

THE CITY OF SPRUCE GROVE

BYLAW C-1074-19

CITY CENTRE AREA REDEVELOPMENT PLAN

WHEREAS, pursuant to the *Municipal Government Act*, R.S.A., 2000, c.M-26, a municipality may adopt and amend an area redevelopment plan;

AND WHEREAS, the City of Spruce Grove wishes to adopt Bylaw C-1074-19, the City Centre Area Redevelopment Plan;

NOW THEREFORE, the Council for the City of Spruce Grove, duly assembled hereby enacts as follows:

1. Bylaw C-1074-19 City Centre Area Redevelopment Plan be adopted as outlined in Schedule 1, which is attached to and forms part of this Bylaw.
2. This bylaw shall come into force and effect when it receives third reading and is duly signed.

First Reading Carried April 23, 2019

Public Hearing

Second Reading

Third Reading

Date Signed

Mayor

City Clerk

City of Spruce Grove

City Centre Area Redevelopment Plan



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The City of
**SPRUCE
GROVE**

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1.0 Introduction

1.1 Purpose and Intent of the ARP

The purpose of the City Centre Area Redevelopment Plan (CCARP) is to provide a tangible vision, direction and supportive principles to guide desired and expected new development and redevelopment in the City of Spruce Grove's City Centre area over the next fifteen plus years, with the likely realization that the CCARP is a plan for the next 25+ years.

This ARP provides a framework and supporting policies for the City Centre that will:

- provide a cohesive design plan that will allow for the desirable and orderly redevelopment of the City Centre area over time; and
- guide future public and private investment in the short (+/- 5 years), medium (5-10 years) and longer term (10-15+ years).

The CCARP will be an important guide that defines a renewed vision and plan for reinvigorating Spruce Grove's City Centre.

1.2 Plan Context

The City Centre, or Downtown as it has synonymously been referred to in the past in Spruce Grove has long been an essential part of the City's fabric. However, over the past twenty to thirty years, as the City began experiencing new growth and pressures for suburban models of commercial growth became in vogue, the City Centre felt the exodus of businesses and vitality.

Over the past decade in particular, Spruce Grove has consistently been one of the fastest growing communities in the province, which has led to the constant addition of new residential neighbourhoods as well as commercial growth on the periphery. Spruce Grove is now a well-established regional service centre for a wide trading region, yet its City Centre has not been the benefactor to-date of growth that would mirror the City's overall growth.

1.2.1 Plan Area

The CCARP Plan Area is illustrated in **Figure 1** and its boundary mirrors the boundaries of the City Centre as expressed in the Municipal Development Plan (MDP). The intent of the CCARP boundary is to encompass current and future commercial and mixed-use lands as a part of the wider defined City Centre area as laid out in the MDP.

The City Centre lies north of the well-traveled Highway 16A corridor and as a result has extremely high visibility and strong access points from all directions. Land uses are comprised of traditional local commercial office, retail, personal and professional services framed in the north by older single family residential as well as public and civic services. Recent redevelopments have taken place in the City Centre in the form of small mixed-use commercial as well as some more notable larger scale higher density multi-unit all of which have created a positive energy and vibe towards City Centre revitalization.

Figure 1 CCARP Area Boundary



1.2.2 Historic Context

In 1908 the Grand Trunk Pacific Railway came through Spruce Grove and a train station was built south of Highway 16A (historically referred to as Baseline Road) on the north side of the tracks, directly in line with what is now Main Street in the City Centre area. This resulted in moving all of the established businesses three quarters of a mile west to the present location of the City of Spruce Grove. With the establishment of the railroad, the community became a busy grain-trading center.



Spruce Grove 1965

Spruce Grove was incorporated as a village in 1955, a town in 1971

1.3 Public Participation

A highly collaborative partnership between the City Centre Business Association (CCBA) and the City of Spruce Grove has been fundamental to the evolution and formulation of the ARP. Over the past 30 years there have been numerous efforts to create a revitalization strategy; however, each of those efforts had limited support and engagement by the city centre business community. The success of the current ARP process has been the result of positive engagement by the business community and the establishment of an actively involved CCBA.



The CCARP over a period of 2+ years (and dating back on numerous occasions to the 2014 City Centre Revitalization Discussion Paper) has consulted the public to gather a range of ideas, as well as guidance to help to keep the CCARP grounded in reality, rather than simply a utopian dream. It is estimated that over the course of the last 2+ years over 500 individuals have participated in some form of engagement and input as it pertains to the City Centre and its future directions.

Although the CCARP was formally initiated in October 2017, the project team has been heavily involved since 2014 through multiple community engagement events with residents, business owners, property owners, high school students, Economic Development Advisory Committee (EDAC), City Centre Business Association (CCBA), and Spruce Grove and District Chamber of Commerce (SGDCC), in addition to City Staff, Administration and Council. This ongoing engagement collaboratively helped to define the needs and wants consistent with the desired ARP vision and intent.



In addition to the physical in-person engagement process, the project team in coordination with the City, utilized social media resources through the CCBA by way of Facebook and Twitter announcements and postings. The project team also facilitated the creation of a City Centre Revitalization/CCBA website which included project updates and on-line surveys. Engagement and consultation methods included:

- In-person open house questionnaires
- On-line surveys
- Talk bubbles

- 200-person consumer intercept survey
- Open house “dotmocracy” and “stick-it-to-me” imagery panels
- Visioning sessions
- One-on-one cafe chat sessions
- Council Issues & Opportunities Workshop
- Design charrette with styrofoam massing and aerial photo “ideation”
- Christmas “Wish List”
- Outdoor Winter Fest design charrette
- High school surveys

The initial stages of the CCARP entailed on-the-ground fieldwork with the entire project team to kickstart the essential background work required in the Infrastructure Assessment stage. Throughout the project duration, public engagement was undertaken comprising one-on-one cafe chats, two (2) design charrettes and (2) open houses. As well, weekly project touch points with the Client team that included project progress reports and presentations/workshops with City Planning & Engineering Staff, Council and the CCARP Steering Committee.

The following plans and initiatives have been referred to in the development of the CCARP:

- 1991 Central Area Redevelopment Plan
- 1997 Downtown Development Action Strategy
- 2014 City Centre Revitalization Discussion Paper
- 2016 Establishment of City Centre Business Association
- 2016/2017 City Centre Visioning Workshops

2.0 Planning Context

2.1 Enabling Acts & Plans

2.1.1 Municipal Government Act (MGA)

The CCARP has been prepared in accordance with Sections 634 and 635 of the MGA, which indicates that a Council may designate an area of the municipality as a redevelopment area for the purpose of any or all of the following:

- i. reserving or improving land and buildings in the area;
- ii. rehabilitating buildings in the area;
- iii. removing buildings from the area;
- iv. constructing or replacing buildings in the area;
- v. establishing, improving or relocating roads, public utilities or other services in the area; and/or
- vi. facilitating any other development in the area.

The MGA further specifies that an ARP must describe:

- i. the objectives of the plan and how they are proposed to be achieved;
- ii. the proposed land uses for the redevelopment area;
- iii. if a redevelopment levy is to be imposed, the reasons for imposing it; and
- iv. any proposals for the acquisition of land for any municipal use, school facilities, parks and recreation facilities, or any other purposes the Council considers necessary.

The ARP is intended to guide development activity and reinvestment in the City Centre area, and to provide both short and long-term policy direction. This CCARP should be re-evaluated every five (5) years to ensure that it continues to reflect the City's objectives and vision for future development in the City Centre area.

2.1.2 Edmonton Metropolitan Region Growth Plan (EMRGP)

This CCARP has also been prepared with an understanding of and in conformance with the EMRGP regional vision (October 2017) emphasizing responsible growth, integrating land use and infrastructure decisions, and building resilient, adaptable and complete communities. In particular, this ARP strives to create a framework of policies, guidelines and action items that will help the City meet the “Greenfield Density, Centres and Intensification Targets” of 100 dwelling units per net residential hectare. This directive is set out in Schedule 6 of the EMRGP for the City of Spruce Grove, in which the City is designated as a “metropolitan area”.

2.1.3 Municipal Development Plan 2010 - 2020

The City's Municipal Development Plan (MDP) was revised and updated in 2010. The “*Your Bright Future*” plan offers a geographic definition of the City Centre and addressed revitalization in several sections. An objective of MDP Section 5; Form and Infrastructure is to “develop the City Centre as a mixed-use hub of activity with a distinct identity.” The initial concept for this area is to be one of the primary community gathering places and as a distinct urban experience that is mixed use, pedestrian friendly, and offers a diverse and eclectic range of services. An Area Redevelopment Plan for this area is part of the implementation plan for Your Bright Future.

Policies are guided toward developing an urban form with small-scale commercial uses, a pedestrian-oriented environment, consolidated lots, and the creation of an Area Redevelopment Plan. Performing a traffic analysis and parking study are some specific initiatives also mentioned in MDP Section 5. ***As part of the CCARP study, an independent Parking Study was conducted and is included in the separate Infrastructure Assessment Background Report.***

Under Economic Development, MDP Section 6 calls for the City Centre to be a mixed-use district that offers housing and services to complement the vehicle-oriented commerce and industry elsewhere in the City. Policies are geared to enhance business that serves local customers while also attracting regional users. The concept of mixed-use redevelopment is mentioned repeatedly as a vision for the City Centre. A specific task assigned under this section was to conduct a City Centre Revitalization Study focusing chiefly on economic development. *As part of the CCARP study, an Economic Benefits component was conducted and is included in a separate Economic Benefits & Costs Background Report.*

While the MDP currently lays the groundwork at a policy level for revitalization efforts, revisions to the MDP as a result of this City Centre ARP may be necessary as the community focuses more energy on City Centre-specific actions and investments.

2.2 Existing Conditions

The following provides a synopsis of the existing conditions in the City Centre ARP touching on Land Use, Parking, and Infrastructure & Utilities. Understanding and assessing existing land patterns, market conditions, infrastructure and future development potential allows for addressing challenges and opportunities necessary to make informed and desirable adjustments and maximize essential area investments.

2.2.1 Background Reports

The CCARP has been based on extensive background research and analysis including the review of past studies, the preparation of several new Background Reports (technical documents) and an Issues & Solutions exercise undertaken with the Steering Committee and City Council.

The CCARP is supported by the following specific Background Reports that have informed the policy directions and land use recommendations in this ARP:

1. Infrastructure Assessment Background Report (including Parking Study)
2. Land Use & Urban Form Background Report
3. Columbus Park Concept Plan Background Report
4. Economic Benefits & Costs Background Report.

2.2.2 Infrastructure & Utilities

Referring to the Infrastructure Assessment Background Report, the following summarizes the key findings pertaining to the existing conditions in the City Centre.

1. **Sanitary Sewer Assessment** - The sanitary sewer collection capacity is sufficient, however the infrastructure is primarily Vitrified Clay Tile (VCT) pipe that have reached its intended service life. It is recommended that all VCT pipe be replaced with the equivalent diameter PVC. These upgrades are not required immediately but should be done in conjunction with improvements to the streetscape and/or water distribution system.
2. **Water Distribution System Assessment** - The existing system does not meet the requirements for water distribution demand and fire flow. Critical upgrades to the water distribution system are required in order to meet the required capacities.
3. **Stormwater Collection/Drainage System Assessment** - The stormwater collection system for the City Centre is considered to have adequate capacity. Re-development should consider major system drainage and ponding at detailed design.
4. **Broadband Opportunity Assessment** - A separate, concurrent study by the City Centre has examined the future opportunity for increased broadband capacity. The City is looking at adding fibre optics conduits as part of the overall infrastructure improvements in the City Centre.

2.2.3 Parking

There is a total of 373 on-street parking spaces in the City Centre Study Area with 135 of the spaces located on McLeod Avenue (including 97 angled parking spaces between Queen Street and King Street), 139 spaces on First Avenue, 36 on Queen Street and 63 on Main Street. 198 of the stalls are angle and the remaining 175 are parallel parking.

At present, there are no parking restrictions on Main Street and Queen Street. McLeod Avenue and First Avenue are restricted to a two-hour time limit. For any parking restriction to be effective regular and consistent enforcement is required. Other salient findings include the following:

- Average duration during a typical weekday between 9 am - 6:30 pm was approximately 1.5 hours throughout the study area.
- Demand for parking spaces is highest during noon time and the afternoon.
- Average occupancy in City Centre Study Area is 51.6%.

2.2.4 Mobility

McLeod Avenue is the primary east-west vehicular corridor in Spruce Grove's City Centre and is actively used by traditional motorists, service vehicles, school buses, cyclists and transit service. Historically, McLeod Avenue has undergone a number of parking reconfigurations, though all have been done in the absence of any other public realm considerations. McLeod Avenue has the greatest retail potential, yet among the narrowest sidewalks. Changes to-date have been driven by maximizing the amount of on-street parking to support businesses and for the convenience for visitors, as opposed to maximizing the value and safety of the pedestrian experience.

The original vehicle artery of the City Centre, **First Avenue** is a street that today benefits from outstanding visibility from high volume Highway 16A traffic flow. First Avenue has transitioned over time to be a predominantly vehicle centric road with a combination of angled and parallel parking, but a lack of pedestrian orientation and connectivity.

Queen Street provides an important north-south function between First Avenue and Mohr Street. However, the potential for conflict at the intersection of Highway 16A/First Avenue and Queen Street with increased redevelopment is likely to become an issue for vehicular conflict and pedestrian safety.

As one of the primary and most traveled gateways to the City Centre, **King Street** represents an important access and egress route, but safety concerns do exist for vehicles turning in and out of First Avenue where pedestrian crossing conflicts can also arise.

As the City Centre has historically been focused on vehicular movement, pedestrian mobility has been overlooked in terms of sidewalk conditions, widths and even an absence of sidewalks where sidewalks should exist (e.g. Queen Street between McLeod Avenue to the Queen Street Professional Centre). Moreover, the length of certain blocks, namely McLeod Avenue between Calahoo Road and Queen Street present limited opportunities for mid-block, safe pedestrian crossings. Also, cycling has also been neglected in the past whereby no defined cycling network has been prepared or presented that is capable of connecting with the surrounding city trail network.

2.2.5 Land Use

The current area comprises the historic 'downtown', though lost over the years are those elements that typically would be associated with historic retention and cultural value. The current mix of buildings is commercial and services and a varied distribution of low, medium and emerging higher density residential uses. The City Centre is a dispersed node comprised of street-oriented retail, office and residential uses. One and two storey street fronted buildings contribute to a traditional retail environment, though external development continues to put pressure on the area as a retail node.

Figure 2 illustrates the existing land use zoning in the ARP Study Area. The City Centre study area is currently comprised of six (6) land use districts; C1: City Centre Commercial, C2: Vehicle Oriented Commercial, R1: Mixed Low to Medium Density Residential, R2: Medium to High Density Residential, PS: Public Services and DC: Direct Control.

Recent redevelopments have helped to break the mold and present a future comprised of modern urban mixed-use and higher density residential formats. In particular, recent multi-unit residential projects such as Windsor Estates, King Street on The Park and The Nest have achieved a level of density at or above EMRB 'aspirational' targets. Windsor Estates (511 Queen Street) has 188 units at a density of approximately 94 du/nrha, while King Street on the Park (33 Fifth Avenue) has 174 units at a density of 228 du/nrha and The Nest (610 Calahoo Road) has 68 units at a density of 170 du/nrha.

Notable land use components of the City Centre are the provision of public services, institutional and indoor recreation and cultural uses, all of which are strong attributes and necessary building blocks for promoting a complete community. There is a mix of City services, churches, day cares, seniors' centres, ice rinks, fitness centres, trails and a park amenity - Central Park which has historically been a focal point for significant City events.

One of the most notable land uses in the study area, outside of the commercial core is the older single-family residences which scatter the landscape. They present challenges for assembly and/or design guidelines as it relates to redevelopment and rezoning. Redevelopment of these single-family dwellings may or may not take the form of larger assemblies, but as is often the case in redeveloping city centres or downtowns, time can be the biggest obstacle for those who do not wish to move or simply wish to retain their home. With the proper ARP in place, the framework can be established to find the optimal redevelopment formats for these properties, but patience is required.

The Main Street and McLeod Avenue area is characterized by commercial, retail, and office development, contained within mostly older buildings, though there have been some recent modern building additions, such as the Triton Centre and McQueen Centre. First Avenue between Queen Street and Calahoo Road is an auto-oriented stretch and should continue to provide professional, medical services and complementary retail with distinct Highway 16A exposure and presence.

There are limitations to existing redevelopment between King Street and Main Street because of potential contamination issues along First Avenue (refer to Bylaw C-671-07 and Environmental Site Assessments conducted as part of properties at 315 and 309 First Avenue). These environmentally contaminated sites, while isolated limit and restrict redevelopment requiring creative and compatible adaptive re-use or extensive remediation efforts.

**Spruce Grove City Centre
Existing Land Use**

--- ARP Study Area Boundary

Existing Districts

- C1 City Centre Commercial
- C2 Vehicle-Oriented Commercial
- R2 Medium-High Density Residential
- R1 Mixed Low Density Residential
- PS Public Service Institutional
- M1 General Industrial
- DC Direct Control
- P1 Parks and Recreation
- P2 Natural Areas

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2.2.6 Columbus Park

Columbus Park is located at the southeast corner of Main Street and McLeod Avenue and though it is highly visible, it is under-utilized and largely unknown to the community, as voiced and confirmed by residents at multiple engagement events. Centred around a decorative fountain with dated teal green metal benches and entry portal, the park is currently a network of raised planters and overgrown vegetation with hard spaces that do not allow for active or effective programming on a year-round basis.

2.2.7 Economic Conditions

Spruce Grove's regional-serving location and surrounding highway infrastructure ensure that the City has excellent and quick access to smaller towns located to the west and thus serves as a major commercial service and employment node for the region, reaching beyond its resident population to over 138,000 residents. Over the years 2011 to 2018 (using the City's Municipal Census), the City of Spruce Grove grew from 26,171 to 35,766; an average annual growth rate of 4.6%.

Although new commercial development and opportunities are taking place at the edges of the City, the City Centre represents an important future location for retail opportunities for local independent retailers as well as chain store operations. Restaurants, personal services and conveniences top the list of potential tenants that should be targeted and attracted in conjunction with ongoing redevelopment of the City Centre as part of this CCARP. Recent developments such as the Queen Street Professional Centre, the King Street Plaza, McQueen Centre, relocation of Main Street Law (on First Avenue) and other strategic recent strategic property acquisitions represent new developments that frame the City Centre with a mix of uses. Additionally, large scale multi-unit residential developments such as Windsor Estates and King Street on the Park are evidence of the feasibility and lure of higher density housing formats framing the City Centre. Further infill and redevelopment opportunities will become more opportunistic at older, underutilized properties/buildings along

McLeod Avenue and Main Street over the next decade. This will help to stimulate the revitalization of the City Centre area by making it more appealing for attracting and retaining new and exciting businesses in the City Centre.

The City Centre currently exhibits the following economic metrics for its commercial uses (*Source: City of Spruce Grove Retail & Office Market Study, 2017*):

Retail Inventory: 175,000 sf
Retail Vacancy: 14,700 sf (8.4%)
Number of Retail Businesses: 110

Office Inventory: 157,000 sf
Office Vacancy: 13,905 sf (8.9%)
Number of Office Businesses: 102

2.3 Challenges & Opportunities

The City Centre has fallen out of relevance in the community as the primary location of important community services, community life, office commercial and retail commercial shopping. This area is the historical ‘downtown’, and it is identified as such in the MDP and EMRGP. Assessment of the City Centre’s existing conditions and an understanding through community engagement has identified a number of challenges that may inform a different direction and opportunity.

Challenges

The following are the notable challenges affecting the City Centre in its current form:

- Vacant, underutilized and deteriorating commercial lands and buildings;
- Inconsistent and suburban strip centre development patterns in what ideally should be pedestrian-oriented commercial areas;
- Lack of accessible, flexible and usable public realm spaces that would support the City Centre being relevant as the primary location of important community events, office and commercial services, and retail shopping;
- Limited diversity in housing types and density that supports the City Centre’s functioning within the City as a mixed-use urban centre;
- Aging and inadequate capacity of required infrastructure utilities;
- Inadequate zoning to enable mixed-use, innovative residential and enhanced building designs that embrace modern place-making principles;
- Local roads that include long blocks, multiple curb cuts, fragmented sidewalks, disjointed connections and overall barriers to connectivity and safety;

- Poorly maintained and serviced alleys that do not promote safe pedestrian mobility and connectivity through the City Centre; and
- Environmentally contaminated sites that limit and restrict redevelopment.

Opportunities

The following have been identified as the more poignant opportunities to address the multitude of challenges in the City Centre:

- Create a vision and implementation plan to guide investment and redevelopment;
- Improve the area’s streetscape and building quality and resulting streetfront experience;
- Enhance pedestrian focused connectivity, mobility, infrastructure and amenities to address area shortcomings;
- Provide a variety of housing format options to achieve increased residential density consistent with the aspirational targets of the Edmonton Metropolitan Regional Growth Plan and City Centre ARP vision;
- Define how required infrastructure improvements are to be paid for and implemented to enable the fulfillment of the area vision;
- Identify necessary land use, development regulations and urban and public realm design guidelines needed to support the attainment of the City Centre vision;
- Identify potential properties and partnerships that the City could use for future civic, cultural or off-street parking needs; and
- Plan, finance and build necessary infrastructure per the implementation plan requirements.

3.0 Vision, Objectives & Concept

3.1 Vision

The Vision, Principles and Objectives collectively describe a complete, long-term outcome for the City Centre at increasing levels of detail and specificity. Planning policy in the following sections supports the achievement of specific objectives, general principles, and the overarching vision described in the following. The vision statement for the City Centre is as follows:

Spruce Grove's City Centre will be a welcoming, family-friendly City Centre brimming with year-round activity, festivals, events, shopping, dining and inviting green, open and public spaces with revitalized buildings and enhanced storefronts in a walkable environment. The City Centre will be a place where people of all ages come to shop, dine, work, live, socialize, interact and participate in a variety of community, arts and cultural experiences.

The Spruce Grove City Centre is envisioned to become a modern contemporary urban city centre in its design and feel that exudes elements of a pedestrian friendly place with active community spaces. This will make it different, yet attractive and marketable to residents, investors, developers and businesses.

3.2 Objectives

The vision for the City Centre is based on the following guiding objectives:

1. Strengthen the City Centre's infrastructure, streetscape and built environment to elevate its operation as a cohesive, unique and desirable area for investment and living.

2. Ensure the City Centre remains relevant in the ever-changing commercial marketplace by focusing its commercial function to provide the most advantageous variety of goods, offices, services and access in a package attractive to all City residents.
3. Attract mixed-use commercial and higher density residential above development investment to the City Centre to increase housing supply, and provide for diversity in housing mix and price.
4. Emphasize the City Centre as a focal point for community celebrations by making it a vibrant year-round destination for shopping, obtaining services and arts & culture activity that will attract a variety of visitors, businesses and residents.
5. Promote mobility and street activity within the City Centre by facilitating convenient and efficient mobility and parking that emphasizes a comfortable, efficient and safe pedestrian environment.

3.3 Redevelopment Concept Plan

The CCARP vision is premised on creating an urban metropolitan environment that is progressive, modern and contemporary from its building form through to a streetscape that respects vehicles and parking, but prioritizes the movement and mobility of pedestrians. To support the overall vision and objectives, this section contains a redevelopment concept that will enable the evolution of a cohesive, modern redevelopment pattern over time.

The Land Use and Urban Form Concept presented in **Figure 3** identifies major initiatives proposed for redevelopment of the City Centre. The concept responds to the desire of residents for a modern urban and contemporary City Centre that doesn't necessarily emulate historic or small-town main streets, but rather looks to an economically sustainable urban future.

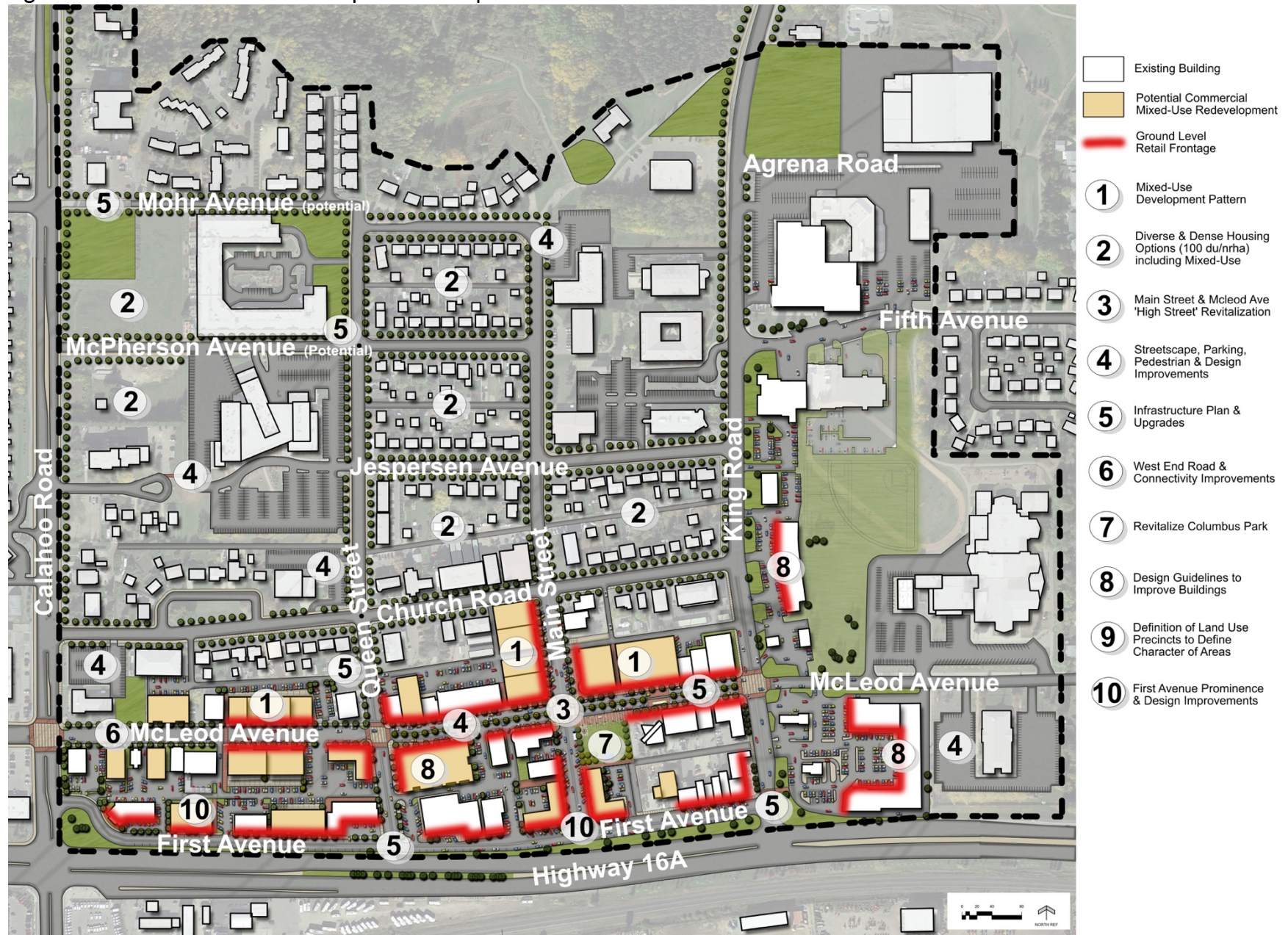
3.3.1 Major Redevelopment Initiatives

The CCARP Redevelopment Concept includes strategic initiatives supportive of the City Centre vision that have the potential unlock the future potential for the City Centre in terms of social and economic value. Each of the CCARP major planning initiatives are presented in the context of the City Centre and have actionable policies as well as Design and Public Realm guidelines. Within each initiative, multiple smaller actions could be undertaken to collectively make the overall implementation more meaningful and impactful.

The major redevelopment initiatives proposed for refocusing the City Centre, as shown in **Figure 3**, include the following:

1. ***Mixed-Use Development Pattern*** - through amended zoning promote best development practices by creating a framework for Mixed-Use that includes a diversity of housing formats.
2. ***Diverse & Dense Housing Options*** - provide a diversity of multi-unit housing formats, typologies and densities consistent with the EMRB's aspirational density targets, and appropriate for all ages to bring new vitality to City Centre.
3. ***Main Street & McLeod Avenue 'High Street' Revitalization*** - identifies a conversion of current parking along McLeod Avenue from King Street to Queen Street to parallel. This would create a framework for narrowing the street by widening sidewalks, introducing curb extensions or traffic calming circles, mid-block pedestrian crossings, eliminating the number of curb cuts, slowing traffic and accommodating future multi-modal transport including transit and bicycles.
4. ***Streetscape, Parking & Pedestrian Design Improvements*** - Incorporate branded wayfinding and directories to key buildings, areas, public spaces, parking and civic amenities. Connectivity is also inadequate in the City Centre as it relates to areas in the periphery such as Queen Street Place or City Hall. Connectivity can be achieved through the thoughtful placement and articulation of sidewalk patios and parklets. The City Centre can be more walkable by prioritizing pedestrian mobility throughout, but particularly at the intersections along McLeod Avenue and First Avenue.
5. ***Infrastructure Rehabilitation*** - make upgrades to area's aging infrastructure to fully realize the future potential of the City Centre in terms of redevelopment, reinvestment and reinvigoration. This can include additional sidewalks, as well as road and utilities upgrades.
6. ***West End Road and Connectivity Improvements*** - refers to the area along McLeod Avenue and First Avenue between Queen Street and Calahoo Road allowing for better north south pedestrian mobility including a potential network of connections north to McPherson Avenue and Mohr Avenue.
7. ***Revitalize Columbus Park*** - places are shaped by the people who use them and remembered by the statements and amenities that greet them; the City Centre can and should have more cultural content in place anchored near or around a redesigned Columbus Park.
8. ***Urban Design Guidelines to Improve Buildings*** - represents one of the most important opportunities to create urban form and design that is consistent with the vision for a modern urban city centre, not just within the commercial core, but equally important in the residential periphery within a 10-minute walk.
9. ***Definition of Land Use Precincts*** - Specifically designated Precincts that collectively shape the vision of the City Centre, yet allowing for a unique identity within each so that the overall area can be diverse and full of character and vibrancy for all ages.
10. ***First Avenue Prominence*** - distinctly different from McLeod Avenue and charting a new path that captures highway commercial visibility with guidelines that provide a transition into the City Centre. This will provide connectivity to McLeod Avenue and pedestrian safety by closing off the vehicle access from Highway 16A at Queen Street and restricting access from Highway 16A at King Street to First Avenue.

Figure 3 CCARP Land Use Redevelopment Concept Plan



4.0 Redevelopment Policies

4.1 Introduction

The Land Use and corresponding Redevelopment Plan represents a potential built-form outcome for the Spruce Grove City Centre. It was developed with careful consideration of the plan context; the strengths, weaknesses, opportunities, and challenges identified for the study area; the vision articulated by city residents, business, CCBA, Staff and Council; and the interface with the public realm concept.

The general objectives of the Redevelopment Policies are as follows:

- a. Support intensification and densification through mixed and multi-purpose developments in the City Centre that ensure new utility and overall rehabilitated infrastructure is efficiently utilized.
- b. Integrate a diversity of land uses in the City Centre including residential uses that allow for human scale activation of public spaces like Columbus Plaza.
- c. Create an environment that establishes economic viability and vitality for City Centre businesses that can be sustained year-round and beyond regular business hours.
- d. Achieve a high standard of architectural and urban design quality for all new infill development and redevelopment projects.
- e. Promote a safe, convenient, walkable pedestrian-scale City Centre for residents, visitors and employees.

The redevelopment intent and policies are provided in the themes of **Land Use, Streets & Mobility, Urban Design & Public Realm, and Built Form**. In support of the redevelopment concept presented in Section 3.0, the combination of the Redevelopment Concept and Policies will work together to guide the evolution of the City Centre towards a future with vertical mixed-use development, increased density and housing diversity, and an uplifted, modern streetscape and built form.

4.2 Land Use

The envisioned Land Use patterns support opportunities provided by the area's regional location, its long-standing retail and commercial presence, its desire for an expanded cultural sector, its goal to have stronger public transit, its proximity to Highway 16A, potential of Columbus Plaza, and its central location in the community adjacent to established residential neighbourhoods and a large industrial employment base.

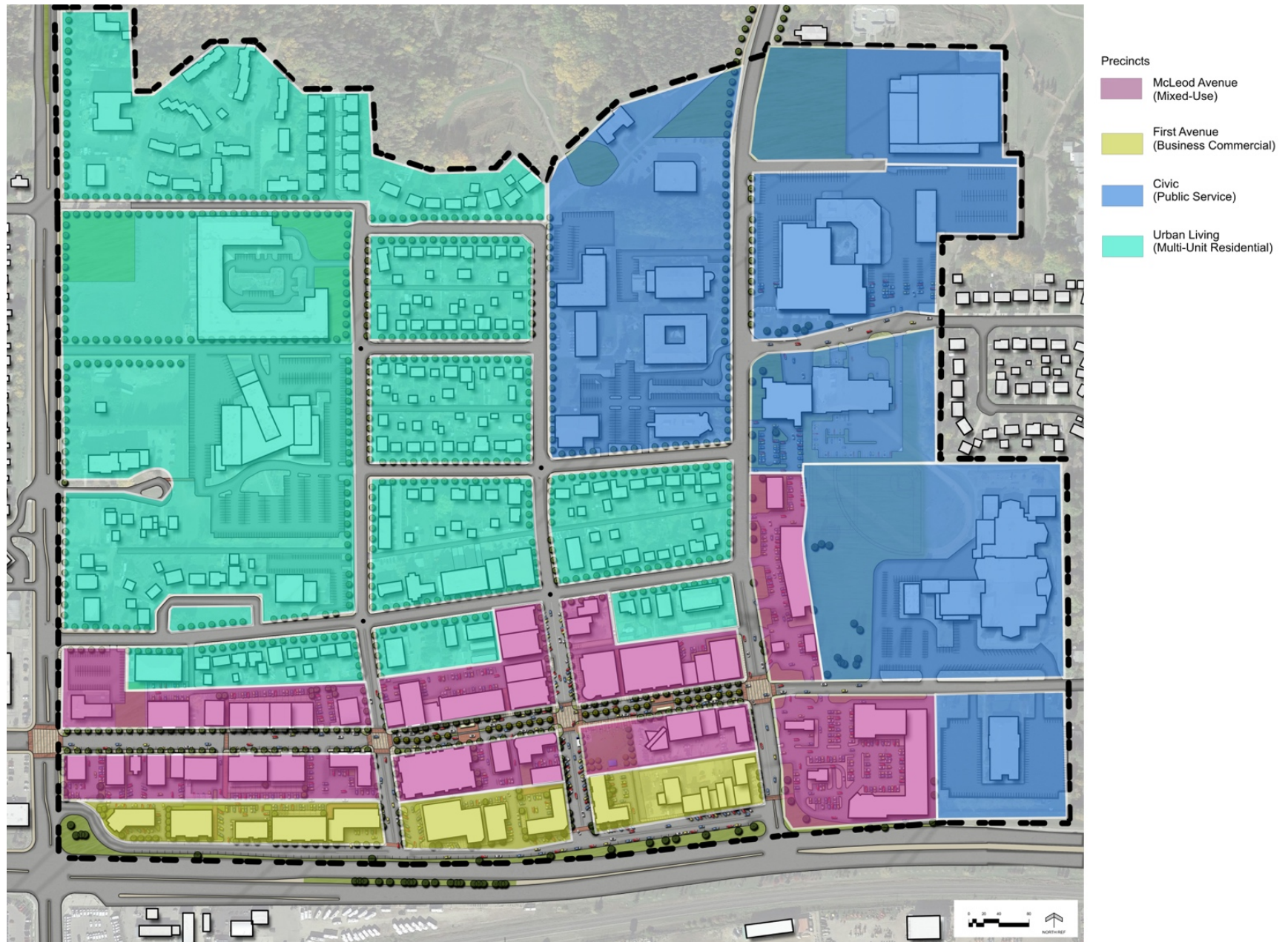
The contextual relationship of the older existing single-family residential north of Church Road is examined towards fulfilling redevelopment and densification to provide a noticeable increase in local population within a 5 to 10-minute walk of the City Centre core. This is important because of the role that a growing resident base in short walkable proximity can have on business support on a year-round basis.

The redevelopment concept demonstrates how implementation of the CCARP land use and urban form policies enables success beyond that which the city has been able to realize despite past attempts.

4.2.1 Planning Precincts

The City Centre's land use has been divided into four (4) planning precincts as shown in **Figure 4**. These precincts provide objectives, policies, and development guidelines to encourage and guide desired changes to the City Centre's form and mix of compatible residential, commercial, and institutional uses.

Figure 4 CCARP Planning Precincts & Land Use



4.2.1.1 McLeod Avenue Precinct

A 'high street' with a vertical mixed-use opportunity

The City Centre intersection at 'Main & McLeod' is intended to be the area's 'place to be', and the McLeod Avenue Precinct encompasses these areas that are characterized by compact, street-oriented development.

This precinct is the short-term priority area for streetscape revitalization and infrastructure upgrades that are intended to 'kick-start' the area's redevelopment and enhance this area as the City's commercial 'high street'. Beyond the 'Main & McLeod' starting point, the extension of redevelopment along McLeod Avenue in both directions will contribute as important gateways to this energized central core and a focal point for cultural activities.



At the Precinct's east King Street gateway, redevelopment will pursue supportive streetscape and built form enhancements, and over the longer-term transition to a vertical mixed-use node where culture and entertainment can take place. The land uses within a block of the 'Main & McLeod' intersection shall be characterized by high energy retail shops. (e.g. convenience, specialty, personal and professional services), food & beverage, and opportunity for mixed-use residential and/or office uses above. Land uses moving east and west from 'Main & McLeod' shall accept an expanded range of commercial uses, and these may include vertical mixed-use residential over office developments.

McLeod Avenue west of Queen Street shall continue the 'high street' vision by extending mixed-use street-oriented development; however, its form expands to allow for offices, larger commercial developments, and the possibility of live/work units at ground



level. The continuation of McLeod Avenue's streetscape improvement efforts is critical for presenting a good 'first' impression of the area, and all new development must contribute to the pursuit of a high-quality and walkable built environment. The McLeod Avenue Precinct supports businesses that can serve the wider community while still maintaining and enhancing opportunities for a majority of smaller scale locally-owned shops. Additionally, the west areas shall allow for the possibility of live/work businesses (i.e. artisans, craftsmen, personal services) as mixed-use development. An expression of the potential urban form looking east at 'Main & McLeod' from Main Street is conceptually shown in Figure 5.

Figure 5 Street Concept McLeod Avenue Eastward



Policies

- a. Land Use Bylaw shall be amended to provide opportunities for mixed-use commercial and/or commercial/residential development, while ensuring retail and commercial uses are maintained and prominent at street level.
- b. Development shall contribute to a high-quality, urban form and pedestrian environment.
- c. Auto-oriented uses shall be prohibited.
- d. At-grade surface parking lots fronting McLeod Avenue are prohibited.
- e. Diverse retail and commercial uses with narrow storefronts shall be the predominant form at the street level of buildings between Queen Street and King Street on McLeod Avenue and along Main Street.
- f. Outdoor dining spaces and seating shall be encouraged for restaurants.
- g. Ground floor retail uses between Queen Street and King Street may permit development with larger wrap around tenant spaces to provide larger anchor opportunities.

4.2.1.2 First Avenue Precinct

An attractive local business services street

The First Avenue Precinct is envisioned as an attractive street for local business that shall continue its traditional street level commercial and retail development form while providing new opportunity for above ground mixed-use office/retail commercial development. This area's visual exposure to Highway 16A presents an opportunity to attract and promote the City Centre to the traveling public, and development with interesting vertical storefront expressions and a layered streetscape will help support this outcome.

Land uses in the First Avenue Precinct shall emphasize ground level office, professional, or medical services that take advantage of the high visibility to Highway 16A. Street-level retail and food and beverage uses remain acceptable; however, it is recognized that this single-sided roadway is less conducive to pedestrian shopping and may be better suited for businesses less reliant on clustering.



Policies

- a. Update Land Use Bylaw to establish a mix of retail and office type uses. Retail or commercial uses should be provided on the ground floor of any new development.
- b. Vertical storefront expressions and attractive signage shall be required facing Highway 16A.
- c. Development shall contribute to a high-quality urban form and pedestrian environment.
- d. Auto-oriented uses shall be prohibited.
- e. At-grade surface parking lots associated with a development and fronting First Avenue are prohibited.
- f. Mixed-use development with office above commercial shall be prioritized.
- g. New developments adjacent to Columbus Park shall provide an open, safe, well-lit pedestrian friendly interface to the public space.
- h. Small and medium-scale retail/commercial bays shall be the predominant form at ground level.

4.2.1.3 Urban Living Precinct

Urban living experience through densification

The Urban Living Precinct provides Spruce Grove with a unique residential living experience consisting of a range of multi-unit housing forms situated within a truly mixed-use area. This Precinct shall be redeveloped with infill housing that offers higher density and diversity in form.

Redevelopment in this Precinct supports the overall City Centre aspiring toward achieving a residential density of 100 dwelling units per residential hectare (du/nrha) as targeted for ‘urban centres’ located in metropolitan areas as defined within the Edmonton Metropolitan Region Growth Plan (EMRGP). This CCARP strives to be consistent with these targets in its forecasting and is allocating for densities above 100 du/nrha, but comprised of a mix of housing density and formats to promote individuality rather than sameness and a sterile urban form. This Precinct plans for a future without low-density residential uses to support the City Centre’s transition toward higher density residential uses.

A forecast of expected density, based on available infill and redevelopments lands and density assumptions, as identified in **Figure 6**, indicates approximately 114 du/nrha in the Urban Living Precinct comprising medium density at 77 du/nrha and high density at 149 du/nrha. This density forecast when combined with the existing developed multi-unit developments at a density of 90 du/nrha, equates to an estimated total Urban Living Precinct residential density of 102du/nrha. This forecast, as shown in **Table 1**, illustrates that City Centre ARP is projected to meet the EMRGP’s aspirational Urban Centres Density Target. Moreover, the density forecasts result in an estimated total population of 3,900 representing an increase of between just over 2,000 new residents in the Urban Living Precinct. This population is a necessary component to supporting local businesses in the City Centre.

Table 1 Future Aspirational Residential Density

Current Land Use	Future Multi-Family Residential "URBAN LIVING" Precinct	Net Land Area (hectares)	high density population scenario	"Aspirational" density scenario (du/nrha)
Single Family	High Density Residential	5.1	1,505	149
Single Family	Medium Density Residential	3.1	546	77
		8.2	2,051	114

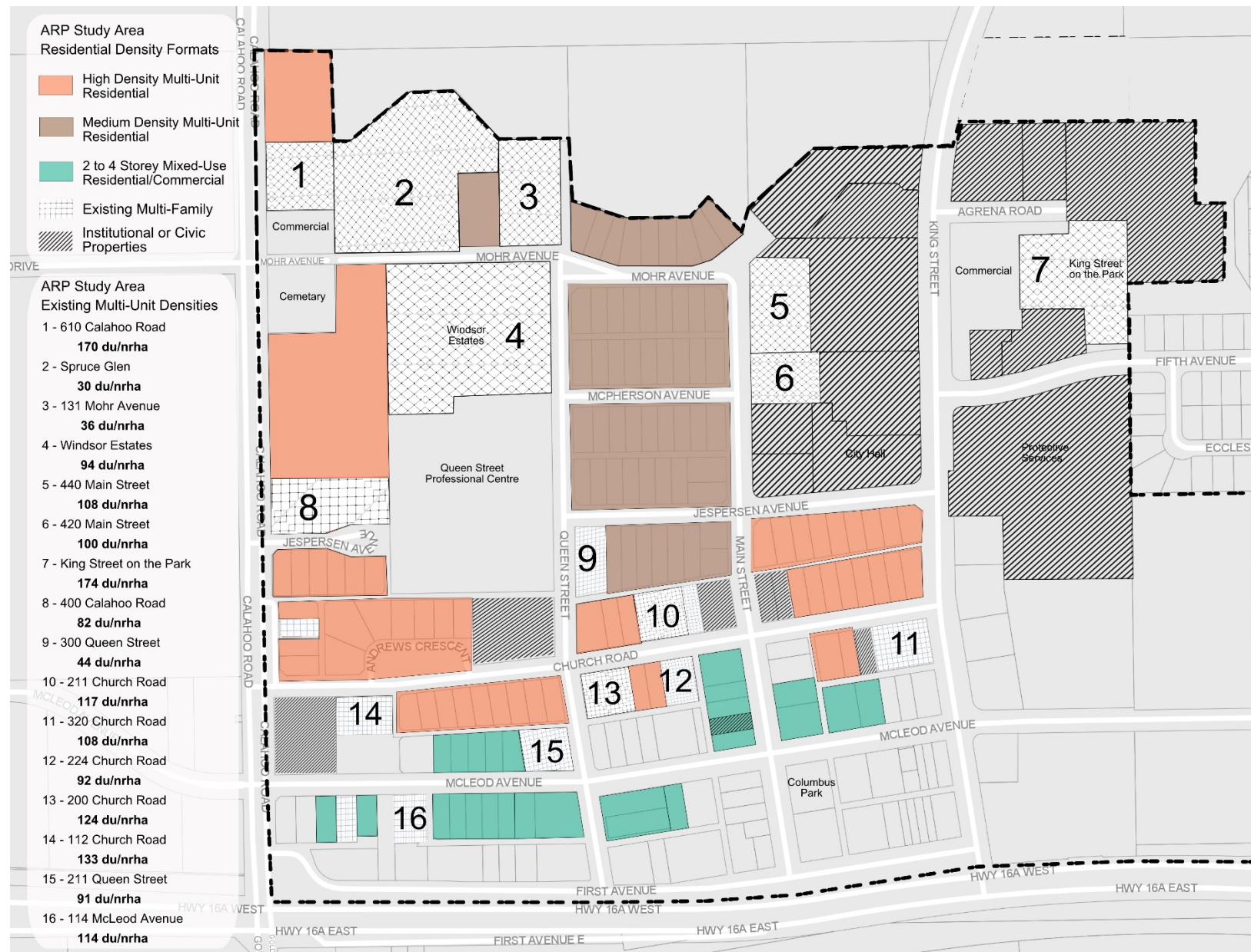
Current Land Use	Future Multi-Family Residential "URBAN LIVING" Precinct	Net Land Area hectare	Current City Centre population	Current City Centre multi-family density (du/nrha)
Multi-Family	Mix of Medium and High Density Residential	8.5	1,835	90
TOTAL (future infill redevelopment + existing multi-family)		16.7	3,886	102

To further support the City Centre, the McLeod Avenue Precinct also encourages vertical mixed-use residential use. It is likely that additional residential density will occur in the McLeod Avenue Precinct that would result in additional City Centre density further supportive of the EMRGP ‘aspirational’ target.

Policies

- Residential uses shall work toward achieving a density target of 100 du/nrha as set out by the EMRB.
- Amend Land Use Bylaw to establish High Density Residential adjacent to Calahoo Road and along Church Road and Jespersen (between Main Street and King Street) having a density between 120 to 150 du/nrha.
- Amend Land Use Bylaw to establish Medium Density Residential along Jespersen Avenue, McPherson Avenue and Mohr Avenue between Main Street and Queen Street, between 50 to 75 du/nrha.

Figure 6 ARP Future Aspirational Residential Density



- d. Maximum building height in the Medium Density Residential shall be 4-storeys
- e. A range of housing forms shall be encouraged to accommodate different income levels, age groups, households and lifestyles.
- f. Development shall contribute to a high-quality urban form and pedestrian environment.
- g. Parking requirements for multi-unit residential in the City Centre shall be 1 space per dwelling unit or as determined through a Parking Management Plan.



4.2.1.4 Civic Precinct

Convergence of government & community institutional

The Civic Precinct shall focus on government and other institutional uses that provide community services available to all residents within the City Centre. A Strategic Plan and Needs Assessment study by the City was recently prepared to examine the Library and Cultural needs. Public Facilities in the ARP area are well utilized and near capacity. Many city departments are located in other satellite buildings and not in the City Hall building. This may permeate into opportunities or requirements for additional space for City departments.

The Civic Precinct is largely developed, but it still provides some opportunity for infill and intensification to bolster its contribution to the diverse mix of City Centre land uses as an interesting and important place. Redevelopment in this Precinct shall contribute to achieving a 'sense of place' associated with its unique civic service identity that will be recognized community wide. Urban design and streetscape enhancements shall occur overtime to add interest, and these upgrades should be accelerated in conjunction with any municipal upgrading activities.

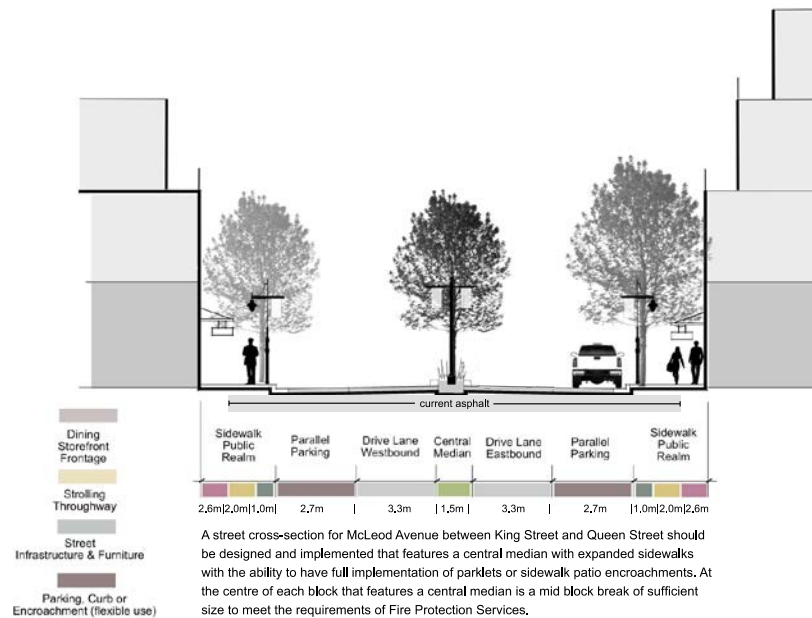
Policies

- a. New stand-alone, single-use commercial buildings are prohibited.
- b. Civic, institutional and recreational uses should be continued, and given opportunities for expansion on currently zoned PS lands.
- c. City shall look for opportunities to locate more public and cultural service spaces in the City Centre.

4.3 Streets and Mobility

The illustrative Concept Plan is further supplemented by **Figure 7** which visually shows the future mobility network. The illustrative concept plan reflects a long-term implementation of the policies included in this section of the CCARP, supported by the Land Use & Urban Form Background Report. It must be noted that certain components of this concept such as the closure of Queen Street at Highway 16A or parklets may be pilot projects to test the results and require further study and refinement to implement more permanently.

Figure 7 McLeod Avenue Street Typology & Cross-Section



4.3.1 Streets

The existing street network, particularly along McLeod Avenue should be the focus of a reconfiguration to accommodate greater levels of mobility for pedestrians and cyclists, while also being able to support future urban growth, transit and traffic flow that is and will

be expected to continue moving through the City Centre. This will ensure that a satisfactory level of service is maintained for vehicles, while providing straightforward and efficient access to the City Centre for residents who choose to cycle or walk.

First Avenue

The original vehicle artery of the City Centre, First Avenue is a street that today benefits from outstanding visibility from high volume Highway 16A traffic flow. First Avenue has transitioned over time to be a predominantly vehicle centric road with angled and parallel parking, but a lack of pedestrian orientation.

Queen Street

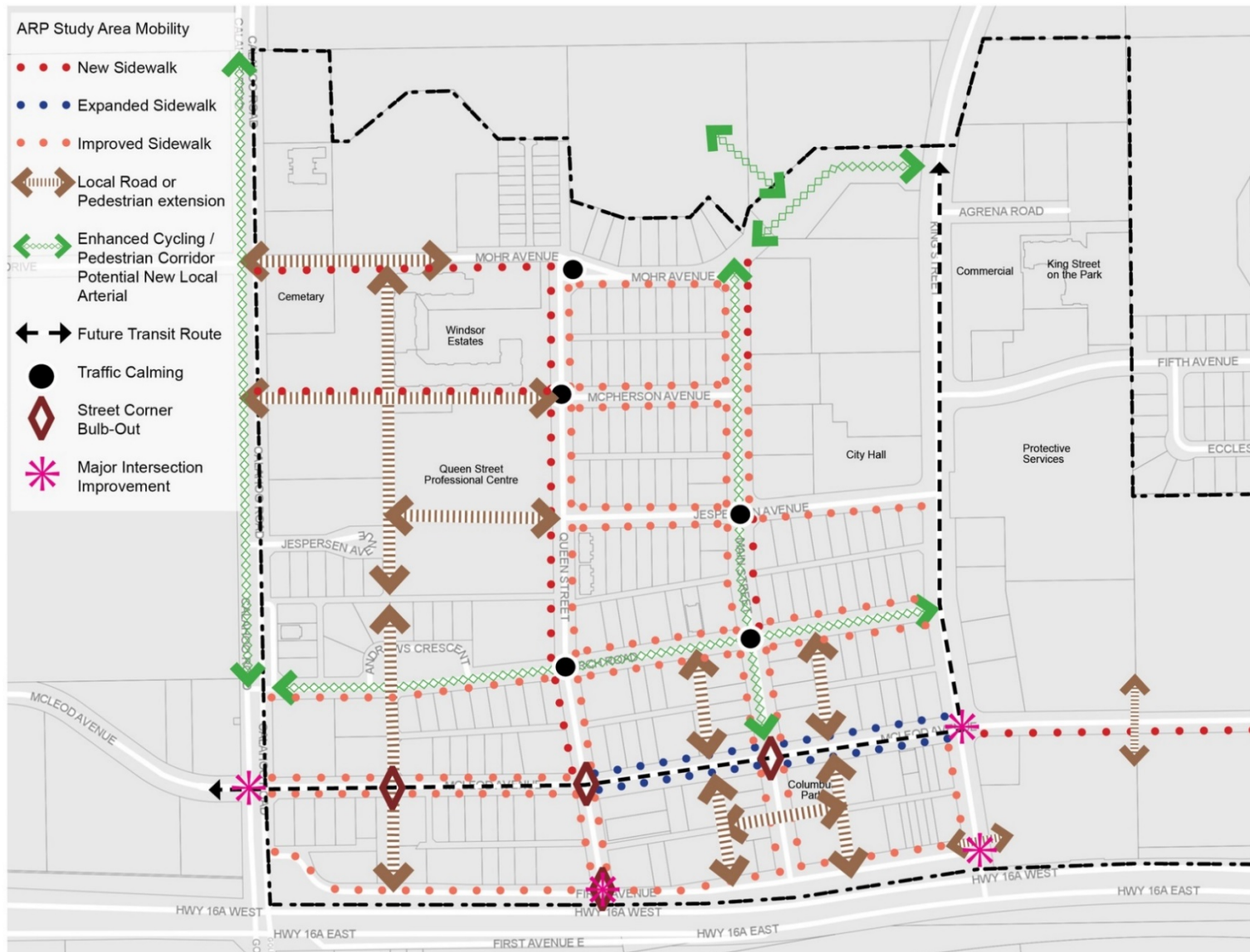
Queen Street provides an important north-south function between First Avenue and Mohr Street. However, the potential for conflict at the intersection of Highway 16A / First Avenue and Queen Street with increased growth from redevelopment is likely to become an issue for vehicular and pedestrian safety. The intersection of McLeod Avenue & Queen Street serves as an important internal transition point for the City Centre.

McLeod Avenue

McLeod Avenue is the primary east-west vehicular corridor in Spruce Grove's City Centre and is actively used by traditional motorists, service vehicles, school buses, cyclists and transit service. Historically, McLeod Avenue has undergone a number of parking reconfigurations, though all have been done in the absence of any other public realm considerations, namely increasing the sidewalk widths. Changes to-date have been driven by maximizing the amount of on-street parking to support businesses and for the convenience of visitors, as opposed to maximizing the value of the pedestrian experience.

Figure 8 depicts the transformed street configuration of McLeod Avenue in support of the vision for the City Centre.

Figure 8 Mobility Concept



King Street

As one of the primary and most traveled gateways to the City Centre, King Street represents an important access and egress route, but safety concerns do exist for vehicles turning into and out of First Avenue and pedestrian crossing conflicts.

Policies:

- a. To facilitate a transit corridor, angle parking shall be eliminated and replaced with parallel parking along McLeod Avenue between King and Queen Streets.
- b. A central landscaped median shall be placed down the middle of McLeod Avenue between King Street and Queen Street while accommodating necessary Fire Service requirements.
- c. The number of driveways shall be avoided on McLeod Avenue and First Avenue and require all new developments or redevelopments to access parking from laneways, where possible.
- d. A mid-block pedestrian/road connection shall be reviewed along McLeod Avenue between Queen Street and Calahoo Road.
- e. McLeod Avenue, Queen Street and Main Street shall have bulb outs for traffic calming.
- f. McLeod Avenue/King Street and McLeod Avenue/Calahoo Road shall have intersection improvements.
- g. Review closing right-in and right-out vehicular traffic flow at Highway 16A/First Avenue and Queen Street and if feasible implement a one-year pilot project to evaluate impacts on traffic flow and business.
- h. Review a central median at King Street and First Avenue to eliminate “chicane-style” access from Highway 16A westbound and if feasible implement a one-year pilot project to evaluate impacts on traffic flow and business.
- i. A study shall be conducted to determine the feasibility of extending McPherson Avenue from Queen Street to Calahoo Road to ensure future mobility flow for vehicles, pedestrians and cyclists.
- j. Review local road connections in the area bounded by Mohr Avenue, Queen Street, First Avenue and Calahoo Road for future multi-modal improvements.
- k. Traffic calming consisting of smaller traffic calming with non-locking knockdown bollards shall be reviewed and if feasible, implemented along Church Road, Mohr Avenue and Jespersen Avenue.
- l. On-Street cycling shall be encouraged within the City Centre that links to the Heritage Trail network.

4.3.2 Laneways

In the conventional sense, laneways within a City Centre serve businesses and residences by providing access to service entrances of buildings, private parking, and other back of house activities, such as waste and recycling collection.



In many cities now, laneways themselves are becoming activated as recreational and cultural spaces. Within Spruce Grove’s City Centre these functions prevail, however there are laneways that serve as access to public areas, most notably Columbus Park.

Policies:

- a. Principles supporting Crime Prevention Through Environmental Design (CPTED) to provide elements of safety and multi-modal forms of transport shall be implemented.
- b. Review use of laneways for burying of overhead utilities.
- c. Commercial developments shall access parking by laneways.

- d. Mid-way between Queen Street and Calahoo Road on McLeod Avenue, provide through access to shorten block length.
- e. The City shall secure a right-of-way extension of the laneway between Queen Street and Calahoo Road (between McLeod Avenue and First Avenue) to extend the full length.
- f. Private waste and recycling storage facilities located within laneway rights-of-ways shall be prohibited.
- g. Private parking within laneway right-of-ways shall be prohibited.

4.3.3 Pedestrian Mobility

Public sidewalks refer to paved areas on public lands intended for pedestrian travel alongside streets or roadways. In certain areas where pedestrian mobility is of high importance, like McLeod Avenue, public sidewalks may be enhanced through widening, special surface treatments, unique lighting, and the installation of site furnishings. It is recommended that sidewalks are designed primarily for pedestrian circulation, but must accommodate disabled persons using motorized scooters or wheelchairs.

Main Street will play a pivotal role in the establishment of the “four corners” at McLeod Avenue and Main Street. As such, the sidewalks are important in terms of how they connect with and flow to the envisioned sidewalks along McLeod Avenue. Similarly, Queen Street provides a necessary and central pedestrian link between First Avenue and McLeod Avenue and is the critical anchor to the future public and pedestrian realm along McLeod Avenue. Other streets in the ARP are also critical for pedestrian mobility and should be closely examined as part of redevelopments where sidewalks do not exist.

McLeod Avenue (King Street to Queen Street)

McLeod Avenue is the main thoroughfare in the City Centre with the greatest retail street level frontage today and in the future, yet among the narrowest sidewalks. McLeod Avenue between King Street and Queen Street should become the active pedestrian spine

in the City Centre and will require major improvements to the pedestrian sidewalk realm.

McLeod Avenue (Queen Street to Calahoo Road)

McLeod Avenue extending from Queen Street to Calahoo Road is envisioned to become a live-work residential/commercial street, along which sidewalks will be important to have a more defined street infrastructure & furniture zone 3 edge. The length of the road between Queen Street and Calahoo Road will necessitate the introduction of a mid-block crossing to enable safer north-south pedestrian transitions.

First Avenue

As a predominantly vehicle centric road with a sidewalk only on the north side, storefront visibility is critical for businesses along this street. The future of First Avenue is tied to commercial and office uses, where pedestrian movement and safety will still be important for workers and visitors. It is less imperative however for First Avenue to have an external dining and storefront frontage, but the overall sidewalk widths should be widened, where possible to optimal standards of 2 metres.



Queen Street and Main Street

Main Street will play a pivotal role in the establishment of the “four corners” at McLeod Avenue and Main Street. As such, sidewalks are important in terms of how they connect with and flow to the envisioned sidewalks along McLeod Avenue. Similarly, Queen Street provides a necessary and central pedestrian link between First Avenue and McLeod Avenue and is the critical anchor to the future public and pedestrian realm along McLeod Avenue. Sidewalks along Main Street and Queen Street do not presently have significant retail frontage exposure, but future redevelopment and infill, particularly along Main Street, north and south of McLeod Avenue will see the need for strong storefront visibility and presence to grow and along with it the role of the sidewalk in a manner similar to that recommended for McLeod Avenue between King Street and Queen Street.

Policies

- a. Pedestrian safety shall be prioritized in all aspects of public realm design and implementation.
- b. To facilitate pedestrian movement, sidewalks shall be widened along First Avenue, Main Street, Queen Street, King Street and McLeod Avenue at the same time as required infrastructure improvements.
- c. Sidewalks should be provided on both sides of the streets throughout the Urban Living Precinct with a 2 metre separation between the curb and the sidewalk to allow for landscaping (trees or grass boulevard) and snow removal.
- d. Install a new sidewalk on the west side of Queen Street, north of McLeod Avenue and extending north to the Queen Street Professional Building and extending to Mohr Avenue.
- e. Install a new sidewalk on the east side of Main Street, north of Church Street and extending north to Jespersen Avenue.
- f. Sidewalks shall be adequately illuminated to ensure a high level of pedestrian safety and comfort.
- g. Obstructions to sidewalks, including driveway aisles and above ground utilities shall be minimized for pedestrian safety and visibility.

- h. Private utilization of public sidewalks shall be allowed for temporary patio, retail, display, or other non-permanent uses. All private uses must submit for approval with the City through an established protocol.

4.3.4 Parking and Access

Parking in the City Centre is sufficient for future development, however improvements to address transit, employee and customer utilization and signage are needed. However, the impending arrival of transit for which angled parking is not compatible, will result in a loss of approximately 40 parking spaces along McLeod Avenue between King Street and Queen Street. Therefore, shared parking would be a creative solution to parking management with limited cost implications, while ensuring on-street parking is utilized by those who need it most. Moreover, a Parking Management Plan will be critical to ensure that all available on and off-street parking options are identified. Businesses should also play a role by engaging with and encouraging staff to use available off-site parking areas.

Policies

- a. Review current cash-in-lieu policy for new development to determine alternatives for future land acquisition or shared parking.
- b. Review time limit restrictions for City Centre on-street commercial parking areas as appropriate.
- c. Following a reasonable period of time for businesses and customers to get accustomed to any new parking changes, City shall monitor and address any issues that arise through a Parking Management Plan.
- d. City shall pursue partnerships or opportunities to utilize vacant lots or other underutilized spaces during business hours to provide off-street parking spaces.
- e. Parking Patios shall be permitted for on-street parking spaces on McLeod Avenue if not removing more than 2 parking spaces per block, and no more than 4 in total between King Street and Calahoo Road.

4.4 Urban Design

Urban Design components comprising civic, open and public spaces and facilities represents a valuable asset to the overall redevelopment. They support a diversity of activities for all users on a daily and year-round basis.

4.4.1 Open Spaces and Parks

Open spaces, parks and plazas are intended for public uses such as social gatherings, public events, as well as passive and active recreation. The City Centre has a collection of valuable, yet in some respects underutilized open spaces. These include most notably Central Park, Columbus Park, trail connections and an urban community garden. The current open green space beside Broxton School is to be used by the school for playing fields.

Policies:

- a. Integrate public open spaces in City Centre with citywide systems
- b. Open spaces and parks should have clear legible public access, be flexible in terms of use, and consider sun transition/angles and year-round cultural activities in their design.
- c. Public and private open space and parks shall follow to Crime Prevention Through Environmental Design (CPTED) principles.
- d. Public open spaces shall encourage installation of public art and other cultural elements consistent with the City's Cultural Master Plan.
- e. Property owners shall be encouraged to prepare vacant lot strategies in the commercial areas to animate, screen or active private open space.

4.4.2 Columbus Park

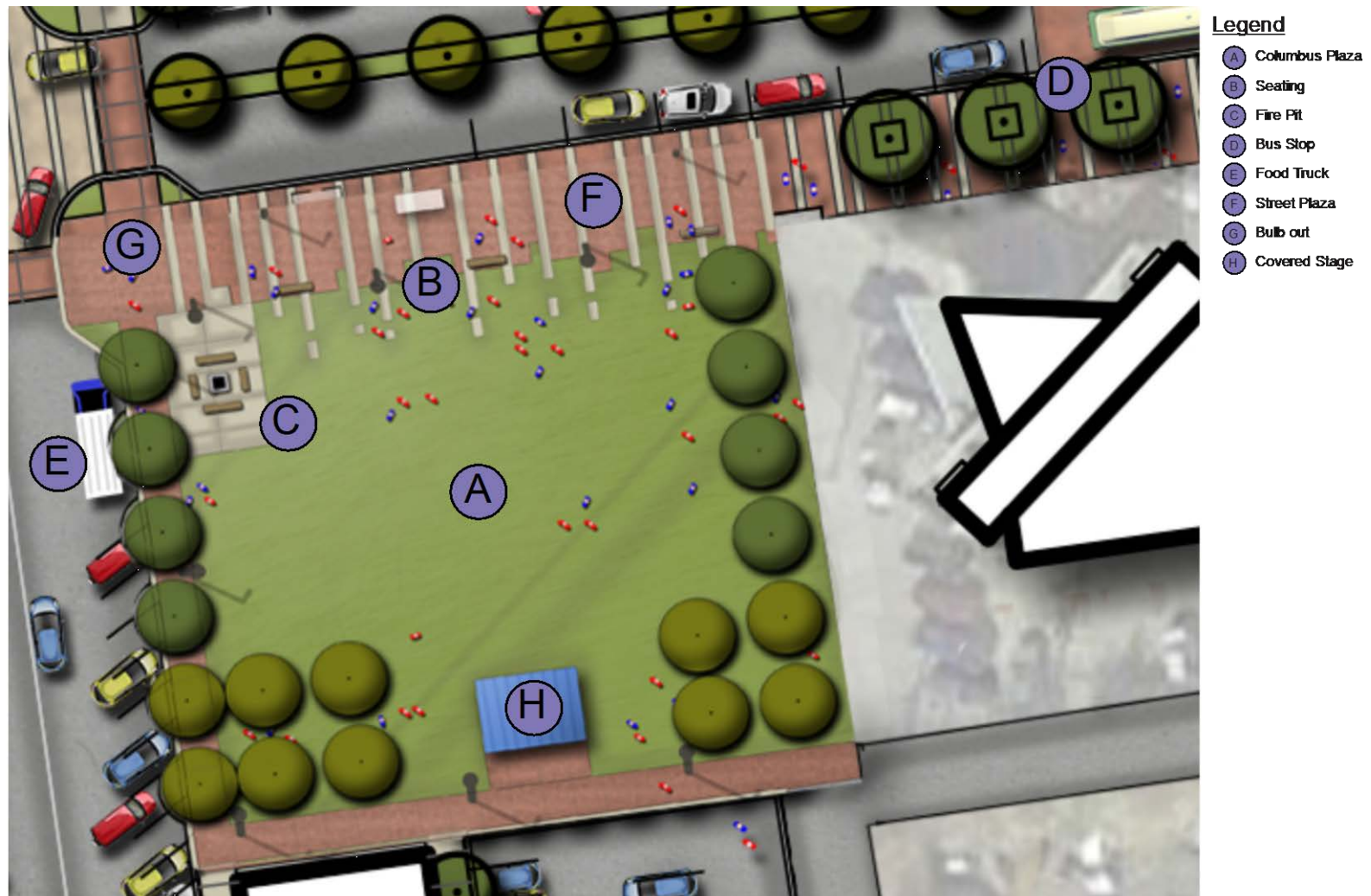
In the context of Spruce Grove, Columbus Park is a valuable open space asset in the City Centre and its location is highly visible at the intersection at Main Street and McLeod Avenue. A Conceptual Plan for Columbus Park as a new year-round, flexible plaza space that will fulfill the role of becoming a focal gathering, socializing and interacting public space, capable of hosting events and festivities on-site is shown in **Figure 9**. The Conceptual Plan provides a flat, open and flexible green space that is available for use in four seasons for a variety of events or for passive daily use.

Policies:

- a. Redevelop Columbus Park as a key, flexible year-round public open space.
- b. Columbus Park shall adhere to Crime Prevention Through Environmental Design (CPTED) principles.
- c. Fixtures and elements should be designed and/or located to receive as much sunlight as the surrounding environment will permit and provide shaded areas where appropriate.
- d. Site lines should be designed and/or located to reduce glare and minimized wind conditions from adjacent properties.



Figure 9 Columbus Park Redevelopment Concept



Columbus Plaza

City Centre Area Redevelopment Plan



4.4.3 Parklets

Parklets are rapidly becoming a place-making 'must-have' where parking spaces or open spaces are temporarily converted into a public space where people gather, making a safer and more enjoyable public realm.

The temporary nature of these spaces could allow for mobility of the space itself and for city maintenance in winter months to be effective and unencumbered.



Policies:

- a. Temporary/movable parklets shall be permitted in the McLeod Avenue Precinct.
- b. A pilot project shall be implemented for a period of no less than one year (Spring to Fall) that identifies a location for the testing of a parklet project that would be maintained and overseen by the CCBA.
- c. Design criteria shall be determined through Land Use Bylaw amendments.

4.5 Public Realm

The public realm creates a vibrant commercial core by attracting pedestrians, motorists, transit users and cyclists to spend time in Spruce Grove's City Centre. In order for the infill, redevelopment and overall revitalization to be a successful catalyst, the public realm must be attractive for all types of users and facilitate a wide variety of community and cultural events and activities year-round.

The public realm consists of any publicly owned exterior spaces such as streets, sidewalks, laneways, green and open spaces. Infrastructure renovations are identified in the supporting Infrastructure Assessment Background Report as a necessary condition for redevelopment in the City Centre.

4.5.1 Streetscape

The Redevelopment Concept (refer to **Figure 3.1**) illustrates a cohesive urban design vision for the streets, sidewalks and laneways.

Streetscapes are defined as the spaces between the buildings on either side of a street. Streetscapes define the street character as a link between public and private spaces. It is important that streetscapes be designed to reflect the character of the neighbourhood and offer a safe, comfortable environment for pedestrians.



Policies

- a. Plan for and make streetscape improvements to the McLeod Avenue Precinct as the initial ARP catalyst project.
- b. Plan for and make streetscape improvements in a phased manner to upgrade respective precincts over time.
- c. Add more street trees to beautify the City Centre.
- d. Identify and undertake installation of consistent pedestrian-scale street lighting and weather-appropriate furniture fixtures in commercial areas.
- e. In non-commercial precincts, ensure a consistent identify in street lighting and furniture fixtures.

4.5.2 Infrastructure

The network of utilities and services comprising water, sewer, gas, broadband etc. are integral to making sure that any redevelopment can take place.

Infrastructure capacity in the City Centre has been exceeded and therefore must be upgraded to have redevelopment take place. Along with necessary improvements to the infrastructure it is imperative that phasing and timing of construction be managed to limit the disruptions on local businesses. The most cost and time efficient process for the City Centre ARP will ultimately be to undertake streetscape improvements at the same time as infrastructure improvements.

Policies

- a. Undertake a Capital Improvement Plan (CIP) to refine cost and phasing for infrastructure improvements throughout the ARP.
- b. Plan and install necessary infrastructure upgrading requirements for McLeod Avenue streetscape revitalization as part of the overall catalyst project.
- c. Utilize the CIP to make future upgrade decisions supportive of the ARP Concept and in a way that maximizes construction efficiencies and minimizes business disruptions.

4.5.3 Wayfinding

Wayfinding signage is one of the most visible and cost-effective programs to provide consumers and visitors with ease of mobility, awareness of parking and businesses, and overall enjoyment.

Policies

- a. A wayfinding strategy shall be developed in cooperation between the CCBA and the City.
- b. A consistent and creative City Centre Wayfinding Program shall be introduced with directional signage placed at strategic points in the commercial precincts with the primary anchoring point for a City Centre directory at Columbus Park.
- c. A unique modern style for street signage, which reflects the envisioned contemporary modern image of the City Centre shall be established.
- d. Wayfinding shall feature prominently the locations and distances to off-street parking areas in and around the City Centre area.



4.6 Built Form

The built form provides the requisite descriptive narrative to direct a look and feel in the architectural expression that is consistent with the vision as a modern, urban City Centre. These built form policies comprise categories ranging from height and step backs, to frontage and articulation, to transparency and massing, to site design and parking. The policy directions are descriptive to allow for enough flexibility so as to allow for freedom of expression and differentiation within pragmatic and allowable regulations.

Each of the identified precincts, except for the Urban Living Precinct and Civic Precinct, is envisioned to comprise a mix of commercial and mixed-use buildings. Recognizing that these precincts have been developed specifically for the geography of the CCARP plan area, they are not intended as generic districts for application in areas outside of the ARP plan area. Therefore, it is recommended that these precincts be placed in a new division within the bylaw to emphasize their uniqueness as part of the City Centre.

4.6.1 Commercial Guidelines

These policies apply to all commercial precincts except where specifically noted otherwise.

Height, Setbacks and Step Backs

- a. McLeod Avenue between King Street and Calahoo Road, building height shall be limited to a maximum of four (4) storeys, excluding roof top gardens, with a stepping back 3 metres from the storey beneath commencing at a height of 3 storeys.
- b. On the east side of King Street between First Avenue and Jespersen Avenue, building height shall be limited to a maximum of six (6) storeys, excluding roof top gardens.
- c. Height of a new building should be compatible with neighbouring buildings. A corner building may be taller than adjacent buildings to define a primary entrance point to the block.

- d. Buildings shall be built to the front and side property line, in order to maintain an active interface for pedestrians. Front setbacks up to two (2) metres may be considered to provide outdoor amenity space (e.g. patios, plazas) where sidewalks are two (2) metres or less to accommodate accessibility features (e.g. ramps) in the absence of wider sidewalks.

Frontage and Articulation

- a. Individual commercial tenancies shall be defined clearly with articulated entrances and consistent sign treatment.
- b. Entrances to buildings shall be provided facing the adjacent street, universally-accessible, and clearly visible to create an identity and sense of arrival.
- c. At least 100% of the ground fronting McLeod Avenue between King Street and Queen Street of any building (excluding lobby, mechanical room or access to floors above) shall be occupied by one or more of the following - Retail, Personal Service, Food Store or Eating & Drinking Establishment.
- d. Buildings with frontage exceeding 15 metres in length shall be avoided, where possible, to maintain a pedestrian scale of building rhythm.
- e. Larger buildings shall be divided into 'modules' or sections that reflect a more traditional scale along the streetscape by breaking up the roof-line or facades.
- f. Where a building of more than 15 metres in width is unavoidable, the building shall be divided into increments of no more than 8.3 metres to 10 metres through articulation of the facade. This should be achieved through combinations or breaks in materials.
- g. Variation in roof lines shall be encouraged.
- h. Buildings shall accentuate the corners of significant street intersections through the use of both prominent building massing, addressing the intersection as well as the streetfronts and building features to provide visual icons within the City Centre area. This should be strongly

emphasized at the intersections of McLeod Avenue & Main Street and McLeod Avenue & Queen Street.

- i. New development adjacent to Columbus Plaza shall provide an active pedestrian entrance and frontage onto the plaza.
- j. Lobbies for residential or office components of mixed-use buildings may be accommodated at the ground floor, provided their street frontage does not exceed 10 metres.
- k. The character of the precinct shall be defined as a high-quality environment that is distinguished by its organized, but varied façades with superior detailing and signage.
- l. Building façades along streets that are mainly commercial and/or retail in nature shall be highly transparent and articulated at street level to actively engage pedestrians and create amenity and visual interest.
- m. Architectural components shall be used to differentiate one face of a building from another. The design of structures should be architecturally compatible with other structures through the use of similar and complementary forms, materials and scale.
- n. The façades of multi-tenant buildings shall be organized to provide a strong and consistent rhythm and unified exterior to the streetscape. Flat, undifferentiated building faces should be avoided.
- o. Facade height maximum shall be 8 metres.
- p. Streetfront level storefront shall be a minimum floor to ceiling height of 3.6 metres to a maximum of 4.5 metres.
- q. Building design shall include modern forms of architectural detailing or features that support the envisioned modern character of the precinct including elements such as cornices, parapets, pilasters, window fenestration, window features, and entrances.
- r. Architectural details such as recesses, overhangs, signage, lighting, planters, banners, and canopies shall be utilized to create articulation and visual interest on building façades.
- s. The rear facade of a building facing First Avenue or Columbus Plaza shall use materials of a standard similar to the front facade of the building.

- t. Lobbies for residential or office components of mixed-use buildings shall be accommodated at the ground floor, provided their street frontage does not exceed 15 metres along First Avenue.
- u. Building façades along First Avenue shall have some transparency and be articulated at street level to actively engage pedestrians as well as passing Highway 16A motorists, and create amenity and visual interest.
- v. Architectural components shall be used to differentiate one face of a building from another. The design of structures should be architecturally compatible with other structures through the use of similar and complementary forms, materials and scale.



Transparency and Massing

- a. For new buildings, or where a storefront is being remodeled, a minimum of 60% of the ground level facade and sides of buildings adjacent to public rights-of-ways shall be transparent (windows and doors) to allow visibility to the inside of the building and add to the safety of the public realm.

- b. Highly reflective glass is not appropriate at street level and shall be prohibited.
- c. A minimum of 40% glazing for business frontage at grade shall be used to facilitate interaction with pedestrians along McLeod Avenue between Queen Street & Calahoo Road and along McLeod Avenue and the east side of King Street between First Avenue and Jespersen Avenue.
- d. Window covering materials (paper, paint, tint, films, coating, wood or metal panels) is not acceptable that blocks more than 20% of the storefront window.
- e. Ground floor storefronts shall be required to have a canopy or awning as part of the building facade. Overhead elements should be provided on building façades over portions of the adjacent sidewalk for weather protection for pedestrians. These should be individualized for specific developments.
- f. Awnings and canopies shall be designed to match the main structural elements of the lower facade and overall design of the storefront.
- g. Awnings shall not extend across multiple storefronts and/or multiple buildings and should fit the width and shape of any storefront or window openings that it covers.
- h. Dome canopies/awnings or retractable awnings are not considered appropriate and shall be prohibited in the McLeod Avenue precinct.
- i. All blank walls are to be treated, either with cladding that is complementary to the cladding of the building and adds interest to the look and texture of the wall and building, or with artwork, where appropriate.
- j. Where rear building flanking walls are visible, through rear lane access and/or rear parking, guidelines shall be designed to improve and beautify the rear building facade.
- k. A minimum of 50% glazing at grade along First Avenue shall be used to facilitate interaction with pedestrians and promote safety.

Site Design and Parking

- a. Current cash-in-lieu policy shall be reviewed as part of a Parking Management Plan to ensure appropriate parking requirements and alternatives are considered.
- b. Parking (either surface, structured or internalized) shall be permitted at the rear of buildings.
- c. Vehicular access to individual sites shall be taken from the rear in order to maintain a continuous pedestrian environment along storefronts. If a site does not have access to the rear, access points to structured vehicle parking should be focused on streets or side that have less pedestrian activity, in order to reduce potential conflicts.
- d. Vehicle access points to underground or above ground/podium parking structures shall be taken from the rear of sites wherever possible.
- e. Where possible, vehicular access points may be consolidated to serve multiple buildings within a block, in order to reduce interruptions to the pedestrian environment along adjacent street.
- f. Surface parking areas shall be screened from view of adjacent pedestrian areas with landscaped edges.
- g. Loading and waste storage areas shall be located at the rear of all buildings, and shall be screened from view from adjacent properties and pedestrian areas.

4.6.2 Institutional Guidelines

Height and Step Backs

- a. Larger setbacks shall be permitted in order to provide added space for pedestrian access or an outdoor public space such as a small courtyard or patio space. This should be reviewed and permitted on a case-by-case basis.

Frontage & Articulation

- a. Entrances to buildings shall be provided facing the adjacent street, and should be clearly visible to create an identity and sense of arrival.

- b. Entrances shall be universally-accessible, and utilize elements such as detailing, paving materials, lighting, signage and canopies to be welcoming and provide weather protection.
- c. Variation in roof lines shall be encouraged.
- d. Buildings shall accentuate the corners of significant street intersections through the use of both prominent building massing, addressing the intersection as well as the streetfronts and building features to provide visual icons within the City Centre area.
- e. Architectural components shall be used to differentiate one face of a building from another. The design of structures should be architecturally compatible with other structures through the use of similar and complementary forms, materials and scale.
- f. Building design shall include modern forms of architectural detailing or features that support the envisioned modern character of the precinct.

Transparency & Massing

- a. All blank walls are to be treated, either with cladding that is complementary to the cladding of the building and adds interest to the look and texture of the wall and building, or with artwork, where appropriate.
- b. Where rear building flanking walls are visible, through rear lane access and/or rear parking, guidelines shall be designed to improve and beautify the rear building facade.

Site Design & Parking

- a. Parking (either surface or structured) shall be permitted at either the rear or side of buildings, and/or may be internalized.
- b. Vehicular access to individual sites shall be taken from the side or rear. If a site does not have access to the rear, access points to structured vehicle parking should be focused on streets or side that have less pedestrian activity, in order to reduce potential conflicts.

- c. Vehicle access points to underground or above ground/podium parking structures shall be taken from the rear of sites wherever possible.
- d. Loading and waste storage areas shall be located at the rear of all buildings, and shall be screened from view from adjacent properties and pedestrian areas.

4.6.3 Residential Guidelines

Height and Step Backs

- a. Larger setbacks shall be permitted in order to provide added space for pedestrian access or an outdoor public space such as a small courtyard or patio space. This should be reviewed and permitted on a case-by-case basis.
- b. Ground-oriented multi-unit residential, including live-work along McLeod Avenue shall be built with a front building setback of 3 m and a rear lot setback of 6 metres).
- c. Ground-oriented multi-unit residential, including live-work along McLeod Avenue shall establish the main floor at a minimum of 1.0 m above the adjacent street level to promote privacy for the units yet still maintain “eyes on the street” from the unit. These entrances are to be spaced frequently and combined with steps, terraces, or stoops.
- d. Building height shall be limited to a minimum of two storeys and a maximum of six (6) storeys (not to exceed 20 metres), and excluding roof top gardens, throughout the precinct.
- e. Height of a new building shall be compatible with neighbouring buildings. A corner building may be taller than adjacent buildings to define a primary entrance point to the block.
- f. Multi-unit condominium or apartment buildings shall not exceed 40 metres of continuous frontage.
- g. Variations in the setback of individual units up to 2 metres shall be employed to emphasize individual unit identity.
- h. Breaks in frontage shall accommodate sidewalk connections to ensure block permeability and accessibility between the street and laneways/alleys.

- i. All new buildings and additions shall be built to R-2 Zoning setback and site coverage standards.
- j. Step-backs are not required although step-backs shall be used for private amenity space or as green roof areas where desired.

Frontage & Articulation

- a. Variation in roof lines shall be encouraged.
- b. Buildings shall accentuate the corners of significant street intersections through the use of both prominent building massing, addressing the intersection as well as the streetfronts and building features to provide visual icons within the City Centre area.
- c. Lobbies for residential or office components of mixed-use buildings may be accommodated at the ground floor, provided their street frontage does not exceed 10 metres.
- d. The character of the precinct shall be defined as a high-quality environment that is distinguished by its organized, but varied façades with superior detailing and signage.
- e. Architectural components shall be used to differentiate one face of a building from another. The design of structures should be architecturally compatible with other structures through the use of similar and complementary forms, materials and scale.
- f. Building design shall include modern forms of architectural detailing or features that support the envisioned modern character of the precinct including elements such as cornices, parapets, pilasters, window fenestration, window features, and entrances.

Transparency & Massing

- a. All at-grade residential units are encouraged and shall be able to provide visual privacy from any public or internal sidewalks without the need for high or non-transparent privacy fences or walls that detract from the active street edge. Alternatively, entrances may be raised to 2 metres above grade.

- b. Balconies shall be integral to the overall form and design of the development, and should not project beyond front property line.
- c. Variations in architectural detailing (e.g., materials, colours) shall be used to create individual unit identity while maintaining a design consistency in the overall development.
- d. New buildings shall have as their fundamental cladding brick, wood, or glass and materials should be compatible with and complement adjacent buildings.
- e. Vinyl siding is not an acceptable cladding material.

Site Design & Parking

- a. Residential parking requirements shall be reduced to a minimum of 1 space per unit.
- b. Parking (either surface or structured) shall be permitted at either the rear or side of buildings, and/or may be internalized.
- c. Vehicular access to individual sites shall be taken from the rear in order to maintain a continuous pedestrian environment along storefronts. If a site does not have access to the rear, access points to structured vehicle parking should be focused on streets or side that have less pedestrian activity, in order to reduce potential conflicts.
- d. Vehicle access points to underground or above ground/podium parking structures shall be taken from the rear of sites wherever possible.
- e. Visitor parking may be accommodated with surface stalls accessed from a rear lane
- f. Loading and waste storage areas shall be located at the rear of all buildings, and shall be screened from view from adjacent properties and pedestrian areas.

4.7 Signage

As with the building and site design guidelines, the individuality of each precinct is also manifest in the type of signage that shall or shall not be permitted in each respective precinct. Signage for buildings is only applicable to the commercial components of the McLeod Avenue and First Avenue Precincts.



McLeod Avenue Precinct

- a. Signage shall be pedestrian-oriented, using framing/structural materials consistent with the associated building and/or with the adjacent public realm streetscape elements (e.g. light standards or street furnishings).
- b. Consideration shall be made to signage that is consistent with the modern character intent of the area, (e.g. façade-mounted signs, projection/blade signs, overhang signs, or awning signs).
- c. Projecting or blade signs shall be hung from high-quality brackets, which are black or silver in colour and mounted so they hang perpendicular to the building.
- d. Projection/blade signage at a minimum height of 2.7 metres to a maximum height of 3.3 metres shall be required for all

streetfront retail businesses fronting McLeod Avenue. For live work buildings with walk up addresses, the height shall be measured from the horizontal plane of the business.

- e. The surface area of the signage band (fascia or entablature sign) shall not exceed 20% of the storey's wall area.
- f. Window signs along the east side of King Street between First Avenue and Jespersen Avenue shall be limited to not more than 40% of the window display to accommodate passing motorists.
- g. Buildings on corner lots shall have signs that address both of the adjacent streets.
- h. Sandwich boards shall be permitted as long as a minimum clear sidewalk space of 1 metre can be maintained between the sign, the pedestrian realm and the building facade. The maximum size should not exceed 1 sq. m., with a maximum height of 1.3 metres.
- i. Large A-frame portable signs are to be prohibited.
- j. Building walls shall not be treated as billboards.
- k. Building and tenant identification signs shall be organized as distinct architectural elements, reinforcing rhythm and character of the building façades.
- l. Building signage shall be limited in scale and integrated with the design of the building façades. For single tenant buildings, one corporate I.D. sign will be permitted per building or view plane.
- m. Building signage shall reflect the character of the building function to assist in orientation and character.
- n. Overhead stand-alone pylon or highway-type signage is not permitted.
- o. Roof-mounted signs are not permitted.
- p. The use of internally illuminated fluorescent box signage is not permitted.
- q. Corporate awnings advertising particular products are not considered acceptable as signage for awnings.
- r. Ground level storefront signage shall allow for larger fonts and fascia signage along the east side of King Street between First Avenue and Jespersen Avenue.

- s. For freestanding, single use retail along the east side of King Street between First Avenue and Jespersen Avenue the use of internally illuminated fluorescent box signage shall be permitted.
- t. For mixed-use multi-tenant developments, the use of illuminated fluorescent box signage is not permitted.

First Avenue Precinct

- a. Signage shall be pedestrian vehicle oriented, using framing/structural materials consistent with the associated building and/or with the adjacent public realm streetscape elements (e.g. light standards or street furnishings).
- b. Consideration shall be made to signage that is consistent with the heritage character of the precinct, and historical sign installation methods (e.g. façade-mounted signs or awning signs).
- c. Buildings on corner lots shall have signs that address both of the adjacent streets.
- d. Building and tenant identification signs shall be organized as distinct architectural elements, reinforcing rhythm and character of the building façades.
- e. Building signage shall be limited in scale and integrated with the design of the building façades. For single tenant buildings, one corporate I.D. sign will be permitted per building or view plane.
- f. Building signage shall reflect the character of the building function to assist in orientation and character.

- g. Ground level storefront signage shall allow for larger fonts and fascia signage.
- h. Maximum freestanding sign height in this precinct shall be 7.5 metres, to allow for Highway 16A visibility and exposure.
- i. The surface area of the signage band (fascia or entablature sign) shall not exceed 20% of the storey's wall area.
- j. Window signs shall be limited to not more than 40% of the window display to accommodate passing Highway 16A motorists.
- k. The use of internally illuminated fluorescent box signage shall be permitted.
- l. Building walls perpendicular to First Avenue, but not fronting First Avenue shall be used for billboard businesses within the premises.
- m. Neon signs are often associated with early to mid-twentieth century commercial businesses/buildings and may still have a place in Spruce Grove. Special consideration shall be given to allow buildings located along First Avenue to incorporate neon signage, where appropriate on a case-by-case basis.
- n. Sandwich boards shall be permitted as long as a minimum clear sidewalk space of 1 metre can be maintained between the sign, the pedestrian realm and the building facade.

5.0 Implementation

The implementation of the City Centre ARP's redevelopment concept (Section 3) and policies (Section 4) will be achieved using the following implementation plan to realize the dreams, vision and potential for the City Centre.

Implementation priorities and responsibilities are outlined in the following subsections, and the elements of the implementation strategy include: leadership, detailed planning; regulatory framework; implementation team; phasing; and, monitoring.

5.1 Redevelopment Leadership

The achievement of the City Centre ARP's vision, goals, and objectives will require leadership focused on moving the plan forward over time. A leadership group should be established and tasked with ensuring City departments, landowners, businesses, and other stakeholders adhere to the City Centre ARP's priorities and regulations.

5.2 City Centre Improvements Plan

The City Centre ARP envisions a mixed-use, pedestrian friendly, and aesthetically pleasing urban environment across the entire plan area. Achieving what is intended will take many years accomplish, and it will be through actions initiated by the City of Spruce Grove and through private sector projects undertaken with the Plan Area.

To understand and facilitate what improvements are intended within the public realm a comprehensive utility and streetscape design plan will be provided as the City Centre Improvements Plan. This plan will outline what road and municipal infrastructure will be required across the City Centre to achieve the City Centre ARP's vision, and it will be relied on to inform decisions on both City and private development initiatives. Furthermore, the City Centre Improvements Plan will support future detailed planning and construction priorities.

5.3 Detailed Planning and Construction

Detailed planning that builds upon the ARP's vision and policies is required to execute, build upon, and update the Plan's direction. The detailed planning will consider ARP identified initiatives to help achieve the ARP's vision and objectives that include infrastructure and roads, streetscaping, parking, wayfinding, and beautification that include:

- Phase 1: Main and McLeod Streetscape Improvements
 - i. Design Utility and Streetscape Improvements
 - ii. Construct Utility and Streetscape Improvements
- Columbus Park Redevelopment
 - i. Landscape and Engineering Design
 - ii. Park Construction
- Mobility Improvement Plan and Monitoring
 - i. Queen Street/Highway 16A access closure and First Avenue east-west stop removal (Pilot Project).
 - ii. Close left turns northbound from King Street to First Avenue (Pilot Project).

- iii. Pedestrian mobility enhancements and upgrade planning
 - iv. West ARP road and pedestrian connections review and plan.
- Parking Management Plan
 - i. Create plan to inform and optimize commercial parking supply.
 - ii. Identify future parking needs and supply solutions.
- Wayfinding and Street Banner Program
- City Centre Branding Study

5.4 Regulatory Framework

To achieve the City Centre ARP vision an appropriate regulatory mechanism is required to implement the land use, built form upgrading, and mobility changes proposed. The City of Spruce Grove Land Use Bylaw is the regulatory tool for implementing the ARP's redevelopment plan, and a new City Centre land use district will be established based on the ARP's four (4) land use precincts and recommended built form design guidelines.

5.5 Phasing

The City Centre ARP is intended to facilitate a redevelopment over a significant period of time (i.e. 30 or more years), and its transformation will be dependent on the progress of necessary infrastructure upgrades.

The phasing of urban realm improvements and infrastructure will be essential to the progression of development, and in the initial stage this will be informed by the initiatives identified in **Table 2 - Implementation Actions Timeline**, refinements required upon further review, municipal budgeting, and private sector investment.

5.6 Monitoring and Amendment

The policies within the City Centre ARP shall be monitored regularly to ensure they remain current and relevant. Where determined necessary the ARP may be altered thorough the bylaw amendment process, and all proposed amendments shall be presented to City Council for their consideration.

Table 2 Implementation Actions Timeline

Implementation Action		Type of Action	Lead Responsibility (does not negate cooperation of other internal departments)	Funding Source
SHORT TERM (0 - 5 Years)				
1.0	INFRASTRUCTURE & TRANSPORTATION			
1.1	Undertake a Capital Improvement Plan to refine cost and phasing for infrastructure improvements throughout ARP Study Area	Study (Internal)	Engineering	Capital Budget
1.2	Undertake Water, Utility improvements along McLeod Ave between King St & Queen St	Capital Project	Engineering	Utilities Fund
1.3	Undertake Water, Utility improvements along Main St between First Ave & Church Rd	Capital Project	Engineering	Utilities Fund
1.4	Convert on-street parking along McLeod Ave from angle to parallel between King St & Queen St	Capital Project	Engineering	Capital Budget
1.5	Streetscape reconfiguration along McLeod Ave between King St & Queen St	Capital Project	Engineering	Capital Budget
1.6	Undertake improvements to 4-way stop intersection at McLeod Ave & Main St and McLeod Ave & Queen St including curb extensions (bulb outs)	Capital Project	Engineering & Public Works	Capital Budget
1.7	Create a City Centre Parking Management Plan to optimize parking supply	Study (Internal)	Economic Development	City Operating Budget
1.8	Introduce new pedestrian-scale lighting along McLeod Ave between King St & Queen St and along Main St between First Ave & Church Rd	Capital Project	Engineering	Capital Budget
1.9	Pilot project to close of Queen St at Hwy 16A and remove east-west stop along First Ave	Capital Project	Engineering	Capital Budget
1.10	Pursue partnerships with property owners and other underutilized spaces (e.g. Churches) to provide off-street parking areas	Study (Internal)	Economic Development	n/a
2.0	PUBLIC REALM			
2.1	Sidewalk improvements including width increase along McLeod Ave between King St & Queen St	Capital Project	Engineering	Capital Budget
2.2	Sidewalk improvements along Main St between First Ave & Church Rd	Capital Project	Engineering	Capital Budget
2.3	Columbus Plaza Detailed Design and Construction	Capital Project	Engineering (in cooperation with Economic Development & Cultural Services)	Capital Budget and/or Development Levies
2.4	Introduce a CPTED policy for laneways/alleys in the City Centre	Study (Internal)	Planning & Development	City Operating Budget
2.5	Assess feasibility for a sidewalk patio incentive program	Study (Internal)	Economic Development	City Operating Budget
2.6	Undertake a Street Banner program with schools and local artists for public art throughout City Centre	Capital Project	Cultural Services	Federal/Provincial Arts Grants and Local Businesses
2.7	Streetscape improvements along McLeod Ave between King St & Queen St	Capital Project	Engineering	Capital Budget
2.8	Streetscape improvements along Main St between First Ave & Church Rd	Capital Project	Engineering	Capital Budget
2.9	Update Bylaw for sidewalk patios, parking encroachment and/or parklets at strategic locations	Regulatory	Planning & Development	City Operating Budget
2.10	Undertake design study for City Centre Branding & Wayfinding Program	Study (internal)	Planning & Development	City Operating Budget
2.11	Selection and installation of consistent street furniture elements in City Centre	Capital Project	Engineering	Capital Budget
3.0	LAND USE & URBAN FORM			
3.1	Amendments to full Land Use Bylaw and Zoning	Regulatory	Planning & Development	City Operating Budget
3.2	Detailed Design Guidelines	Regulatory	Planning & Development	City Operating Budget
3.3	Identify potential property acquisitions for future off-street parking needs	Study (internal)	Economic Development	Cash-in-Lieu
3.4	Identify other potential property acquisitions needed to implement ARP	Study (internal)	Economic Development	Capital Budget
3.5	Review and amend value for existing Cash-in-Lieu policy for parking	Study (internal)	Planning & Development	Cash-in-Lieu
3.6	Establish a vacant lot strategy for interim uses	Study (internal)	Economic Development	City Operating Budget
3.7	Update Bylaw for minimum parking requirements for residential and retail	Regulatory	Planning & Development	City Operating Budget
Continued...				

Table 2 Implementation Actions Timeline

Implementation Action		Type of Action	Lead Responsibility (does not negate cooperation of other internal departments)	Funding Source
MEDIUM TERM (6 - 10 Years)				
4.0	INFRASTRUCTURE & TRANSPORTATION			
4.1	Water, Utility improvements along First Ave between King St & Calahoo St	Capital Project	Engineering	Utilities Fund
4.2	Water, Utility improvements along Church Rd between King St & Calahoo Rd	Capital Project	Engineering	Utilities Fund
4.3	Water, Utility improvements along McLeod Ave between Queen St & Calahoo Rd	Capital Project	Engineering	Capital Budget
4.4	Introduce a median along King St & Hwy 16A at First Ave with improved pedestrian crossing	Capital Project	Engineering	Capital Budget
4.5	Undertake improvements to intersection at McLeod Ave & King St	Capital Project	Engineering	Capital Budget
4.6	Sidewalk improvements along McLeod Ave between Queen St & Calahoo Rd including addition of new sidewalks on Queen St and Main St from Church St from McLeod to Jespersen	Capital Project	Engineering	Capital Budget
4.7	Streetscape improvements along Queen St between First Ave & Church Rd and King St between First Ave & Church Rd	Capital Project	Engineering	Capital Budget
4.8	Introduce a mid-block crossing on McLeod Ave mid-way between Queen St & Calahoo Rd	Capital Project	Engineering	Capital Budget
4.9	Introduce new pedestrian-scale lighting along First Ave and remainder of McLeod Ave to Calahoo Rd	Capital Project	Engineering	Capital Budget
4.10	Undertake improvements to intersections at First Ave & King St and First Ave & Queen St	Capital Project	Engineering	Capital Budget
4.11	Undertake study to examine feasibility of introducing a bike lane or shared road network along Church Rd	Study (internal)	Engineering	City Operating Budget
4.12	Introduce designated Transit Stops along McLeod Ave	Capital Project	Environment & Transit	City Operating Budget
5.0	PUBLIC REALM			
5.1	Streetscape improvements along First Ave between King St & Calahoo Rd	Capital Project	Engineering	Capital Budget
5.2	Streetscape improvements along King St and Queen St between First Ave & Church Rd	Capital Project	Engineering	Capital Budget
5.3	Introduce wayfinding and signage throughout City Centre and on Hwy 16A on approaches to City Centre	Capital Project	Planning & Development	City Operating Budget
5.4	Assess feasibility of a CPTED (Crime Prevention Through Environmental Design) incentive	Regulatory	Protective Services	City Operating Budget
6.0	LAND USE & URBAN FORM			
6.1	Identify potential property acquisitions for future off-street parking needs (ongoing)	Study (internal)	Economic Development	Cash-in-Lieu
6.2	Assess feasibility for an incentives program for façade improvements	Study (internal)	Economic Development	City Operating Budget
6.3	Assess feasibility for an incentives program specific to Urban Residential Mixed-Use Development/Redevelopment or Live/Work Residential Development/Redevelopment	Study (internal)	Economic Development	City Operating Budget
6.4	Engage in discussions with key land/property owners for potential building acquisitions for City Services	Study (internal)	Economic Development	n/a
6.5	Ongoing monitoring and review of Land Use Bylaw and Design Guidelines and Update ARP if required	Study (internal)	Planning & Development	City Operating Budget
6.6	Develop a concept plan for the Church Rd corridor between King St and Calahoo Rd	Study (internal)	Engineering	City Operating Budget

Continued...

Table 2 Implementation Actions Timeline

Implementation Action		Type of Action	Lead Responsibility (does not negate cooperation of other internal departments)	Funding Source
LONG TERM (11 - 15+ Years)				
7.0	INFRASTRUCTURE & TRANSPORTATION			
7.1	Water, Utility improvements elsewhere in ARP Shadow Area (Urban Living Precinct) - Queen St, Jespersen Ave,	Capital Project	Engineering	Utilities Fund
7.2	Undertake improvements to intersection at McLeod Ave & Calahoo Rd	Capital Project	Engineering	Capital Budget
7.3	Undertake feasibility study for extension of McPherson Ave to Calahoo Rd from Queen St or extension of Mohr Ave to Calahoo Rd from Queen St	Capital Project	Engineering	Capital Budget
8.0	PUBLIC REALM			
8.1	Extend streetscape improvements along Church Rd between King St and Calahoo Rd and along Queen St to the Queen Street Professional Building	Capital Project	Engineering	Capital Budget
9.0	LAND USE & URBAN FORM			
9.1	Ongoing monitoring and review of Land Use Bylaw and Design Guidelines and Update ARP if required	Study (Internal)	Planning & Development	City Operating Budget
9.2	Assess City Services capacity needs (e.g. Library, City Hall and Community Services)	Study (Internal)	Facilities & Fleet	City Operating Budget
				<i>Table End.</i>

6.0 Planning Terminology

Access: The accessibility to and within the site for vehicles, cycles, and pedestrians in terms of the positioning and treatment of access and circulation routes, and how these fit into the surrounding access network.

Articulation: The articulation and design of a building façade creates identity for individual units within a larger building and can provide the adjacent public realm with a pedestrian scale.

Bollard: A short vertical post or similar structure that can define areas in the streetscape and provide an attractive design element. Bollards are often used to separate pedestrians or streetscape elements from vehicles.

Building Height: The vertical distance of the highest point of the roof or any rooftop deck, fence, railing, widow's walk, or other rooftop structure or feature above the mean finished grade of the ground adjoining the building.

Building Lot Coverage: An area within the property boundaries of a lot or tract within which an allowed building or structure may be placed (does not include paved surfaces).

Bulb-out: A bulb-out (also known as curb extension) is used to extend the sidewalk, thereby reducing the crossing distance for pedestrians, and allowing pedestrians and approaching vehicles to see one another when vehicles parked in a parking lane would otherwise block visibility. Bulb-outs are also used as a traffic calming measure.

Catalytic Project: Redevelopment projects and programs aimed at increasing economic and community value within areas, districts, or neighborhoods of a municipality. These projects leverage a significant and visible investment in the area, increase the value of surrounding properties, and support comprehensive planning goals.

Character: Special physical characteristics of a structure or area (e.g. architecture, landscaping, natural features, open space, types and

styles of housing, number and size of roads and sidewalks) that set it apart from its surroundings and contribute to its individuality.

Charette: An intensive focused workshop in which designers, property owners, developers, public officials, citizens, and other stakeholders work together to brainstorm and envision potential projects of benefit to the community.

Connection: The linkages within the community that bring together and move pedestrians, bicycles, vehicles, etc. from one area to another.

Crime Prevention Through Environmental Design (CPTED): a multi-disciplinary approach to deterring criminal behaviour through environmental design, which relies upon the ability to influence offender decisions that precede criminal acts, mostly within the built environment.

Curb Cut: A curb break, or a place or way provided for vehicular ingress (entrance) or egress (exit) between property and an abutting public street.

Density: The number of dwelling units on a site expressed in dwelling units per net residential hectare (du/nrha).

Dining/Storefront Zone: Building façades, entrances, and windows to create an interface between buildings and the public realm. The design of these elements as they relate to the adjacent sidewalks and streets affects street activity and perceptions of scale, variety, and rhythm. Allowed uses within the frontage zone include sidewalk cafes, non-permanent signage, retail displays, and landscaping.

Facade: The face of a building. All wall planes of a building which are visible from one side or perspective. The front facade faces and is most closely parallel to the front lot line.

Facade (Street Level): The portions of a Facade which face and are most closely parallel to a street lot line, that engage pedestrians and help to create street activity through features such as storefront windows, welcoming storefront signs, etc.

Gateway: An urban design feature or area that provides visual access, direction and/or celebration of the community for those entering. Within the CCARP, there are three areas that have been defined as being appropriate for such features, which could include (but is not limited to) architectural detailing, signage, streetscape elements, and public art.

Green Space: An open urban space with plant life or the natural environment; also, any natural area, landscaped area, yard, garden or park accessible to the public.

Guidelines: Statements of planning intent that are more detailed than policies, but not as strict as rules and regulations.

High Density Land Use: Compact or clustered development, resulting in a higher overall number of units built in the same area and possibly reducing the demand for development in other areas. Higher density development does not necessarily mean multifamily development or high-rise buildings. Higher densities can be achieved by building homes on smaller lots, by building attached homes (rowhouses or townhomes) or by building multi-unit structures (apartment buildings or condominiums).

Infill Development: The construction of a building on a vacant parcel located in a predominately built up area. The local zoning regulations determine whether the new building fits harmoniously into the neighborhood.

Infrastructure: The services and facilities for which the municipality has capital investment and maintenance responsibilities, including roadways, sidewalks, bridges, street lights and traffic signals, transit buses, solid waste management systems, potable water distribution systems, storm sewers, sanitary sewers, sports fields, playgrounds, arenas, pools, police and emergency response stations, vehicles and equipment, civic buildings, parks, boulevard trees, and computer and telecommunications equipment.

Land Use Bylaw: A bylaw of a municipality passed by Council as a Land Use Bylaw pursuant to the provisions of the Municipal

Government Act and intended to control and regulate the use and development of land and buildings within the municipality.

Laneway: A narrow roadway between buildings, hedges, or fences. Also referred to as an Alleyway.

Live Work Dwelling: A dwelling unit used for both dwelling purposes and any nonresidential use permitted in the zoning district in which the unit is located, provided that not more than two persons who do not reside in the unit are employed on the premises.

Materiality: The quality of colours, materials, and finishes convey the character and durability of a building.

Mixed-Use Development: The development of a tract of land or building or structure with two or more differing uses such as residential, office, retail, service, public, or entertainment, in a compact urban form.

Multi-modal: Allowing for a range of different modes of travel such as walking, cycling, driving, and public transit.

Municipal Development Plan (MDP): The principal statutory land use plan for the entire municipality, adopted by Council, in accordance with the provisions of the Municipal Government Act.

Node: A central or connecting point at which pathways intersect or branch.

Pedestrian Friendly: The density, layout, and infrastructure that encourages walking and biking within a subdivision or development, including short setbacks, front porches, sidewalks, and bike paths.

Precincts: Distinct areas of town that are characterized by a specific land use pattern and character.

Policy: An official plan of action adopted by an individual or group, which for land use plans adopted by municipalities in Alberta can be distinguished as either statutory plans (Municipal Development Plans, Area Structure Plans, or Inter-municipal Development Plans) or non-statutory plans.

Public Art: Public art refers to art placed in public settings for the purpose of enriching the community by evoking meaning in the public realm. Public art can take a variety of forms: (1) Architectural design elements (carvings, embedded relief sculptures); (2) Landscape features; (3) Streetscape design (benches, artist gardens); (4) Sculptures (site-specific monumental works); (5) Civic enhancement projects (placed symbols, wayfinding signs and markers); (6) Exhibits, extemporaneous performances, indigenous artwork “found objects” located in public spaces; (7) Community Art (engravings, murals, vernacular pieces); (8) Ephemeral Art (sidewalk poetry, ice sculpture).

Public Realm: The region, sphere, or domain within which anything occurs, prevails, or dominates available to anyone. From a land use standpoint, public realm is all public open space and rights-of-way (streets, sidewalks, alleys, hike and bike trails, etc.); also, public space that is formed by architecture or landscape features to create commons, courtyards, quadrangles, urban parks, etc.

Redevelopment Incentive: Measure that can be taken, usually by a governing agency, to encourage certain types of developments.

Revitalization: Re-establishing the economic and social vitality of urban areas through infill, legislation, tax incentives, commercial development, etc., within existing urban areas to take advantage of existing investments in infrastructure and reduce the negative impacts of urban sprawl.

Setback: The minimum distance by which any building or structure must be separated from a street right-of-way or lot line.

Shared Parking: A public or private parking area used jointly by two or more businesses, retail shops, etc.

Street Edge: The vertical face formed by building facades, street trees, and screening walls that is aligned along a street and forms a comfortable people-scaled space.

Street Infrastructure & Furniture Zone: The area between the roadway curb face and border of the Strolling Throughway Zone.

Allowed uses within this zone can include public site furnishings, transit stops, landscaping, sidewalk cafes, and patio.

Streetscape: The treatment of space between buildings and street that defines the public realm. Streetscape elements may include building frontage/Facade, public art, outdoor cafes, transit stops or shelters, landscaping (trees, planters, fountains, etc.), sidewalk pavers, special embedded street paving, street furniture (benches, kiosks, etc.), signs, awnings, and street lighting.

Strolling Throughway Zone: An area that has been reserved for pedestrian travel only.

Traffic Calming: Measures taken to reduce the adverse impact of motor vehicles on built-up areas. Traffic calming usually involves reducing vehicle speeds, providing more space for pedestrians and cyclists, and improving the local environment and safety by installing speed bumps, bulb-outs, traffic circles, alternate paving materials at crosswalks, etc., to slow traffic.

Utilities: Either (1) municipal and regional utilities such as water and sanitary sewer, or (2) “shallow” utilities such as gas, telephone, and electric.

Walkability: The measure of the overall walking conditions in an area, also the extent to which the built environment is friendly to pedestrians. Increased walkability has been proven to have individual and community health benefits, as well as economic benefits.

Wayfinding: The ways in which people orient themselves in physical space and navigate from place to place. Wayfinding can include signage or other graphic communication, tactile elements, and provisions for special-needs users to help users choose a path within the built environment.