

Highland Park Area Redevelopment Plan Scope of Work

1.0 Background

On 2017 January 23 Council directed staff to prepare a scoping report to identify the requirements associated with preparing an Area Redevelopment Plan (ARP) for the community of Highland Park. This direction resulted from a land use amendment and outline plan application (LOC2014-0190/CPC2016-149/C2017-003 and C2017-247) for the former Highland Park Golf Course lands which proposed a range of medium to high-density residential, commercial, and mixed-use land use districts to allow for the site's redevelopment. Council approved that application on 2017 March 20; however, there were concerns that due to an absence of a policy plan for the community, the approved plan did not adequately achieve the objectives of integrated transit-oriented development (TOD) planning. Specifically, Council noted competing development visions for the site where the final resulting land use did not adequately reflect the benefits of the 40 Avenue TOD Charette.

As a result, Council asked Administration to scope the preparation of an ARP for the community of Highland Park.

2.0 Purpose

The purpose of this document is to provide Council with information regarding the process, resourcing requirements, and budget associated with preparing an ARP for Highland Park.

3.0 Highland Park Community

The community of Highland Park is bounded by 32 Avenue to the South, 4 Street NW to the west, McKnight Boulevard NW and the former Highland Park Golf Course to the north and the Greenview Industrial Park and Edmonton Trail NE to the east (Figure 1). It is recognized that the Community boundary would only be a starting point for analysis and that the initial planning work would refine the exact boundary of the proposed ARP.

Centre Street North and 40 Avenue provide important north-south and east-west connections through the community. Centre Street North is part of the primary transit network and is planned to accommodate the north leg of the future Green Line LRT. Overall, the community has good transit connections with several bus and BRT routes running along Centre Street North and 40 Avenue.

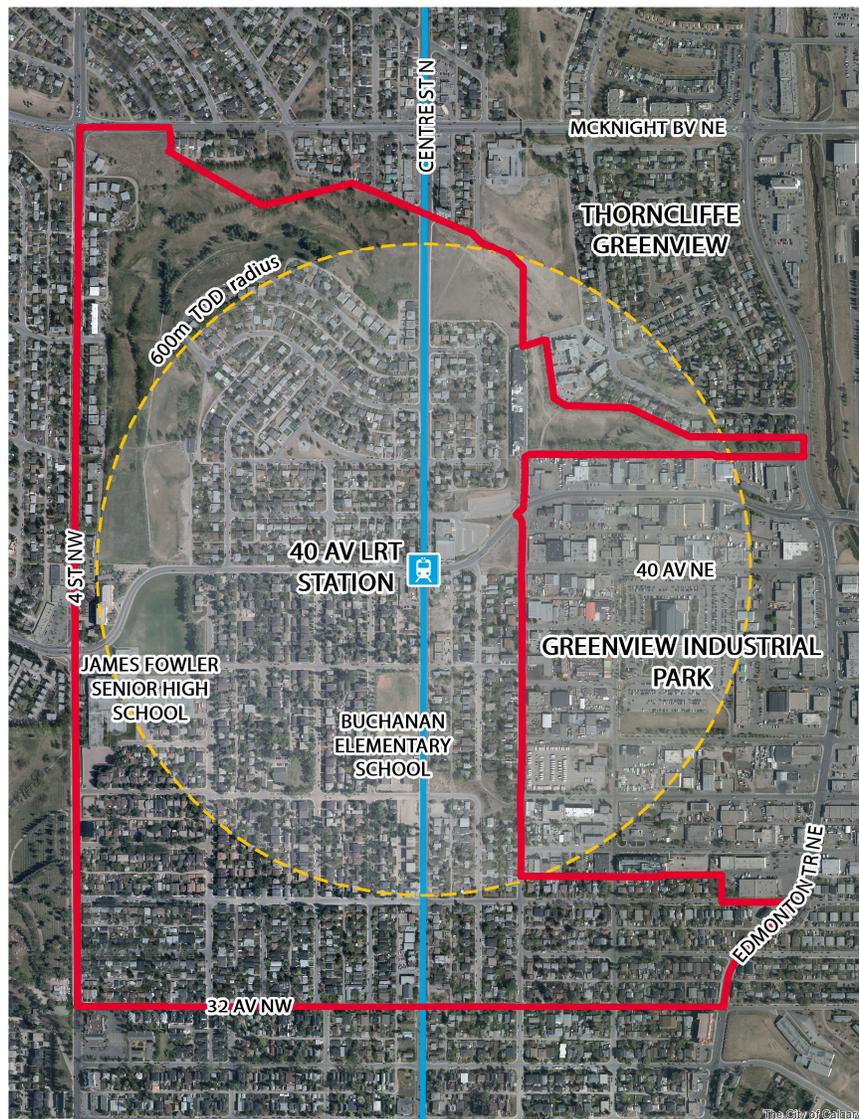
The existing community is characterized by predominately low-density single and semi-detached residential development. Multi-residential, mixed-use and commercial development is focused primarily along Centre Street North and 4 Street NW. There is a neighbourhood activity centre located at the intersection of Centre Street North and 40 Avenue.

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Other important uses in the community include the James Fowler Senior High School located on 4 Street NW and 40 Avenue NW, the Buchanan Elementary School at Centre Street North and 36 Avenue NW. The former Highland Park Golf Course lands frame the northwestern extent of the community.

Highland Park had a population of 4,014 people in 2016 which represents a decline of 18% from the peak population of the community of 4,875 people in 1969. Despite this, however, population has gradually increased since 2009 in part due to the increase in semi-detached residential development in recent years. The proposed Highland Village Green development on the former golf course lands is expected to add up to an additional 2070 units to the community.

Figure 1: Highland Park Community



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4.0 Stakeholders

Through the 40 Avenue Green Line Charrette and application work for the Highland Park Golf Course redevelopment, Administration has identified and been in contact with several key stakeholders in the area. Should Council provide direction for the project to proceed, Administration will work with the Community Association and Ward Councillor's office to identify any additional stakeholders that haven't already been identified.

The Centre Street Church owns a large parcel of land in this area at Centre Street North and 40 Avenue as well as a large parcel in the Greenview Industrial Park which is the site of their Central Campus. Parcels along other major streets in the community including Centre Street North, 40 Avenue, and 4 Street NW are generally individually owned.

5.0 Process and Deliverables

In 2017 October, the Green Line team hosted a week-long, transit-oriented development visioning and design charrette that focused on the area around the proposed LRT station at 40 Avenue and Centre Street North. The event was attended nearly 60 residents each night including representatives from both Highland Park and Thorncliffe/Greenview Community Associations. The charrette resulted in a vision and design concept for this area. This vision and concept would form the basis from which to proceed with developing an ARP for Highland Park.

The following describes the proposed phases of work required to prepare an ARP for Highland Park.

Phase 1: Background Work and Project Planning

Key pieces of internal background work would be completed in Phase 1 to ensure that critical information is known prior to working with the community to develop policy. This will facilitate drafting of an informed project plan and project charter that not only builds on the strengths of the recent charrette work in the community but also identifies any potential risks or concerns to be considered and addressed as the project progresses.

During this phase budget and scope would be identified for a consultant to lead engagement. The application for the redevelopment of the Highland Park Golf Course lands was highly controversial and both the community association and residents expressed mistrust of The City and the planning process generally. For this reason, Administration recommends that a consultant be retained to assist with engagement for policy planning in this area.

Internal work for Phase 1 would include, but is not limited, to the following:

- Comprehensive review of all work and results of the Green Line 40 Avenue TOD Charrette
- Conduct general research of relevant planning history and related planning policies

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- Conduct urban design and historic resources review
- Consulting study to assess real estate and development limitations and opportunities
- Establish geographic scope for ARP – Two preliminary options:
 - ARP for Highland Park Community only
 - ARP for Highland Park Community and Greenview Industrial Park (following the approximate boundaries of 40 Avenue Charrette). *Note: This option could expand the overall scope of the ARP beyond the direction provided for in the Council Notice of Motion. This could potentially increase project timelines and resourcing requirements.*
- Review status of regional drainage study currently underway by Water Resources
- Identify estimated costs and budget for consultant for engagement work
- Preliminary meetings with the community associations to inform and solicit high-level input regarding the process as well as community vision, goals, and objectives

Estimated Timeframe - Phase 1 work is estimated to take approximately 3 to 4 months to complete.

Phase 2: Policy Development and Public Engagement

In Phase 2, Administration would begin the technical and policy work for an ARP with the community and other stakeholders. Key components of this work would generally follow the standard ARP process and involve all relevant City Departments as described in the Appendix. This process would be tailored to the specific requirements of this area depending on the results of the Phase 1 work. City-initiated land use redesignations, as directed by Council, could be brought forward with a proposed ARP or shortly thereafter as determined through the detailed project plan developed as part of Phase 1.

One of the key concerns that the community raised during the review of the redevelopment application for the former Highland Park Golf Course was the status and potential storm water management solutions that would result from the regional drainage study currently underway by Water Resources. The community maintains that planning and development for these lands should not proceed until the drainage study have been completed and the proposed solutions and potential impacts are better understood. For this reason, Administration recommends that Phase 2 should not proceed until this study has progressed and the potential storm water management solutions are better defined.

Estimated Timeframe – Phase 2 and the development of an ARP would take up to a year from the completion of Phase 1.

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6.0 Funding Requirement

Phase 1: The real estate study identified for Phase 1 requires a consultant. The cost for this would be relatively modest and could be accommodated through existing budgets and resources.

Phase 2: A policy process requires significant resources for an extended period of time. Additional budget would also be required to retain a consultant to support the engagement work which is estimated to be between \$50,000 - \$75,000. Note that this is an estimate at this point and would be refined as part of the scope identified in Phase 1.

7.0 Project Team Structure

The ARP project would be lead by Community Planning (North) with an internal Technical Advisory Committee providing input and recommendations when required. The roles and responsibilities of the core project team members are outlined in Table 1. Work required by each department along with estimated resource requirements are outlined in the Appendix.

Table 1: Project Core Structure

Role	Primary Responsibilities
Executive Sponsor	<ul style="list-style-type: none">• Sign-off on project charter/scoping document• Provide high-level direction and ensure alignment with departmental goals
Project Sponsor	<ul style="list-style-type: none">• Provide day-to-day direction• Provide oversight and ensure alignment with departmental goals
Project Manager	<ul style="list-style-type: none">• Communicate with stakeholders• Manage day-to-day project tasks• Oversee consultant's work (Phase 2)
Project Planner	<ul style="list-style-type: none">• Work with Project Manager with various duties
Consultant (Phase 2)	<ul style="list-style-type: none">• Lead stakeholder engagement work• Provide input and advice for policy development

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Appendix: Preliminary Scope of Work Identified for Highland Park ARP and Estimated Resources

Identified Scope of Work and Estimated Resources	
<p><i>Note: The following provides a general overview of the anticipated work that may be conducted as part of an ARP process. Additional work is likely to be identified through the process.</i></p>	
Community Planning Policy	<p>Oversee all aspects of the ARP process including, but not limited to:</p> <p>Phase 1</p> <ul style="list-style-type: none"> • Review and summarize relevant planning history and policies • Lead background research and gathering of baseline information • Identify budget source for consultant • Procure / manage consultant(s), as required • Conduct inventory of existing conditions and mapping • Conduct and review development economics / real estate study to determine opportunities and limitations for redevelopment based on market conditions (consultant required) <p>Phase 2</p> <ul style="list-style-type: none"> • Develop land use concept • Establish high level policy direction/work with other departments to establish and/or align policy • Confirm guiding principles / align policy with guiding principles • General policy development • City-initiated land use redesignations <p>Estimated Resources:</p> <ul style="list-style-type: none"> • 1.5 FTE • Consultant required for development economics study • Consultant required for engagement
City Wide Planning	<p>Phase 2</p> <ul style="list-style-type: none"> • Policy alignment with high level policy such as South Saskatchewan Regional Plan, Municipal Development Plan, Developed Areas Guidebook, and others. <p>Estimated Resources:</p> <ul style="list-style-type: none"> • 0.15 FTE

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<p>Parks</p>	<p>Phase 2</p> <ul style="list-style-type: none"> • Identify open space • Develop ARP policies for open spaces <p>Estimated Resources:</p> <ul style="list-style-type: none"> • 0.15 FTE
<p>Development Engineering / Water Resources</p>	<p>Phase 2</p> <ul style="list-style-type: none"> • Provide updates to project team on status and potential storm water solutions resulting from regional drainage study • Water modelling • Sanitary modelling • Develop ARP policy on: <ul style="list-style-type: none"> ○ Water servicing ○ Sanitary servicing ○ Stormwater management and servicing <p>Estimated Resources:</p> <ul style="list-style-type: none"> • 0.25 FTE
<p>Transportation / Green Line</p>	<p>Phase 2</p> <ul style="list-style-type: none"> • Determine Green Line alignment and any potential impact on plan area • General review of street network and any improvements required • General review of Transportation policies • Develop ARP transportation policies <p>Estimated Resources:</p> <ul style="list-style-type: none"> • 0.25 FTE
<p>Urban Design</p>	<p>Phase 2</p> <ul style="list-style-type: none"> • Provide input on urban design matters • Review and provide comments on proposed policy <p>Estimated Resources:</p> <ul style="list-style-type: none"> • 0.15 FTE
<p>Geodemographics</p>	<p>Phase 2</p> <ul style="list-style-type: none"> • Estimate number of units, residents, and jobs that will be produced by a given land use concept; send that data to Water &

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	<p>Transportation for modeling purposes</p> <p>Estimated Resource:</p> <ul style="list-style-type: none"> • Approximately 35 hours for initial build out of proposed land use concept. Additional work depending on the number of revisions, scenarios, and/or versions of the land use concept.
<p>Communications</p>	<p>Phase 2</p> <ul style="list-style-type: none"> • Develop overall communications plan/strategy • Develop promotional materials for engagement events • Development event material, in conjunction with engagement team • Assist with day-to-day communications with stakeholders • Develop informational materials to educate the general public on the project, processes, and ongoing status • Establish communication channels with the general public (i.e. e-newsletters, webpages, CA newsletters) • Media relations • Day-to-day strategic support <p>Estimated Resources:</p> <ul style="list-style-type: none"> • 0.25 FTE
<p>Engage Resource Unit</p>	<p>Phase 2</p> <ul style="list-style-type: none"> • Develop a public engagement strategy • Execute / oversee public engagement process • Transcribe, coordinate, and interpret public input • Produce publically assessable documents that summarize the engagement process • Development and manage any online engagement component <p>Estimated Resources:</p> <ul style="list-style-type: none"> • 0.25 FTE
<p>Law</p>	<p>Phase 2</p> <ul style="list-style-type: none"> • Policy review • Legal advice where required <p>Estimated Resources:</p> <ul style="list-style-type: none"> • Approximately 35 hours