

## **Scope of Work**

### **The North Central Green Line Communities Project**

#### **1.0 Background**

This Scope of Work proposes a combined local area planning process for nine communities, and provides an opportunity to pilot the proposed Local Area Plans Strategy introduced to Council in 2018 January (PUD2018-0011). Included in the scope are four Main Street areas (4 Street NW, Centre St N, Edmonton Trail NE, and 16 Avenue N), and the adjacent communities including: Capitol Hill, Crescent Heights, Greenview Industrial Park, Highland Park, Mount Pleasant, Renfrew, Rosedale, Tuxedo Park, and Winston Heights / Mountview.

Local area planning for Highland Park was directed by Council in 2017 June (C2017-0521) and this Scope of Work proposes incorporating work on the Highland Park Area Redevelopment Plan, as it was approved by Council, to be completed in coordination with this project.

The project requires amending or consolidating ten existing local area plans, prepared in different eras that have minimal references to the important new investments in public transit and no references to the Developed Areas Guidebook.

The outcome of this work includes a comprehensive set of community plans that: incorporates and aligns with the Developed Areas Guidebook (DAG); provides policies written in plain language; and helps facilitate economic development in the area. Included in the scoping report is an estimated timeline and budget to complete the work as outlined.

#### **2.0 Purpose**

The purpose of this document is to provide information regarding the timelines, resourcing and budget requirements associated with preparing new or updated local growth plans for the north central Green Line communities.

This work should provide a comprehensive set of land uses to support transit-oriented development along the future Green Line Light Rail Transit line north of downtown and the North Crosstown Bus Rapid Transit service. It should align local policies with the Developed Areas Guidebook and identify short and long-term economic development opportunities.

The new plans should include both statutory and non-statutory sections under the Municipal Government Act, as required, which would be determined during the planning process.

#### **3.0 The Plan Area**

The Plan Area, shown on Figure 1, for this Scope of Work includes the communities of Capitol Hill, Crescent Heights, Greenview Industrial, Highland Park, Mount Pleasant, Renfrew, Rosedale, Tuxedo Park and Winston Heights / Mountview. As per the Local Area Plans Strategy, these communities fall within Areas 4 and 5 (see Attachment 3 – Supporting Maps – PUD2018-0347 for all 41 proposed plan area boundaries in the Local Area Plans Strategy).

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It should be noted that Administration began work in 2017 on updating the Bridgeland – Riverside Area Redevelopment Plan (ARP) following Main Streets project work, with completion expected in Q4 2018. The North Central Green Line Communities Project is expected to run from Q2 2018 to Q4 2019. Although Bridgeland is located within Area 5, the scoping report does not propose any changes to the Bridgeland – Riverside ARP. However, inclusion of the new Bridgeland-Riverside ARP may be considered as a chapter in the multi-community plan given potential interface issues/opportunities.

The boundaries included in this scope of work are intended to be flexible to allow for adjustments based on community feedback received during the process. The project will include analysis of an important employment area, Greenview Industrial Park. The area is near existing residential communities and should be retained as an employment area as per the Municipal Development Plan.

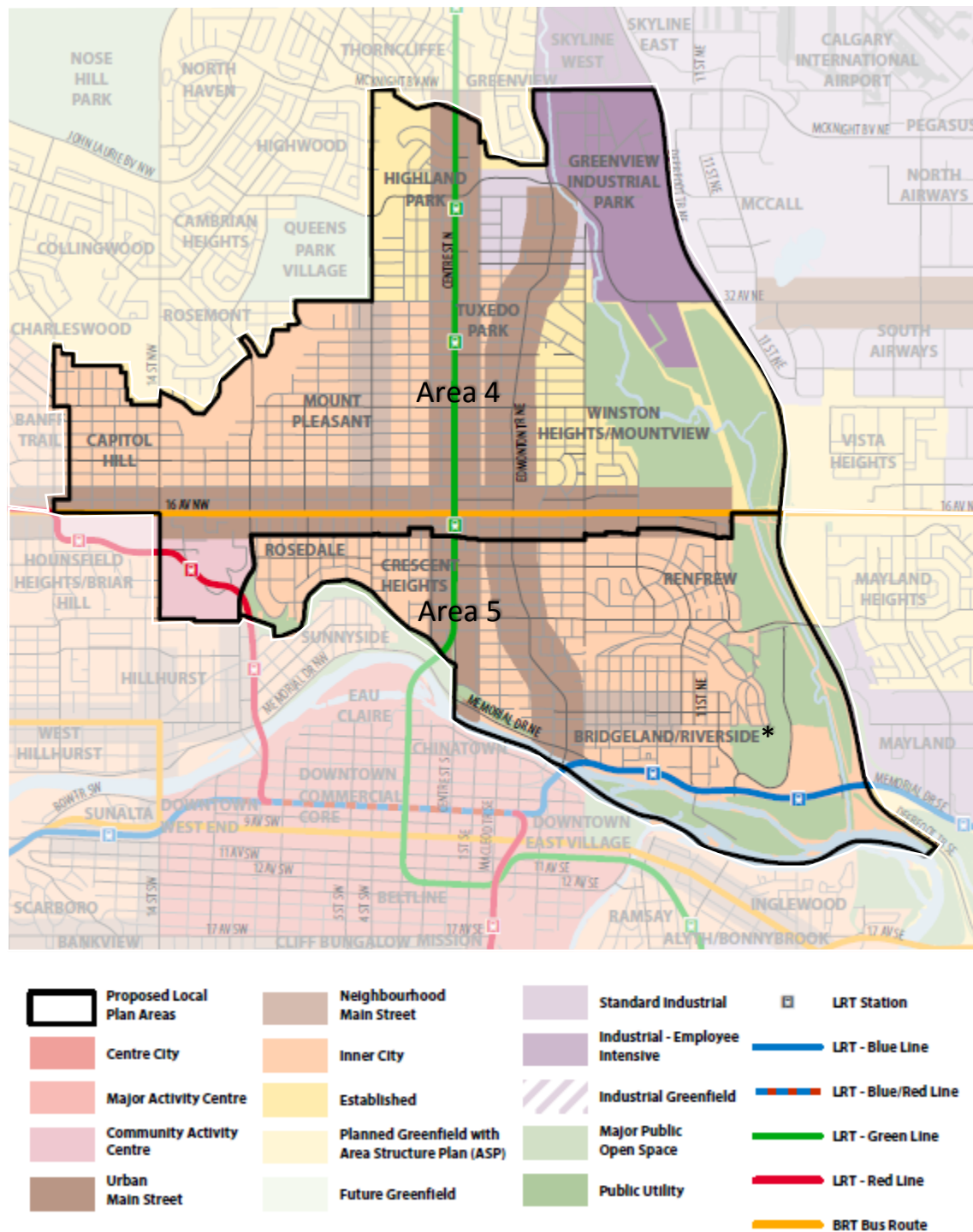
There are also ten public/private schools located throughout and two post-secondary institutions, Southern Alberta Institute of Technology and Alberta College of Art and Design.

Important transportation infrastructure serving the area includes: regional pathways, recently installed bike lanes, the under construction North Crosstown Bus Rapid Transit Service and 16 Avenue N Green Line LRT station (north terminus of phase 1). For vehicles, Deerfoot Trail constitutes the eastern border of the Plan Area between McKnight Boulevard NE and Memorial Drive. The entire area is served by a substantial grid network of streets.

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**Figure 1 – Approximate Scope of Work** *(subject to refinement during engagement)*



*\*Note: Bridgeland – Riverside area is shown for context only. The existing scope & timeline of that Area Redevelopment Plan Update is not changed with this report.*

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#### 4.0 Stakeholders

Administration will work the various community associations and Ward Councillor's offices (Wards 4, 7 and 9) to identify key stakeholders, including formal and informal citizen and community groups.

#### 5.0 Deliverables

1. A new local area plan for Area 4
2. A new local area plan for Area 5
3. Land Use Bylaw amendments, as required, to support the new local area plans

Although the intent is to pilot larger multi-community plans for Areas 4 and 5, ultimate plan format, number and type will be confirmed following engagement and analysis. The creation of the new plans may result in the rescinding of the existing local area policy plans.

#### 6.0 Project Timeline and Resources

The following table provides an overview of the project timeline. More information regarding phase 1 and 2 is below. Administration resources required to complete the work are outlined below.

<b>Project Timeline</b>	<b>Q2 2018</b>	<b>Q3 2018</b>	<b>Q4 2018</b>	<b>Q1 2019</b>	<b>Q2 2019</b>	<b>Q3 2019</b>	<b>Q4 2019</b>
<b>Phase 1</b>							
Background Research							
Determine Engagement Preferences of Communities Involved							
<b>Phase 2</b>							
Engagement – Project Introduction; Issues & Opportunities Identification							
Issues and Opportunities Analysis							
Preparation of Options							
Engagement – Presentation of Options & Draft Plan Templates							
Analysis and Refinement of Preferred Options							
Council Review of the Plans							

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#### **Phase 1: Background Research and Project Planning – May to September 2018**

Key pieces of internal background work would be completed in Phase 1 to ensure that critical information is known prior to undertaking the first multi-community engagement session. 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 communities but also identifies any potential risks or concerns to be considered and addressed as the project progresses.

Phase 1 will include, but is not limited, to the following:

- **Main Streets** - Review existing work and results to date of the previous Main Streets' engagement in the plan area
- **North Crosstown Bus Rapid Transit (BRT)** – Review transit routes and stops impacted by 2018 launch of the BRT service
- **Green Line** – Review stakeholder input & recommendations of the three week-long charrettes in 2016 for three future LRT stations (16 Avenue N, 28 Avenue N, 40 Avenue N)
- **Market / Transportation Studies** – Review studies produced in support of Main Streets and Green Line; and determine need for additional studies
- **Confederation Regional Drainage Study** – Align with work underway to incorporate findings of the study for the Highland Park area
- **Existing Local Area Plans** – Analyze existing ten local area plans and identify information / policies deemed superfluous due to policies/regulations in other plans/bylaws e.g. Municipal Development Plan and its Guidebooks'; Land Use Bylaw; Calgary Transportation Plan
- **Existing Land Use Districts** – Analyze existing land uses for alignment with relevant policies and development feasibility; review Direct Control districts to determine if still necessary for stated purpose or necessary to reference old Land Use Bylaws e.g. 2P80
- **Development Inquiries / Applications** – Review past five years of pre-applications, land use changes and development permit applications to understand scope of development interest and community responses
- **Community Associations** – Introduce project scope and solicit feedback for preferred method of engagement; identify local community or citizen groups
- **Engagement Plans** – Refine method of engagement, timelines and required resources

#### **Phase 2: Public Engagement and Policy Development – 2018 to October 2019**

Preliminary community engagement and education:

- Coordinated engagement session with the broader community to introduce project background, educate about the planning process, confirm/ validate previous engagement findings and collect high-level understanding of issues, opportunities and constraints
- Findings will be used to refine the project scope and inform further phases of engagement
- Engagement will be coordinated with other City projects, where applicable

Policy development, including:

- Develop policies that support growth and local economic development opportunities

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- Apply the building blocks and policies of the Developed Areas Guidebook to the local context

It is the intent that this work will generate proposed City-initiated land use redesignations that would be brought to Council following the engagement process and adoption of local area plans.

- Main Streets team - lead analysis and recommendations of land uses within the Urban and Neighbourhood Main Streets that includes existing/future LRT and BRT stations
- Community Planning - lead land use recommendations for Neighbourhood Activity Centres and other parcels not within the aforementioned areas

#### Public Realm / Improvements

- Identify opportunities for local public realm improvements (including parks, streets, and other infrastructure)
- Analyze feasibility and funding requirements to support local infrastructure upgrades

## 6.0 Funding Requirement

The primary funding to support this project has already been allocated by Council via the *Main Streets implementation plan* as well through existing departmental budgets for local area planning. The associated main streets in this Scope of Work constitute a substantial majority of the land use policy and Land Use Bylaw discussions required for this project.

This project benefits from the considerable engagement undertaken in 2016 during the Green Line charrette sessions. The estimated total project cost to complete the full Scope of Work and produce updated local area plans and associated land use amendments is \$750,000. Costs for various aspects of the process are provided in the table below.

<b>Project Component</b>	<b>Estimated Cost</b>
General Administration	\$ 40,000
Project Management	\$ 60,000
Community Engagement	\$ 345,000
Internal Engagement	\$ 50,000
Analysis/Modelling	\$ 100,000
Policy Development	\$ 100,000
Document Review	\$ 25,000
Revisions	\$ 15,000
Approval Process	\$ 15,000
<b>Total</b>	<b>\$ 750,000</b>

## 7.0 Project Team Structure

The project would be shared by Urban Strategy (Main Streets Team) and Planning & Development (Community Planning) with an internal cross-departmental Technical Advisory

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Committee providing input and recommendations as needed. The team members and their roles and responsibilities are outlined in Table 1.

**Table 1: Resources Required to Complete Scope of Work**

<b>Role</b>	<b>Responsibilities</b>
<b>Planning / Project Lead</b>	<ul style="list-style-type: none"> <li>• Collect, coordinate and distribute baseline information</li> <li>• Review and summarize existing planning policies for redundancies and improved plain language to be available for community associations and at the multi-community engagement kickoff</li> <li>• Review existing development economics / real estate studies to determine opportunities and limitations for redevelopment based on market conditions and scope of work for a market study if required</li> <li>• Procure / manage consultant(s), if required</li> <li>• Develop land use concept and policy options plus criteria for evaluating various options</li> <li>• Lead integration of plans with the Developed Areas Guidebook</li> <li>• Coordinate production of interim/final policy documents</li> <li>• Ensure Policy alignment with high level policy such as South Saskatchewan Regional Plan, Municipal Development Plan, Developed Areas Guidebook, and others</li> <li>• Prepare City-initiated land use redesignations as required for areas not within an Urban/Neighbourhood Main Street</li> </ul> <p><b>Estimated Resources: 1.25 FTE</b></p>
<b>Main Streets</b>	<ul style="list-style-type: none"> <li>• Provide leadership on Main Streets in the Plan Areas</li> <li>• Conduct analysis and prepare recommendations for land uses on Urban/Neighbourhood Main Streets in the Plan Areas</li> <li>• Undertake analysis of required public realm improvements to set up Main Streets for success</li> <li>• Prepare City-initiated land use redesignations as required for Urban/Neighbourhood Main Street areas</li> </ul> <p><b>Estimated Resources: 1.25 FTE</b></p>
<b>Parks</b>	<ul style="list-style-type: none"> <li>• Provide input as required</li> </ul> <p><b>Estimated Resources: 0.10 FTE</b></p>
<b>Development Engineering / Water Resources</b>	<ul style="list-style-type: none"> <li>• Provide updates to project team on status and potential storm water solutions resulting from regional drainage study</li> <li>• Water modelling</li> <li>• Sanitary modelling</li> <li>• Provide other input as required</li> </ul> <p><b>Estimated Resources: 0.15 FTE</b></p>
<b>Transportation / Green Line</b>	<ul style="list-style-type: none"> <li>• Provide review of street network and any improvements required</li> <li>• General review of Transportation policies</li> <li>• Develop transportation policies</li> </ul> <p><b>Estimated Resources: 0.15 FTE</b></p>
<b>Urban Design</b>	<ul style="list-style-type: none"> <li>• Provide input on urban design matters not covered by the Developed Areas Guidebook or Land Use Bylaw</li> <li>• Review and provide comments on proposed context specific policy</li> </ul> <p><b>Estimated Resources: 0.15 FTE</b></p>
<b>Geodemographics</b>	<ul style="list-style-type: none"> <li>• Provide existing demographic data</li> </ul>

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	<ul style="list-style-type: none"> <li>• Provide estimates of units, residents, and jobs that will be produced by a given land use concept</li> <li>• Liaise with Water &amp; Transportation for modeling purposes</li> </ul> <b>Estimated Resource: 0.15 FTE</b>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Develop communications plan/strategy</li> <li>• Coordinate promotional materials for engagement events and establish communication channels with the public (e.g. e-newsletters, webpages, community association newsletters)</li> <li>• Assist with day-to-day communications with stakeholders</li> <li>• Coordinate informational materials to educate the public on the project, processes, and ongoing status</li> <li>• Media relations</li> </ul> <b>Estimated Resources: 1.25 FTE</b>
<b>Engagement</b>	<ul style="list-style-type: none"> <li>• Oversee the public engagement process</li> <li>• Support the public engagement strategy and ensure alignment with Engage Policy</li> <li>• Transcribe, coordinate, and interpret public input</li> <li>• Develop and manage any online engagement component</li> <li>• Produce engagement summaries and What We Heard Reports</li> </ul> <b>Estimated Resources: 1.0 FTE</b>
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Policy review</li> <li>• Legal advice where required</li> </ul> <b>Estimated Resources: 0.05 FTE</b>