



Project Charter

<i>Charter Stage:</i>	<i>Revision:</i>	<i>Date:</i>
Draft	#1	Sept. 17, 2007
Draft	#2	Oct. 11, 2007
Final	#3	Oct. 23, 2007
Final	#4	Jan. 8, 2008

Table of Contents

1	Background and Purpose.....	3
1.1	Background.....	3
1.2	Purpose	3
1.3	Scope.....	3
1.4	Study Area	3
2	Project Management	4
2.1	Project Leader.....	4
2.2	Project Sponsor	4
2.3	Required Resources	4
2.4	Management Approval.....	4
3	Project Description / Steps.....	5
3.1	Project Charter.....	5
3.2	Background Work	5
3.3	Establish Advisory Committee	5
3.4	Finalize Public Involvement Plan	5
3.5	Open House.....	6
3.6	Stakeholder Interviews.....	6
3.7	Workshops	6
3.8	Draft Development Concept(s).....	7
3.9	Open House and Revisions	7
3.10	Presentation to Executive Committee	7
3.11	Amendments to Relevant Plans/Policies and Possibly Develop a New ARP....	7
3.12	Open House and Revisions	7
3.13	Public Hearing.....	8
3.14	Implementation	8
4	Schedule	8
5	Deliverables	8
6	Risks and Mitigation	9
7	Appendix A – Old Strathcona Business Revitalization Zone Map	10
8	Appendix B –Strathcona Junction Study Area Map.....	11

1 BACKGROUND AND PURPOSE

1.1 Background

At the December 12, 2006 City Council meeting, Bylaw 14432 was passed to expand the boundaries of the Old Strathcona Business Revitalization Zone (BRZ). The expansion areas are labelled A through E in Appendix A. At the June 13, 2007 Executive Committee meeting, Councillor Jane Batty inquired about this expansion and if there was any long-term vision or specific guidelines for the transition of the CPR Lands and the transition from light industrial. At the August 22, 2007 Executive Committee, the Planning and Development Department report 2007PDP039 was received for information. In this report, Administration recommended that a planning study be conducted for areas added to the Old Strathcona BRZ, excluding areas D and E, as well as associated industrial transition areas south to 63 Avenue.

1.2 Purpose

The Strathcona BRZ expansion areas and lands south to 63 Avenue are an important “area of change” in south Edmonton. Significant redevelopment has commenced and additional properties are readily developable. Current discussion about a high-speed railway between Edmonton and Calgary also focuses attention on this area.

Existing planning tools do not provide a vision for the future use of the CPR lands or a contemporary vision for the industrial / commercial areas further south. Areas recently added to the Old Strathcona BRZ for the most part do not have the benefit of effective regulations guiding their redevelopment.

Accordingly, the purpose of the project is to establish a vision and redevelopment guidelines for areas recently added to the Strathcona BRZ boundaries and industrial / commercial areas south to 63 Avenue. Objectives in pursuit of this goal include:

- having meaningful public involvement
- reinforcing the area as part of a balanced, sustainable community in south-central Edmonton
- recognizing the area’s unique history
- developing a plan flexible enough to accommodate various contingencies

1.3 Scope

This project is primarily focused on land use and urban design issues within the study area. Transportation issues will only be addressed to the extent that they relate to land use and urban design concepts. Social issues will not be directly addressed although they may indirectly influence decisions made as part of the project.

1.4 Study Area

The study area is approximately bounded by 105 Street to the west, 63 Avenue to the south, 99 Street to the east, and the north boundary is along 79 Avenue between 105 & 102 Street and the laneway north of 81 Avenue between 102 & 99 Street. Affected neighbourhoods include: Strathcona, Queen Alexandra, Allendale, Ritchie, Hazeldean, CPR West and CPR

Irvine. *Strathcona Junction Study Area Map* in Appendix B illustrates the study area's location in south-central Edmonton. Any plan resulting from the study may cover a smaller area than indicated in this map.

1.5 Assumptions and Constraints

A key assumption of this study is that some existing industries will continue to operate in this area in the long term. Another is that CP Rail may, at some point, consider relocating rail facilities elsewhere. A third is that if high speed rail is constructed between Edmonton and Calgary, the line will pass through the study area. Finally, it is assumed that changes to the Strathcona Area Redevelopment Plan (ARP) and Zoning Bylaw will be required, and that it may also be necessary to establish a new ARP.

Constraints include the fact that this study does not currently have a dedicated budget. There are no funds earmarked for consultant fees, environmental site assessments, nor any capital spending relating to any possible proposed improvements.

2 PROJECT MANAGEMENT

This project will follow City Policy No. A1424A "Project Management for Projects"

2.1 Project Leader

Erik Backstrom, ACP, MCIP
Senior Planner, Land Use Policy Unit
Planning and Policy Services Branch
City of Edmonton Planning and Development
Phone: 496-6055
Fax: 401-7063
E-mail: erik.backstrom@edmonton.ca

2.2 Project Sponsor

Phillip Arendt, Branch Manager - Planning and Policy Services

2.3 Required Resources

The planning study will be conducted by the Land Use Policy Unit under the direction of Senior Planner, Erik Backstrom, by planners Susan Holdsworth and Julie McGuire. Leslie Gordon, the unit's Planning Technician, will provide assistance as required. Outside of the unit, planners and urban designers from the Urban Design Section as well as from the three South Section current planning units will provide assistance. Staff from other City departments, especially Transportation, will also be called on for assistance.

No funds are expected to be required outside of regular budgets for mailed notices, advertisements and public meetings.

2.4 Management Approval

Planning and Development Department management will be given updates prior to key project milestones. These include: the public launch open house, the workshops, the draft

concept open house, the Executive Committee presentation, and the preparation of the relevant ARP/planning documents.

3 PROJECT DESCRIPTION / STEPS

This project is structured in two phases.

Phase I:

3.1 Project Charter

Finalize and approve the Project Charter for the planning study for Strathcona Junction.

3.2 Background Work

Review existing City bylaws, policies, guidelines, and reports that are in place for the affected land, including the following:

- Calgary Trail Land Use Study
- Strathcona Area Redevelopment Plan (ARP)
- West Ritchie Land Use and Transportation Study
- Provincial High-Speed Rail Study (Fall 2007)
- CPR - Rail Relocation Study (1978)
- Zoning Bylaw
- Plan Edmonton / Focus Edmonton City Plan
- Multi-use Trail Corridor Study
- Transportation Master Plan
- Smart Choices for Developing our Community, 2004
- Urban Parks Management Plan
- Edmonton Design Committee Design Guidelines

Conduct an inventory of existing land uses, services, and infrastructure in the subject area.

Conduct a best practices review of other Canadian and American cities for comparable redevelopment in industrial transition areas and commercial corridors.

Prepare a draft public involvement/communication plan for the study.

3.3 Establish Advisory Committee

Recruit volunteers from the key stakeholder groups to participate in an advisory committee for the study. Keep a few seats open on the committee for other citizens-at-large to be able to participate. They may express an interest at the open house in Step 3.5. The advisory committee should have no more than about 15 members in total.

3.4 Finalize Public Involvement Plan

Review the drafted public involvement plan with the advisory group. Revise this plan as necessary.

3.5 Open House

An open house will be held to publicly kick-off the planning study. Project representatives will share information about the purpose of the project, the study area, the process and opportunities for future involvement.

At the same time an overview of the project will be posted and regularly updated on the City's web site.

3.6 Stakeholder Interviews

Project representatives will meet with representatives from key City departments and external groups to gather information relevant to the study and help determine its scope.

Groups to be thus consulted include:

- Ward 4 and 5 Councillors
- Transportation Department
- Drainage Services Branch
- Parks Branch
- Community Services Department
- Planning & Development Department
- Canadian Pacific Railway (CPR)
- Northern Alberta Institute of Technology (NAIT)
- Key industries within the study area
- Alberta Infrastructure and Transportation
- Old Strathcona Integrated Service Team (OSIST)
- Old Strathcona Business Association (OSBA)
- South Edmonton Business Association (SEBA)
- Old Strathcona Foundation (OSF)
- Old Strathcona Area Community Council (OSACC)
- Strathcona Community League
- Queen Alexandra Community League
- Allendale Community League
- Ritchie Community League
- Hazeldean Community League
- Area Schools

3.7 Workshops

Planning and Development Department staff will invite the advisory committee to participate in two workshops regarding a vision for the future redevelopment of the Strathcona Junction area. The workshops will be conducted by City staff, grounded in the research relating to the parameters for change and organized to ensure good cross-pollination of ideas and perspectives. Project staff will analyze the results of the workshops, paying close attention to common themes, and then will generate a report that documents the results of the workshops, summarizing the strengths, weaknesses and opportunities of specific defined areas. These results will be shared with the participants for comment.

3.8 Draft Development Concept(s)

After the input is synthesized and analyzed, one or more development concept will be drafted. The draft development concept(s) will propose a vision for the subject area, outlining where and how redevelopment should occur. The development concept(s) may also propose design guidelines to ensure that public and private development projects implement the character of the vision for the areas. Design guidelines are one of the most effective ways to obtain a desired character for the community and to protect any of its historic resources.

The draft development concept(s) will be presented to the advisory committee for comment. An attempt will be made to resolve any identified issues and revisions will be made accordingly.

3.9 Open House and Revisions

The draft development concept(s) will be shared with the larger public via an open house and the web site. Any necessary revisions to the development concept(s) will be made in response to feedback obtained at this stage.

3.10 Presentation to Executive Committee

The project team seek approval of the development concept(s) as well as authorization to proceed with the preparation of amendments to the Strathcona ARP and/or a new ARP for Strathcona Junction.

The project team will prepare an administrative report and present the development concept(s) to the City Council via its Executive Committee. The report and presentation will include an explanation of the issues as well as a justification of the proposed development concept(s). If there are any unresolved conflicts regarding the draft development concept(s), then the project team will explain the conflict as well as detailed justification of the proposed concept(s) taking into account this conflict. City Council may request changes to the proposed development concept(s), and/or authorize the project team to proceed with drafting amendments to the Strathcona ARP and/or a new ARP.

Other existing planning tools such as the Calgary Trail Land Use Study may also have to be amended as a result of the proposed changes. The planning team will ensure that all relevant plans/policies in place will be amended as necessary.

Phase II:

3.11 Amendments to Relevant Plans/Policies and Possibly Develop a New ARP

Preparation of a new ARP may be initiated based on the final development concept plan(s). There may also be a need to initiate associated technical studies. Any required amendments to other planning tools, such as the Zoning Bylaw, will also be prepared.

3.12 Open House and Revisions

Stakeholders will be invited to attend an open house to review the proposed area plans and zoning changes. The proposals may be revised taking into account stakeholder feedback.

3.13 Public Hearing

Statutory plan and zoning proposals will be forwarded to City Council for public hearing and approval.

3.14 Implementation

Any required actions to implement new plan policies will then commence. An approved implementation plan may include City-initiated land use redesignations and urban design guidelines and possibly capital budget allocations for infrastructure improvements.

4 SCHEDULE

PHASE I	
September 2007	Project charter and public involvement plan
Oct - Dec 2007	Background research; establishment of advisory group
November 2007	Open house; stakeholder interviews and focus groups
January 2008	Prepare for Workshops
February 2008	Conduct two workshops
March 2008	Workshop Summaries; synthesize input
April – May 2008	Draft concept(s)
May 2008	Advisory group consideration of concept(s)
June 2008	Open house; revisions
August 2008	Presentation to Executive Committee; obtain authority for ARP amendments.
PHASE II	
September 2008	Initiate amendment(s) and possibly a new ARP as well as any necessary technical studies.
2009	Open house; revisions
2009	Approval and implementation strategy

5 DELIVERABLES

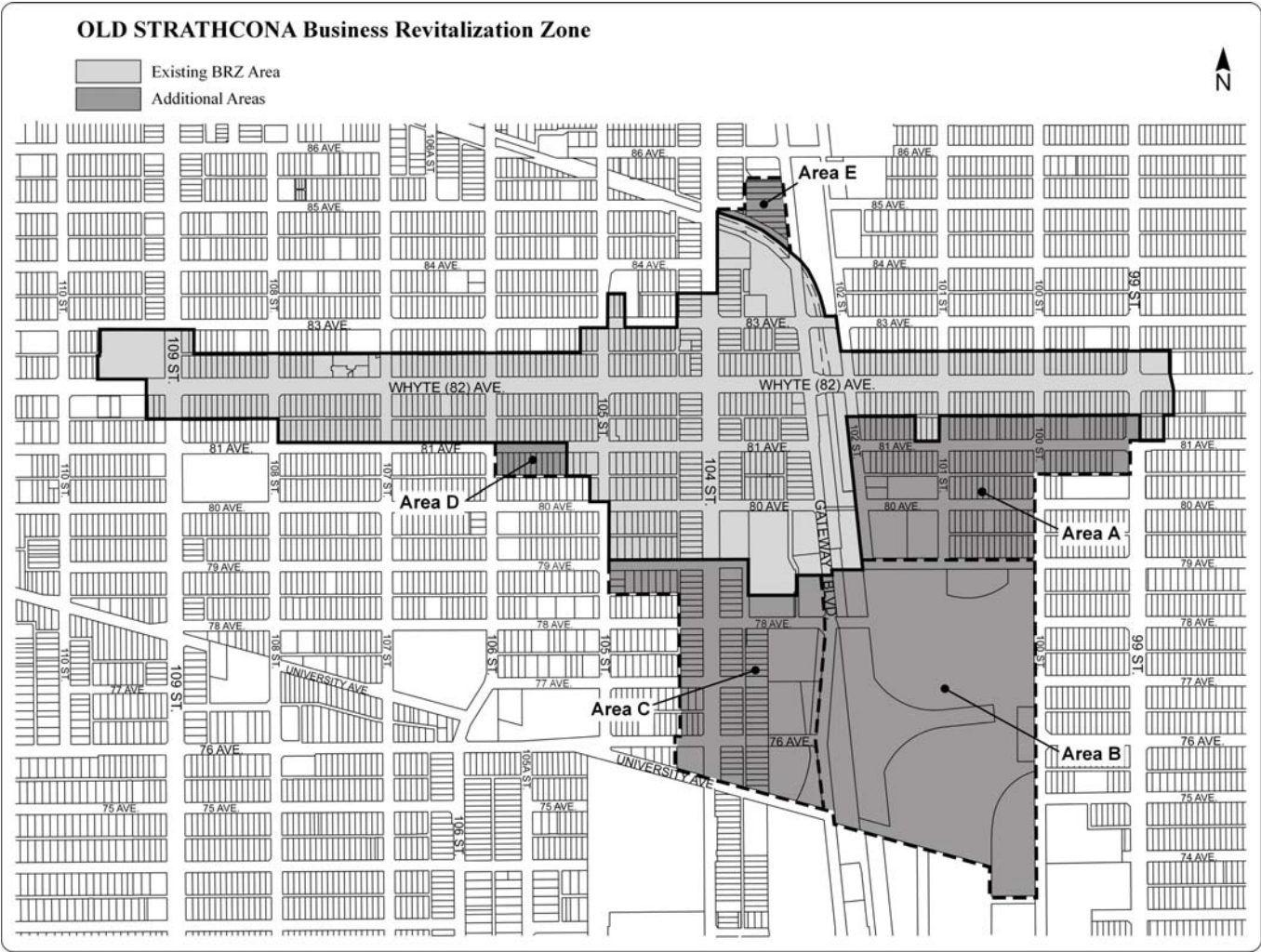
1. Background Report
2. Newsletter(s)
3. Draft redevelopment concept(s)
4. Strathcona ARP amendment (and other amendments as necessary), and possibly an Area Redevelopment Plan for the Strathcona Junction study area

6 RISKS AND MITIGATION

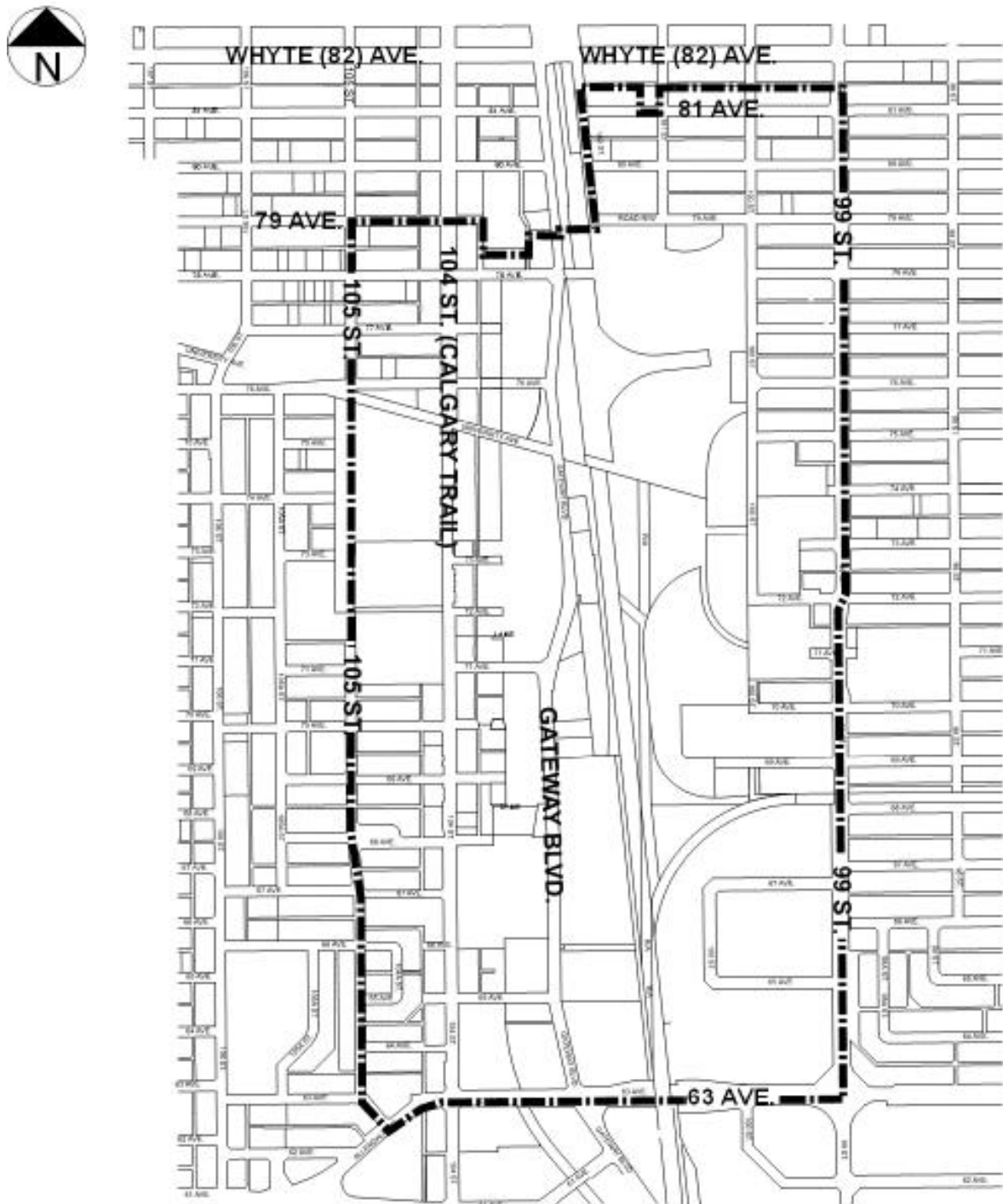
One risk related to the study relates to the availability of resources – specifically staff time – to undertake it. Another risk is the possibility of conflicting stakeholder objectives. Both risks could protract proposed timelines. Resolving conflicting objectives could require additional consultation and more time for revisions.

To mitigate these risks, the Land Use Policy Unit will share responsibilities between unit staff, ensure the project team remains well staffed and develop a well defined public involvement and communication strategy.

7 APPENDIX A – OLD STRATHCONA BUSINESS REVITALIZATION ZONE MAP



8 APPENDIX B –STRATHCONA JUNCTION STUDY AREA MAP



Strathcona Junction Study Area