

Charles
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David B. Bode

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D. D. Bell
Greg Carter
John J. Berner
William Beyer
Jerry Ernst



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St. Albert Tourist Action Committee
- Mr. Dave Philips,
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- Mr. Rick Siddle,
Alberta Tourism
- 62 • Mr. Wes Shennan,
Edmonton Metropolitan Regional Planning
Commission

DOWNTOWN AND ECONOMIC DEVELOPMENT

- Mr. Bruce Randall,
Farmers' Market
- Mrs. Anita Ratchinsky,
St. Albert Incubator Steering Committee
- Mr. Harry Gaffney and Mr. David
Kerslake,
Representing some property owners and
tenants, Perron Street

- Mr. Tony Hoevers and
Mr. Garry Doblanko,
Bank of Montreal
- Mr. Roger Jackson,
Economic Development and Trade

ARCHITECTS AND BUILDERS

- Mr. Ron King,
Zarola & Gray Homes
- Mr. Peter Nielsen,
Alberco Construction
- Mr. Paul Garrick,
Architect
- Mr. Garry Frost,
Architect
- Mr. Malcolm Holt,
Architect

CULTURAL/RECREATIONAL

- Mr. James Tirrul-Jones,
Musée Heritage Museum
- Mrs. Arlene Borgstede,
St. Albert Historical Society
- Mrs. Gerry Billingsley,
Laubenthal Society
- Ms. Kathleen Rowlands,
Festival of the Arts

- Mr. Richard Hughes,
St. Albert Kinsmen Rainmaker Rodeo
- Mr. Paul Chalifoux and Mr. Bob Russell,
St. Albert and Sturgeon Recreation Association
- Mr. Bruce Borysiuk,
Arden Theatre

ST. ALBERT TRAIL & ECONOMIC DEVELOPMENT

- Mr. Peter Coutts,
Village Tree Mall
- Mr. Mike Mazepa,
St. Albert Inn
- Mr. John Schnablegger,
On behalf of the Provincial Highway Sys-
tems and Yellowhead Highway Associa-
tion

REAL ESTATE AND DEVELOPERS

- Mr. Michael Mooney,
Carma Developers
- Mr. John Dixon,
Genstar
- Mr. Phil Filipchuk,
Re/Max Realtors



GENERAL

- Corporal Merv Murtch,
R.C.M.P.
- Mr. George Govanlock,
Senior Citizens' Recreation Centre
- Mr. Ken Fearnley,
Chateau Mission Court
- Dr. Ken Hodgins,
Sturgeon Health Clinic
- Mr. Gerry Hood,
Chamber of Commerce
- Mr. Jack Nearing,
St. Albert Public School District No. 3
- Mr. Jack Johnson,
Glenwyn Estates
- Mr. Norbert Van Wyk,
Finance Director, City of St. Albert
- Mr. Jeff Bocian,
City of Edmonton Planning Dept.

ECONOMIC DEVELOPMENT

- Mr. Roxby Hughes
- Mr. Bill Hole
- Mrs. Anita Ratchinsky

- Mr. Jim Sterling
- Mayor Richard Fowler

ST. ALBERT COUNCIL

- Mr. Richard Fowler, Mayor
- Mr. Ray Gibbon, Alderman
- Mr. Jerry Manegre, Alderman
- Mrs. Margaret Plain, Alderman
- Mrs. Anita Ratchinsky, Alderman
- Ms. Pam Smith, Alderman
- Mr. Rod Thronson, Alderman

ORIENTATION SESSION

- Mr. Max McCann, President
T.I. Alta
- Mr. Ross Sharp, Manager
Planning Services
- Mr. John Schnablegger, City Engineer
- Mr. Dave Milne,
Alberta Tourism
- Mr. Dave Phillips, Executive Director
M.T.T.A.

SERVICE CLUBS

Kinsmen

- Mr. John Lynch, President
- Mr. Rick Hughes
- Mr. Al Sweet
- Mr. Dave MacGillivray
- Mr. Garry Doblanko

Lions Club

- Mr. Lorne Johnson, President
- Mr. Vince Ratchinsky
- Mr. Max McCann
- Mr. Jim Hughes
- Mr. Ernie Wynychuk
- Mr. Ray Binette

THE MISSION HILL

- Mr. Dan Huot, Chairperson
- Mrs. Joan Brunner
- Fr. Antoine Duhaine O.M.I.



- Mrs. Lynne Duigou
- Mr. Bernie Ehalt
- Mr. Gerry Harnois, Oblate Father's Representative
- Fr. Al Roy O.M.I.
- Mrs. Mary Smith, Parish Administrator
- Mr. Gerry Tersmette

MAYOR'S REGIONAL ROUNDTABLE

City of Leduc

- Mrs. Arlene Hamilton, Alderman
- Mr. Earl Wedel, City Manager
- Mr. John Hilliard, Planner

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City of St. Albert

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- Mr. Wayne Gordon, City Planner
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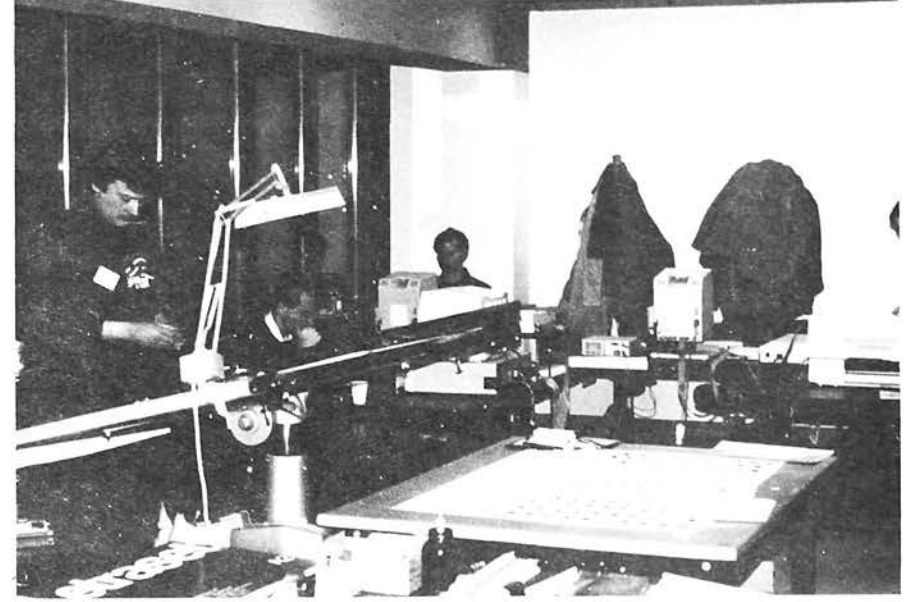
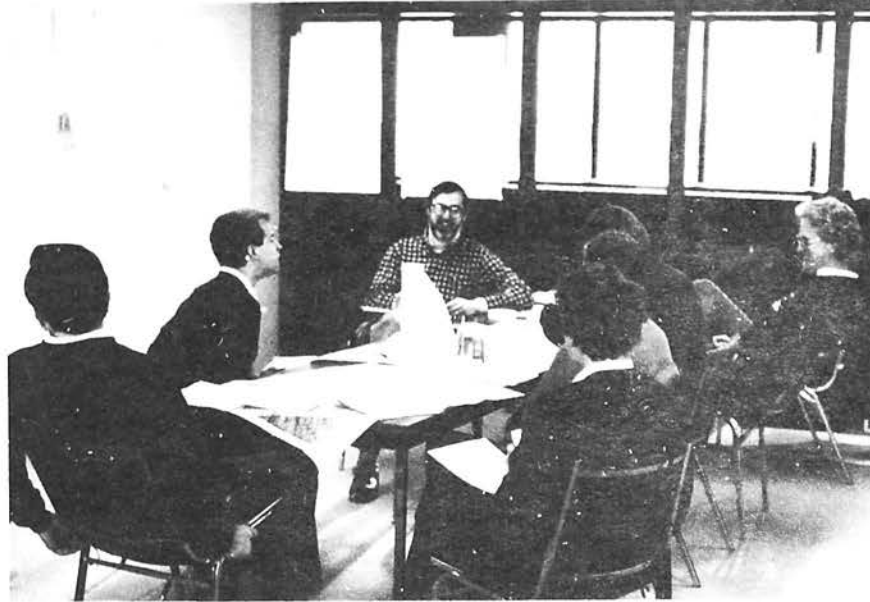
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REGIONAL / URBAN DESIGN ASSISTANCE TEAM

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