



THE CITY OF
Edmonton



Jasper Place Revitalization Strategy

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Acknowledgements

Thank you to everyone who participated in the meetings and workshops. Your time and involvement is very much appreciated.

Thank you to the Community Committees and Integrated Services Team for supporting the community consultations, taking the community recommendations and writing the Jasper Place Revitalization Strategy.

Jasper Place Revitalization Steering/Planning Committee

Jason Belair	Community Member
Marjorie Bencz	Community Member
Irene Blain	Community Member
Bibianna Davidson	Community Member
Karen Emde	Community Member
Collin Geddes	Community Member
Charlie Jackson	Community Member
Valerie Lidford	Community Member
Jack Lindgren	Community Member
Cathie MacLean	Community Member
Marcel Nault	Community Member
Win Sebelius	Community Member
Bernadette Thomas	Community Member
Sherry Adams	Agency
Sherry Fowler	Agency
Joyce Rode	Agency
Murray Soroka	Agency
Diane Kereluk	Business Association Executive Director
Karen Leibovici	City Councillor, Ward 1
Linda Sloan	City Councillor, Ward 1

City of Edmonton Integrated Services Team

Susan Coward	Community Services, Project Lead
Marian Bruin	Community Services
Const Mike Hickey	Edmonton Police Services
Const Wayde Peachman	Edmonton Police Services
Peter Alexander	Parks Planning
Rod Heindricks	Planning and Development
Ossama Elgalali	Planning and Policy Services
Paul Szczepanski	Transportation Department
Darryl Mullen	Transportation Department
Max Shmyr	Transportation Department
Andres Baez	Transportation Planning

And the valuable assistance from Community Services Staff:

Judy Allan	Jenny Kain
Dave Cross	Karen Kerr
Trina Firth	Jane Molstad
Barb Ireland	Jeannette Wright



Chapter 1 - Background

Supports Council's Priority for Liveability

City of Edmonton's Strategic Plan
Goal: Improve Edmonton's Liveability

"To improve Edmonton's liveability, the City intends to focus on the people concerns associated with improved liveability by concentrating efforts on prevention and getting to the root causes or barriers that are in the way of achieving a more liveable city. This goal is focused specifically on the strategic areas of welcoming, safety perception, cleanliness and aspects important to the notion of urban village creation.

Ten-year strategic goal: Edmonton is one of Canada's most liveable cities because it is welcoming to all; is safe and clean; fosters its heritage and supports its arts and multicultural communities; encourages active lifestyles through recreational opportunities; and engages its citizens in the city's vision and directions. "

Department of Community Services Vision and Mission Statement

Vision

A front-line partner with citizens and communities – committed to creating a safe, healthy and vibrant city.

Mission Statement

To lead in the development and delivery of outstanding neighbourhood, recreation, social, cultural, fire and emergency medical services and facilities.

Branch Mission Statement

We enrich community life by working with others to strengthen individuals, families and organizations, support neighbourhood aspirations, and engage people in the development of their communities.

Introduction

Strong neighbourhoods contribute to quality of life for everyone — clean streets, vibrant local businesses, walkable communities with nearby amenities and parkland, and an environment that shuns crime and violence. Steps to build social infrastructure and strengthen neighbourhoods are among the most important investments made in the health and wellbeing of Edmonton's communities. They are often less visible than the roads that are paved or the facilities that are built, but they are essential to support strong, vibrant communities.

Through Neighbourhood Revitalization community members are supported as they identify and resolve issues within their neighbourhoods. The community members direct the kinds of initiatives that they want to see and lead changes that will have the greatest impact on quality of life.

Neighbourhood Revitalization is one of City Council's special initiatives. The two Ward 1 Councillors have Jasper Place Revitalization in their portfolios.



Jasper Place Revitalization Strategy

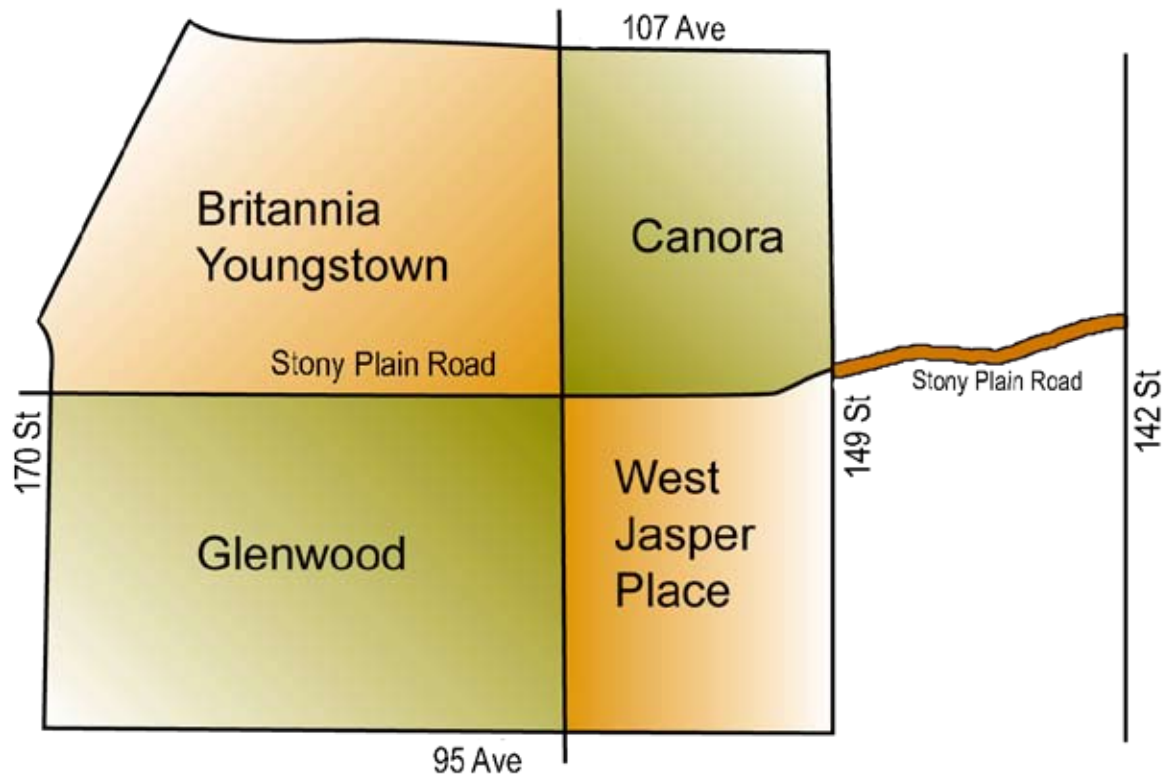
Neighbourhood Revitalization Projects are focused on improving the quality of life using a community building approach that is neighbourhood driven and inclusive, where issues will be identified for action by the community.

Jasper Place, including the neighbourhoods of Britannia Youngstown, Canora, Glenwood and West Jasper Place; was identified as an area that would benefit from targeted supports.

The Jasper Place revitalization strategy was started in 2006 after consultation and involvement from residents and the businesses in the area. The Councillors assigned to this area have been closely involved with this revitalization.

Planning Context

The geographical scope of the planning area of the Jasper Place Revitalization is 107 Avenue south to 95 Avenue and 149 Street west to 170 Street. The commercial strip runs from 140 Street to 170 Street. The population in this area is 15,435.





Environmental Scan

History

Many projects and initiatives have happened in the area to improve the Jasper Place neighbourhoods, including: 100 Avenue Plan, Britannia/Youngstown Neighbourhood Planning Study, Business Revitalization Zone, transit centre improvement, Smart Choices, Safedmonton, bike trails, recreation facilities, street/sidewalk rehabilitation, police, parks, school closures, and community league programs. The vision for the Jasper Place Strategy includes three priority goals, as identified by the community. These are Feeling Safe in our Community, Connecting our Community, and Building our Community.

Jasper Place Revitalization Strategy Vision



Other Area Initiatives

- 100 Ave Plan
- BRZ
- Transit Centre
- Smart Choices
- Safedmonton
- Bike Trails
- Recreation Facilities
- Streets/Sidewalk Rehabilitation
- Police
- Parks
- School Closures
- Community Leagues
- LRT



Objectives and Issues

In 2006, Community Services hired Banister Research & Consulting Inc. to gauge the community's interest in a neighbourhood revitalization, to get a sense of the community's overall vision, and to identify priorities for the area.

In preliminary public consultations, residents were enthusiastic about neighbourhood revitalization, but some expressed caution, referencing previous City efforts that did not unfold as expected. Residents were concerned about the deterioration of the neighbourhood, but they also felt it was not beyond remediation.

Although no one thought that the Neighbourhood Revitalization efforts singled out their community as inferior, this is an opinion the City may need to address in the future.

Those surveyed rated physical environment needs (clean, attractive, green space, reasonable noise levels) as more important than social needs (sense of community, good recreation facilities, etc.). However, a safe place to live was overwhelmingly a key concern for residents. Although not rated as important, respondents were also dissatisfied with: sense of community,

leisure and recreation programs and facilities, a vibrant place for community members to gather, a good place to conduct business, and available social services.

To date, priorities/themes identified for the area through the above surveys and other consultation with stakeholders are:

- Feeling safe in our community (policing, neighbourhood watch)
- Connecting with our community (education & info, people friendly, relation with BRZ, community relations)
- Building our community (area plan, bylaw/zoning, economic development, beautification of business façades and community)

In addition to the Banister research, other planning studies have common objectives and identified similar issues:

Common Objectives:

- Accommodate and manage future growth and change
- Maintain and rejuvenate existing family-oriented residential areas
- Minimize conflicts between various types of land uses and ensure new development is compatible with existing development

- Stabilize school enrollments
- Limit the concentration of community housing in the neighbourhood
- Ensure parks and recreation facilities are adequate
- Infrastructure upgrades/maintenance/improvements

Common Issues:

- Future development (how much and what kind should be permitted, changes in land use, zoning/rezoning)
- Community/Public Housing – how much more should be allowed
- Requirements for parks and recreation facilities
- Declining school enrollments
- Widening of 156 Street
- High traffic volume from apartment district
- Noise levels (107 Avenue and Mayfield Road)
- Need for road and sidewalk improvements
- Complex issues (vandalism, theft, disturbances, drug dealing and abuse, housing projects, etc.)
- 100 Avenue improvements

Jasper Place Revitalization Strategy



Additional/Plan Specific Issues:

- Stony Plain Road is currently being reviewed for the possibility of supporting a transit priority corridor or an LRT corridor
- Shortcutting of traffic through communities
- Adding speed bumps to 104 Avenue to reduce speeding
- Centennial Mall expansion to Mayfield Common

Initiative Structure

The structure of the Strategy is a collaborative model that helps people identify and respond to local issues, build relationships, mobilize community leadership and resources, and build commitment for shared action.

Approach

The Jasper Place Revitalization Strategy was planned and implemented using a project management framework:

Phase 1: Project Concept;

Phase 2: Consultation and Research;

Phase 3: Development of the Jasper Place Revitalization Strategy; and

Phase 4: Termination and Transfer Ownership.

This document, the Jasper Place Revitalization Strategy, is a synthesis of the work accomplished through Phases 1 to 3. This document is called a strategy and not a plan because the recommendations are written at different levels. Some recommendations are concrete projects while other recommendations are broader initiatives, which need to be further detailed and evaluated before implementation is possible.

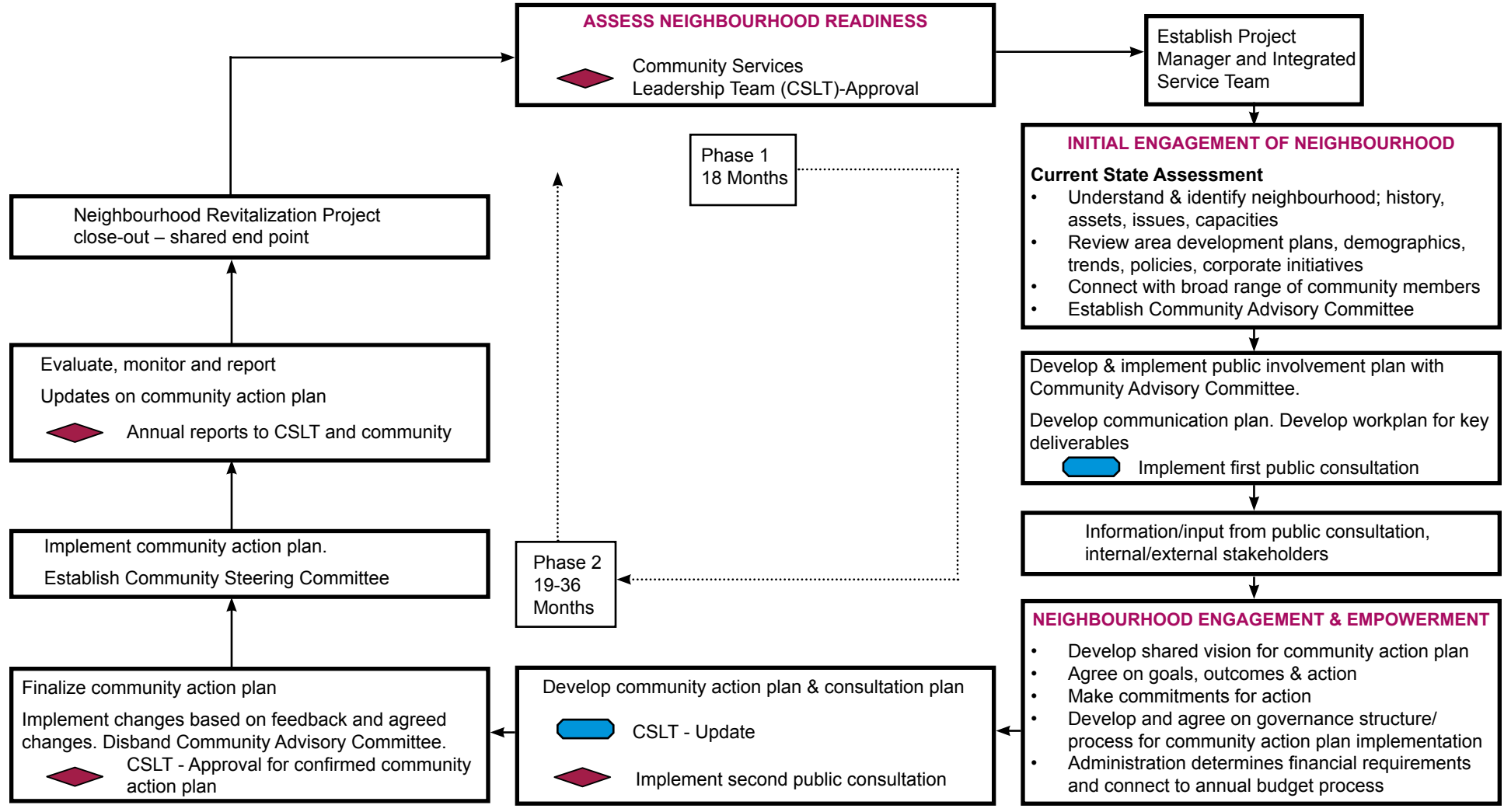




Jasper Place Revitalization Strategy

City of Edmonton Neighbourhood Revitalization Framework

Vision
Guiding Principles
Key Steps and Activities





Chapter 2 - Planning and Vision

Collaborative Planning

Collaborative planning means that community revitalization strategy must take root in the community and be driven by the stakeholders. The key advantages are stronger ownership by community stakeholders, and greater “outside” pressures on government to make the needed changes.

Consultation Methods

In January 2007, The Community Steering Committee was established. This committee used the feedback collected from the community to develop the three goals and action plans for the revitalization. Four methods were used to develop the Jasper Place Revitalization Strategy:

Consultation Sessions & Surveys

Methods

Public & Stakeholder Consultation Sessions – five smaller stakeholder sessions were held and two broader public sessions were convened to build momentum for the initiative, explain the project, and gather participants’ thoughts about a vision for the community, actions

necessary to achieve the vision, and to identify assets in the community to leverage.

Telephone Resident Survey – a telephone survey of 400 residents of the community was completed.

Onsite Shopper Survey – an intercept survey of 202 shoppers was conducted with pedestrians along Stony Plain Road, two anchor shopping centres and a block north of Stony Plain Road were randomly surveyed.

Stakeholder Workbook Survey – a self-complete survey was available (hard copy or online) for completion by interested parties. A total of 272 workbooks were completed.

Outcomes

In September and October 2006, various public consultations were held to gain insight and feedback from the community on revitalization. Two large public sessions were held and five mini-sessions were held with community agencies such as Bent Arrow, Jasper Place Day Care, the Boys & Girls Club and the Britannia Housing Complex.

Banister Research & Consulting Inc. conducted surveys that gauge the community’s interest in a neighbourhood revitalization, to get a sense of the community’s overall vision, and to identify priorities for the area. Through this process, 400 residents, 106 businesses, 202 shoppers and 272 workbook surveys were completed.

Public Input Tools

Methods

Community Meetings and Open House – all residents, businesses, public and not-for-profit organizations in the geographical area were invited to be involved.

Surveys – attendees to the Open House were invited to fill out a survey which indicated what actions were important to them.

Outcomes

During the May 2007 community workshops, 45 people started with the end in mind. They described what they want to see in the near future to know the Jasper Place Revitalization Strategy will move everyone in the right direction.



Sixty-eight community members attended an Open House held on November 6, 2007 to learn about and provide feedback on the goals and action items.

A design charette workshop was held on March 6-12, 2008 to provide a vision for physical changes for Stony Plain Road and the Jasper Place bus terminal. Fifty-two people attended.

An open house was held on May 22, 2008 for businesses and residents to provide feedback and support for the proposed physical changes. Forty-nine people attended.

Vision

The people of Jasper Place Revitalization Strategy area envision:

Goal 1: Feeling safe in our community

Create a community where feeling safe is common. Where children can play freely, residents and visitors can walk and ride bikes safely, and where drugs and crime are under control. The Jasper Place area will be known as a safe community in which to live, work and play.

Goal 2: Connecting our community

Create a community where neighbours and business owners know each other, and all work together to resolve issues and create opportunities. Residents and business owners take pride in their community and share this pride through street appeal, cleanliness, and events. A community newspaper, and other efforts, help to market a positive image.

Goal 3: Building our community

Jasper Place is the place to live and have a business. Store fronts are well kept, clean and bring pride to the area. Parkland, schools and pedestrian walkways have plenty of lighting. Sidewalks, roadways and signage are improved and safe for all users. Adult businesses are only a small component of area business.





Chapter 3 - Community Recommendations

Overview

The consultation process identified issues and themes that informed the Community Advisory Committee and guided the development of the action plan. The community was then provided the opportunity to provide feedback and confirmation/support and funding of the action plan. These actions include:

Community Components:

- Promote and build on community safety initiatives;
- Increase police presence;
- Improve awareness of bylaws and increase enforcement;
- Increase community communication with a coordinated process;
- Promote awareness of businesses on Stony Plain Road;
- Build connections within the community (community, schools and businesses);
- Attract more community-friendly businesses; and
- Develop a business overlay for stores fronting on Stony Plain Road.

Physical Components:

- Improve lighting in parks, school grounds and pedestrian areas;
- Initiate park clean up and beautification programs;
- Address traffic safety with new crosswalks, trail systems, etc.;
- Improve landscaping to Stony Plain road (lighting, signs, benches, etc.); and
- Improve infrastructure (sidewalks and roadways).





Action Plans

Goal 1: Feeling safe in our community

Short Term Actions	Medium Term Action	Long Term Actions
<p>Promote and build on Community Safety initiatives such as: Neighbourhood Watch (Canora, West Jasper Place), Edmonton Safe Parent Association, Community Police Radio Network, Citizens On Patrol, AMA School Safety Patrol, Crime Free Multi Housing</p> <p><i>Support safety and security initiatives of the BRZ.</i></p>	<p>Increase Policing/Beat officers to clean up drugs and prostitution in neighbourhoods and streets. Enlarge Beat area past 100 Avenue</p> <p><i>Support BRZ initiative to 'enhance Police presence in the business area.'</i></p>	<p>Identify and create an action plan of systemic barriers identified through Neighbourhood Revitalization initiatives</p> <ul style="list-style-type: none"> • how bylaw responds • zoning restrictions • how police respond <ul style="list-style-type: none"> • relationships • community • respond to calls and concerns • better policing
<p>Improve walkability:</p> <ul style="list-style-type: none"> • infrastructure, where not existing and accessible • programs/events <p><i>Support BRZ initiative to 'enhance pedestrian and cycling linkages from the surrounding areas.'</i></p>		<p>Improve lighting in parks (connect to police parks pilot)</p> <p><i>Support BRZ initiative to 'reclaim Butler Park as a safe community space.'</i></p>
<p>Build on existing initiatives regarding safety, drugs and gangs. i.e. Safedmonton, Drug Strategy, Community Solution to Gang Violence, Transit Watch</p> <p>Information and promotional material out to community</p>		

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Short Term Actions	Medium Term Action	Long Term Actions
Coordinate and communicate police initiatives such as: Area parks pilot, Neighbourhood Empowerment Team Sharing updates, criminal patterns, trends and outcomes within the community		
Strategic Policing of existing Beat officers to change regular routes to include up to 97 Avenue and up to 104th Avenue		
Improved enforcement of business bylaws		
Improved enforcement of housing bylaws		



Goal 2: Connecting our community

Short Term Actions	Medium Term Action	Long Term Actions
Develop marketing plan for best methods to get information out to the community	Work with BRZ to develop and promote awareness of businesses on Stony Plain Road, and to determine services and product needs of residents surrounding Stony Plain Road <i>Support BRZ initiative of 'developing and marketing a positive image.'</i>	Measure effectiveness and outcomes of BRZ and Community revitalization goals to ensure effectiveness
Increase the coordination and communication of resources, what is happening/events in the community i.e. community bulletin board, newsletters, web page, school newsletter, brochures		
Support existing and new opportunities to connect through community events/celebrations and to improve neighbour friendly connections <i>Support BRZ initiative 'sponsor special events and promotions.'</i>		
Build community, school & business connections <i>Support BRZ efforts to 'enhance and maintain communication between business and community.'</i>		
Educate business owners and community residents regarding bylaw expectations and information, contact numbers for problem properties, etc.		
Educate landlords and homeowners regarding bylaw expectations and problem properties contact numbers (mediation and problem solving)		



Goal 3: Building our community

Short Term Actions	Medium Term Action	Long Term Actions
<p>Initiate and support business, community and parks clean up and beautification initiatives</p> <p><i>Support BRZ initiative to 'beautify the business area with general clean up and maintenance activities.'</i></p>	<p>Assess then address traffic safety concerns (i.e. new crosswalks, multi use trail system, traffic calming)</p> <p>Increase awareness of the process</p>	<p>Beautification and capital improvements to Stony Plain Road business strip, i.e. entry signs, benches, pedestrian lighting</p> <p><i>Support BRZ on 'revitalize existing businesses' initiative.</i></p>
<p>Improve the Fronts of Buildings - Create a Special Façade Improvement Program. This will relax the current Façade Improvement program criteria to include businesses that have some/limited parking in front of their businesses so that they can qualify for the façade improvement program.</p>		<p>Work to develop and implement a Business Incentive Program to recruit more community-friendly businesses to the BRZ</p> <p><i>Support BRZ initiative to 'identify potential redevelopment sites and opportunities.'</i></p>
<p>Request a new/updated land use planning study for the 100 Avenue/ Stony Plain Road corridor and surrounding area to 102 Avenue</p> <p><i>Work with BRZ on this initiative.</i></p>		<p>Request an Area Redevelopment Plan for each of the four communities in the Jasper Place revitalization area</p> <p>Affordable Housing</p>
<p>Custom commercial overlay on all pawnshops and adult shops until a new zoning plan for Stony Plain Road business corridor is complete including density, design and zoning standards</p> <p><i>Support BRZ initiative to 'develop business overlay.'</i></p>		<p>Improve community infrastructure. Sidewalks and roadways</p> <p>Improve lighting on parkland, schools and pedestrian lighting on Stony Plain Road</p> <p>Acquire land to increase the amount of parkland in the residential areas as per the Urban Parks Master Plan</p>



Redesigning Stony Plain Road

The Project for Public Spaces Final Report: Stony Plain Road Revitalization Strategy

Summary

A series of public workshops, focus group and stakeholder interviews held by the Project for Public Spaces revealed a number of assets, visions and goals and key elements of implementation within the community.

Assets:

- The Grant MacEwan Centre for the Arts attracts a number of students and faculty each year
- A number of stable, middle class neighbourhoods exist within the community providing a diversity of mixed income, age and ethnicity
- Stony Plain Road acts as a gateway to the 100 Avenue bike trail and McKinnon Ravine and serves as the anchor between downtown, West Edmonton Mall and west end suburbs
- A basic framework for building a mixed-use, pedestrian friendly neighbourhood retail corridor exists with support from current

neighbourhood anchors including IGA, the Transit Terminal, Butler Park and Jasper Gate Shopping Centre

- Streetscape improvements constructed in the 1990's can be built upon and modified
- The presence of key advocacy and social service groups including beat cops, Neighbourhood Enforcement Teams, Transit Watch, Park Watch, Bent Arrow and BRZ/Business Associations encourages commitment to revitalization
- A history of Old Town Jasper Place that people want to be connected to and which plays a large part in the collective consciousness of current residents

Issues:

Pedestrian Environment

- Pedestrian circulation issues include:
 - Narrow sidewalks prohibit code-compliant wheelchair access
 - A disconnect between city-owned right of way sidewalks and sidewalks located on private property
 - A lack of designated pedestrian crossings at every intersection

- Limited physical access to and visual awareness of the McKinnon Ravine and Jasper Gates Shopping Centre
- Streetscape design issues include:
 - Unattractive and poorly maintained bus stops
 - Inadequate sidewalk lighting for pedestrians
 - Amenities such as seating are located in poor areas, attracting the wrong kind of use
 - Streetscape improvements implemented in the 1990's need refreshing
 - Streets need greening
- Maintenance issues include:
 - Graffiti on many buildings
 - Lack of maintenance of storefronts
 - Litter and dirt on sidewalks
 - Inadequate snow and ice removal during winters

Bicycle Environment

- 100 Avenue Bike Trail is underutilized compared to its potential
- Lack of visible linkage to the McKinnon Ravine
- Lack of bicycle infrastructure on Stony Plain Road

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Business and Retail Environment

- Declining and relocating businesses have left a retail vacuum which has been filled with an over-concentration of pawn shops, adult bookstores, massage establishments, and cheque cashing establishments in three core, centre blocks
- Current stores and businesses don't serve the residential populations
- Businesses have created a "fortress mentality" limiting the natural of the street and making businesses appear uninviting
- Signage is large and auto-oriented, facing the street rather than pedestrians
- Façade improvements to positive businesses have been limited

Transportation

- Conflicts exist between making Stony Plain Road a priority transit corridor, a commuter vehicle corridor and a healthy, safe, walkable community
- Bus stops are poorly maintained; no transit-oriented or transit adjacent residential projects are planned or underway

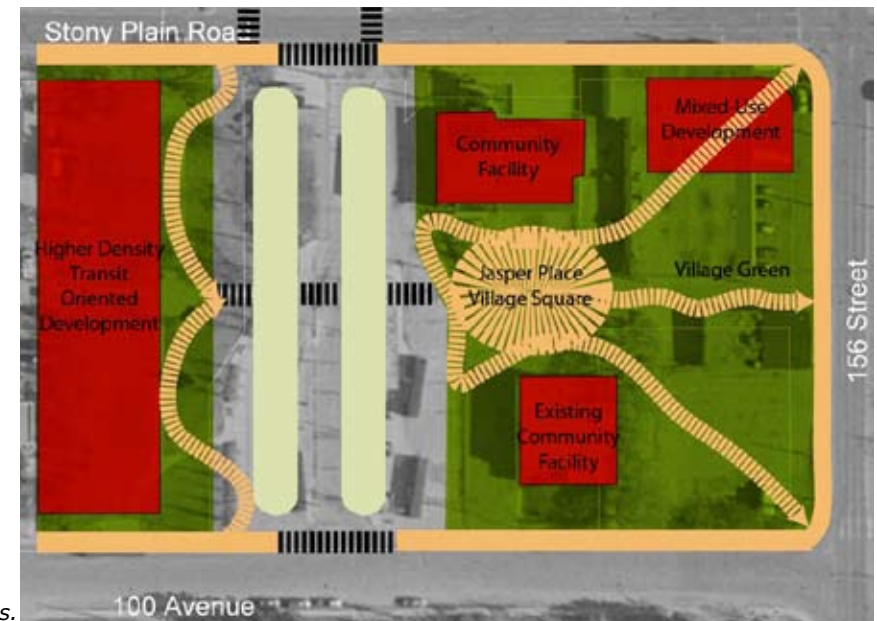
Jasper Place Transit Terminal

- The terminal is in poor condition: graffiti, peeling paint, unclean shelter, cracked sidewalks and littered grounds make it an undesirable place
- Access by foot or in wheelchairs is limited; crosswalks are poorly aligned at Stony Plain Road; bus lanes dominate, curb cuts along the street are too wide and not differentiated from pedestrian space
- Poor signage and lack of bus route schedule information
- Little integration between terminal and park

- The EPCOR Building is poorly maintained and described as an "eyesore"
- Terminal is poorly lit at night

Redevelopment Strategies

- Existing zoning doesn't support the vision of a mixed use, higher density neighbourhood
- Outdated planning documents are still in use



Example of proposed changes.



Management of Public Spaces:

- At the intersection of the four neighbourhoods, Butler Park is an underused space that needs to be actively and regularly programmed

Vision and Goals:

Vision: A place for pedestrians to feel comfortable and welcome:

Goals:

- Recapture and celebrate the areas historic fabric
- Create an environment supportive of traditional uses including a neighbourhood shopping street and comfortable sidewalks for strolling and visiting
- Align with existing positive businesses and activities

Vision: An easily accessible place by foot, car, bike and transit

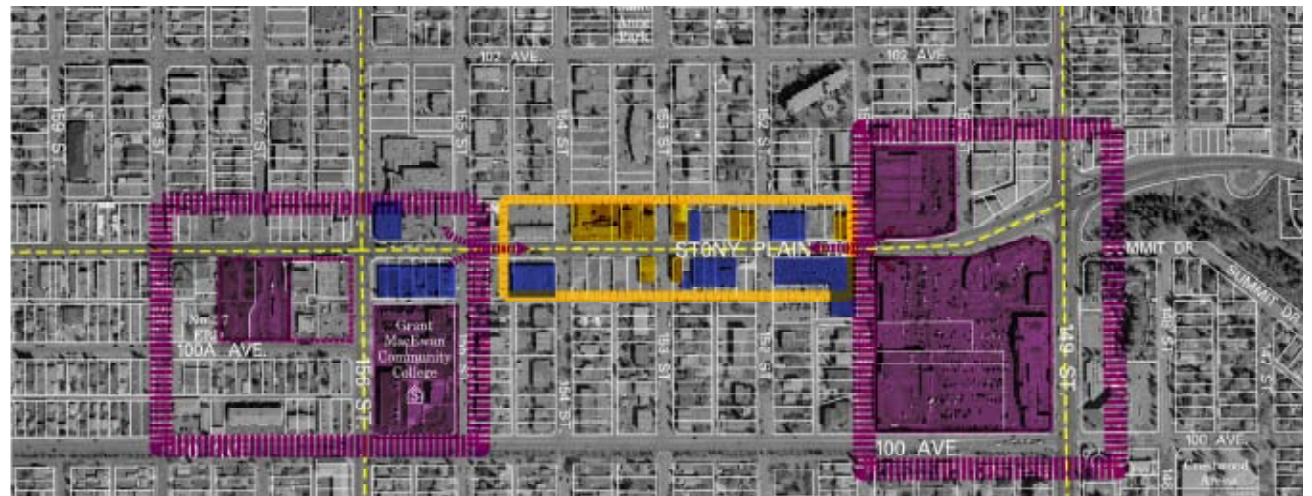
Goals:

- The City needs to balance transportation and mobility needs of the public
- Link Stony Plain Road more effectively with 100 Avenue bike trail and McKinnon Ravine through improved accessibility to cyclists

Vision: A dense, human-scale neighbourhood consisting of a mix of housing and commercial uses

Goals:

- Create public-private partnerships to support revitalization efforts
- Encourage high density, mixed-use retail and housing along Stony Plain Road and around the Transit Terminal to promote a 24 hour community
- Expand housing to retain a mix of incomes and people
- Create a “Town Square” community-gathering place at Butler Park and the Transit Terminal
- Expand the presence of the arts by leveraging the presence, commitment and involvement of Grant MacEwan Centre for the Arts



Jasper Place Revitalization Strategy



Vision: A clean, safe place

Goals:

- Exemplify leadership on behalf of the City in terms of maintenance, security and cleanliness of commercial streets
- Expand day-to-day care and maintenance of Stony Plain Road
- Engage social-service clientele to develop relationships with neighbourhood community groups to promote programs such as community gardens, job training, youth engagement and clean up programs
- Encourage positive activities in public spaces, such as community gardens in vacant lots, performances in Butler Park and the Transit Terminal, street closings for block parties, etc.

Vision: Demonstrate how the corridor can be transformed by using Stony Plain Road between 149 and 158 as Phase I

Goals:

- Identify, implement, evaluate and showcase improvements in Phase I as an example for Phase II
- Develop a comprehensive approach to land use and zoning

- Identify and involve key stakeholders to generate excitement and participation

Implementation

Key elements of implementation:

- Create a Pedestrian Priority Zone to embrace:
 - A higher consideration of pedestrian needs when making decisions regarding crosswalk locations and design and location of traffic signals
 - Cross-access easements and agreements with regard to privately owned sidewalk to assure walkability
 - Façade and streetscape improvements
 - Coordinated bylaws to make the district safe, clean and attractive
 - Improved maintenance and cleaning services along the corridor
 - Detailed guidelines for future development addressing scale, density, ground floor design etc.

- Jasper Place Transit Terminal area:
 - Use transit service to support the revitalization of Stony Plain Road. Use bus stops as focal points and catalysts for transit oriented retail and mixed use development
 - In the long term, explore different options to integrate and expand the park and the transit terminal together to create a major public space destination
 - Add amenities and special features to the park
- Transit terminal considerations:
 - Make the terminal visible from Stony Plain Road; however, the transit function should not dominate the park/square
 - Make the terminal pedestrian friendly, with ample sidewalks, minimal curb cuts for the buses, and clearly marked routes leading to bus waiting islands
- Maintain a coordinated approach to City and community actions through the Community Steering Committee and the Integrated Services Team



- Expand maintenance and management services by ensuring the BRZ plays a key role in coordinating management services
- Develop an Area Redevelopment Plan and determine long term planning and design guideline to shape future development of the district through innovative zoning methods to ensure future development continues to create and encourage pedestrian and community friendly ambiance

Funding

Funding is necessary for the following immediate improvements:

- Street trees, new pedestrian level lighting, repainting of existing light fixtures, banners and gateway elements
- Sidewalk repair and replacement in setback areas, removing clutter and pedestrian obstacles
- Creation of streetscape nodes, including improvements around key anchors
- Expand and upgrade the transit terminal as a gateway, anchor and community destination
- Enhance bus stops (new shelters, benches, plants etc.)

- Directional/welcome street signs
- Expand façade improvement program to include high dollar values and a reduced matching requirement
- Provide diagonal parking on side streets
- Introduce new crosswalks and pedestrian signals in selected locations
- Reconfigure islands between 149th and 150th Streets
- Provide new median and crosswalks on 156th Street near Grant MacEwan
- Close excessive, unnecessary curb cutouts
- Build new stairs, pathways, and signage to McKinnon Ravine from 149th Street and Stony Plain Road

The 49 attendees at the May 22, 2008 Open House were asked to fill out a survey regarding the recommended improvements. Survey results indicate that the majority of the recommended improvements are supported. There were a few respondents (1-3 responses on nine recommendations) who opposed some recommended improvements.





Chapter 4 - Implementation Strategy

Community Leadership

Committees Compositions with Roles and Responsibilities

Community Steering Committee Representation:

- 4 Churches & Agencies
- 12 Community Members
- 1 Business Revitalization Zone
- 2 City Councillors

A volunteer committee of 17 community people The committee was comprised of community members (residents, businesses, etc.). Monthly meetings were held with this committee from January 2007 through September 2007.

Community Planning Group Representation:

- 11 Community Members
- 1 Business Revitalization Zone
- 2 City Councillors

A volunteer committee of 12 community people The committee was comprised of community members (residents, businesses, etc.). Monthly meetings were held with this committee from January 2008 through June 2008.

Action Group Meetings

Community members (residents, businesses, not-for-profit, etc.) were invited to volunteer on various committees to aid in rolling out action items. Action groups include: community safety, community connectedness, community building, and programs and services.



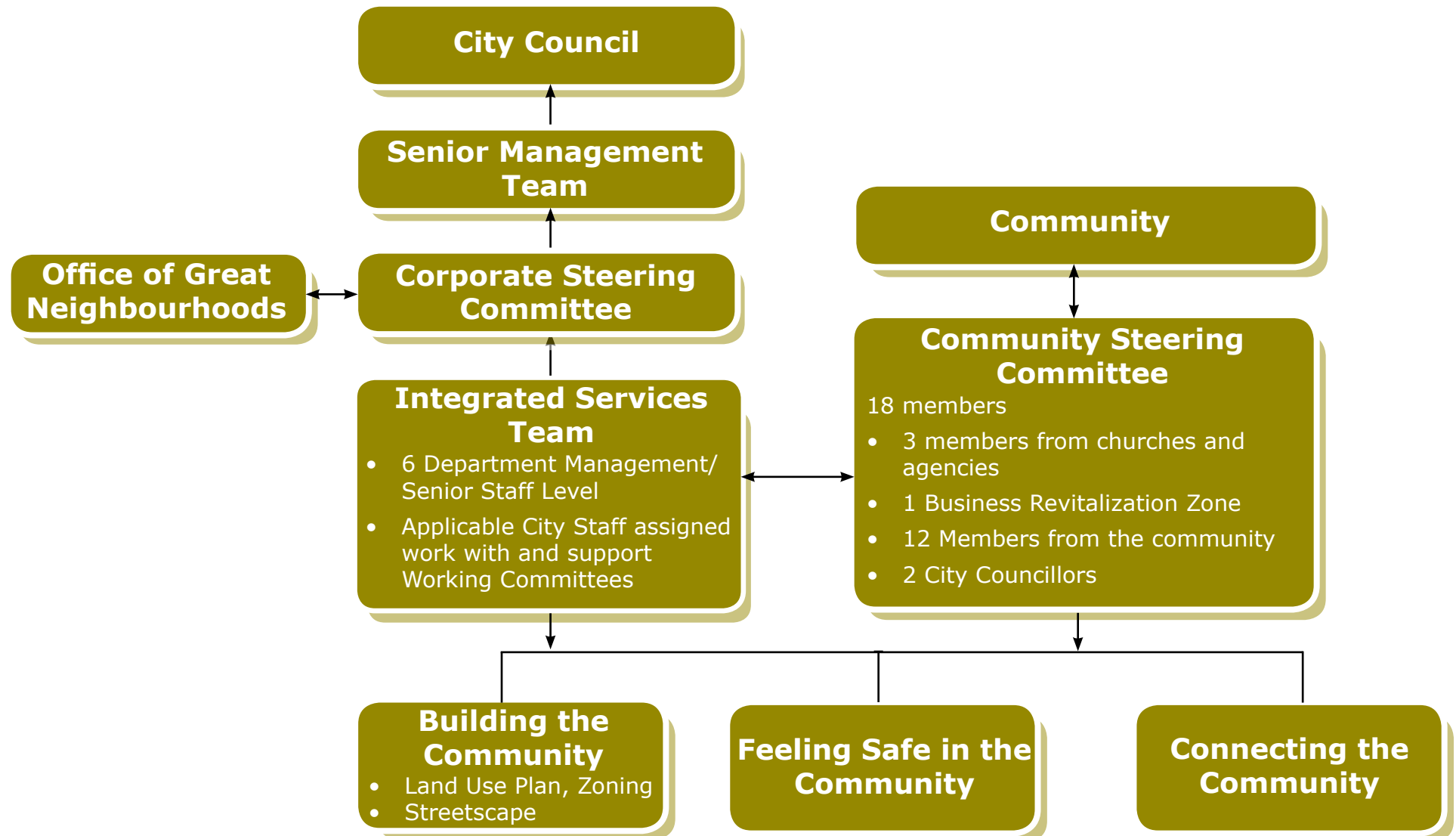


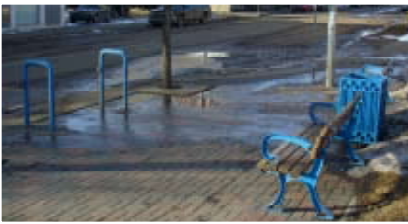
Implementation Governance Structure





Reporting Structure





Next Steps

Work is currently underway to develop a new zoning plan for the area surrounding the business strip and transit terminal. The new plan will be included in the 2009/2010 development of the urban design and draft concept plan.

Measuring Change

In 2002, the Community Services department began to conceptually plan the processes to establish high priority neighbourhood service-delivery targets. The team was tasked with selecting indicators that would identify neighbourhoods requiring targeted efforts and innovative approaches to address significant social, economic, and environmental issues. They then conducted "Best Practice Research" by collecting information from other North American cities, New Zealand, and England that have adopted this targeted approach.

Community Services Management Team approved a list of high priority neighbourhood indicators. Census and local data were collected and tabulated to determine the score for

each neighbourhood in Edmonton. Thirty neighbourhoods were identified as 'highest need.' Four of these neighbourhoods are within the geographic scope of the Jasper Place Revitalization Strategy (see Appendix B for detailed Neighbourhood Indicators for each of the four).

Indicators measure six domains:

- Economic and Employment
- Social Health and Wellness
- Personal and Community Safety
- Education
- Housing
- Physical and Natural Environment

Indicators will be measured so that stakeholders and City staff can determine how well the Jasper Place Revitalization Strategy is improving safety, economic viability and environmental well-being. Another source that may be used to measure change is the Banister Survey Results. In two or three years time, many of these questions can be used again to see if stakeholders views have altered as a result of implementing the Strategy.





Chapter 5 - Financial Strategy

Overview

The city administration has taken the short, medium and long-term actions and determined city resources needed to promote successful implementation. Some Jasper Place Revitalization actions can be implemented using current departments' resources and others will require new funding. Like the Avenue Initiative Revitalization Strategy, it is recommended that public sector investment be a catalyst to making the changes described in the Jasper Place Revitalization Strategy.

Successful revitalization also requires private-sector investment. New businesses complementing the current business mix, and upgrading of current businesses, will bring more economic success to the area. Attracting mixed-use, higher density development is another key goal for the Jasper Place Revitalization. Public-sector funding will support the redevelopment through upgraded public services and infrastructure, attractive and safe physical spaces and an appealing setting that encourages businesses and citizens from all walks of life to come, stay and flourish.

Financial Requirements

The financial requirements for the public sector investment are divided into two areas:

- Operating Costs (2009, 2010-2012); and
- Capital Projects 2008-2028.

Operating Costs

No new funds are being requested for 2009. The chart below shows the work that will be undertaken in 2009 using current resources from the City departments

2009 Financial Requirements

2009 Actions	Cost
Increase Police - Increase Beat Police. This will mean the addition of a Community Beat Constable who will work directly with the community groups and businesses in reducing crime and improving safety. This would allow an enlarged Beat area as well as strategic Policing of existing Beat officers to change regular routes to include up to 97 Avenue and up to 104 Avenue.	Request Allocation
Increase Bylaw - Increase Bylaw Enforcement. From April through October have Bylaw staff that are solely responsible for the Stony Plain Road business area and the four communities surrounding the area. One bylaw staff person to be housed with the Beat Police on 156 Street	Allocation of existing staff
Programming - Support to community events and celebrations, community newspaper, and Community Working Groups	Allocate staff and Program Resources



2010-2012 Financial Requirements

Additional operating funds will be requested in 2010 as described below. In 2008, the members of the community identified required funding for specific initiatives and activities arising from the goals.

2010-2012 Actions	Cost
<p>Increase Police - Increase Beat Police. This will mean the addition of a Community Beat Constable who will work directly with the community groups and businesses in reducing crime and improving safety. This would allow an enlarged Beat area as well as strategic Policing of existing Beat officers to change regular routes to include up to 97 Avenue and up to 104 Avenue.</p>	<p>\$100,000 per officer</p>
<p>Increase Bylaw - Increase Bylaw Enforcement. Have Bylaw staff that are solely responsible for the Stony Plain Road business area and the four communities surrounding the area. 1 Community Peace Officer and 1 Municipal Enforcement Officer to be housed with the Beat Police.</p>	<p>\$225,000 For 1 Community Peace Officer and 1 Municipal Enforcement Officer</p>



Capital Costs

The Integrated Services Team of City staff has compiled the capital projects for the communities of Britannia/ Youngstown, Canora, Glenwood, and West Jasper Place over the next ten years (2008-2018). The location of the west LRT extension will be decided in 2009. Two options for the Jasper Place Transit Terminal are provided, pending the LRT decision.

	Date	Cost	Department	Funding/ Unfunded	Capital Project Profile #
Jasper Place Bus Terminal Interim Improvements	2009	\$1.1M	Transportation	Funded	09-66-1410
Jasper Place Transit Terminal No LRT Route in the area.	2013- 2018	\$9.3M Plus \$3M for land costs based on current cycles 2008 dollars	Transit	Unfunded	09-66-1780
Jasper Place Transit Terminal LRT routed through the area	2020- 2025	TBD	Transportation	Unfunded	None
Rehabilitation (a) 107 Ave from 163 St - 170 St (b) 159 St from 104 Ave - 107 Ave (c) 156 St from 91 Ave - 107 Ave	2013- 2018	(a) \$2,957,000 (b) \$1,057,000 (c) \$5,217,000 2007 dollars	Transportation	Funded	09-66-1020



Capital Costs continued

	Date	Cost	Department	Funding/ Unfunded	Capital Project Profile #
Neighbourhood Renewal (roads, sidewalks, curbs) <ul style="list-style-type: none"> • Canora • West Jasper Place 	2013-2028	Canora \$20,128,138 West Jasper Place \$20,659,053 2007 dollars	Transportation	Unfunded	09-66-1155
Fred Broadstock Pool Redevelopment	2008	\$5.478M	Community Services	Funded	07-21-4221
Improvements and expansion of Butler Park	2011-2012	TBD	Asset Management and Public Works	Unfunded	09-28-1001
Streetscape Phase I: Improvements for Stony Plain Road, 149-158 St	2009-2013	\$11.8M	Community Services	Unfunded	09-21-0901
Streetscape Phase II: Improvement for Stony Plain Road, 140-149 St and 158-170 St	2018	\$20.2M	Community Services	Unfunded	None



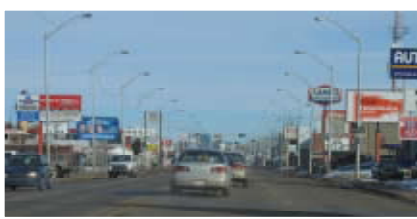
Financing Options

Three capital projects: the transit terminal, road rehabilitation work and redevelopment of Fred Broadstock Pool are funded. The unfunded projects are contained in the 10-Year Capital Investment Agenda and the revenue options include the Municipal Sustainability Initiative and the Neighbourhood Renewal program (proposed 4% tax increase per year for 10 years).

Historically, BRZ property owners have funded streetscape improvements. In fact, the Stony Plain Road BRZ property owners are currently paying off a Local Improvement Levy approved in 1992 to pay for streetscape improvements along Stony Plain Road. This balance will be paid off in 2011.

This plan calls for a different investment strategy for the new proposed streetscape improvements along Stony Plain Road, as part of the overall revitalization for the area. The plan recommends that the City's invest in Phase 1 streetscape improvements as a catalyst for private investment in the area. As such, the Phase 1 streetscape improvement (149 to 158 Street) investment is identified in Community Services' Capital budget in the Neighbourhood Revitalization Composite. Currently, however, this program is unfunded.

For Phase 2 streetscape improvements, other revenue sources can be explored. For example, it may be funded through partial tax-levy funding and local improvement levy. If partnership funding is further pursued through an Urban Development Agreement, the federal and provincial governments can financially support revitalization along Stony Plain Road.



Conclusion

Community members in the Jasper Place neighbourhoods recognize that they face more day-to-day problems than residents living in other parts of the city. Rather than allow the neighbourhoods to deteriorate further, they developed a vision to create a better quality of life. The neighbourhoods have many positive aspects to build upon and improvements are attainable.

This Strategy is ambitious and action items are planned for the next five years. With the commitment of the City of Edmonton and community resources, Jasper Place can be restored to a neighbourhood where people enjoy to work, live and play.



Appendices

Appendix A - Definitions

Appendix B - Neighbourhood Indicators

**Appendix C - Banister Research Executive Summary
Report**

Appendix D - Summary of Consultations

Appendix E - Ads and Posters

Appendix F - Smart Choices

Appendix G - 100 Avenue Planning Study

**Appendix H - Britannia/Youngstown Neighbourhood
Planning Study**

**Appendix I - Stony Plain Road and Area Business
Revitalization Zone, Strategic Business
Plan 2007-2010**

Appendix J - Open House Survey Results - May 22, 2008

Appendix A - Definitions

Affordable Housing	Provides permanent accommodation to low-income individuals and families who earn less than the median income and spend more than 30% of their income on housing. Typically, these households do not require ongoing support services or operating subsidies. Rents tend to be 10% to 30% below average market rents [typical of unites that have received capital funding commitments under the Canada-Alberta Affordable Housing Partnerships Initiative (AHPI)] Another example would be "Habitat for Humanity" Housing.
Area Redevelopment Plan (ARP)	<ul style="list-style-type: none"> • Inner city neighbourhoods, designate neighbourhood(s) for preservation or improvement, rehabilitation or relocation of services • Extensive community consultation • Address land use, development, social & community development, infrastructure, environmental protection etc. • Approved by Bylaw by City Council
Business Revitalization Zone (BRZ)	<p>A Business Revitalization Zone, or BRZ, is a unique opportunity for businesses to work together to accomplish mutual goals. Customers want safe, interesting and attractive places to shop, dine and conduct business. To attract these customers, a BRZ can enhance an area through:</p> <ul style="list-style-type: none"> • Streetscape improvements • Joint promotions and festivals • Economic development initiatives <p>Though set up and governed by a combination of provincial legislation and City policy, a BRZ is initiated at the request of a business community. When a BRZ is created, City Council establishes a business association, sets the BRZ boundary, and approves a Board of Directors and annual budget. The budgeted amount is collected through a special tax levy of BRZ members. Once established, City Council annually approves the BRZ's budget, Board of Directors, and special tax levy. All monies collected by the City are returned to the Business Association in quarterly installments to fund the BRZ's initiatives.</p>

Jasper Place Revitalization Strategy

Design Charette	A public process leading to a shared vision. Charettes vary in duration from mini-charettes of 2-3 hours (sufficient for many neighbourhood traffic-calming events) to 7-day events. Charettes focus on a specific geographic area, commonly a quarter mile walking radius, and use physical design principles to make an area more welcoming, walkable, safer and attractive.
Land Use Studies and Design Concepts	Address particular land use issues and urban design enhancements within a portion of a neighbourhood(s).
Neighbourhood Improvement Plan (NIP)	<ul style="list-style-type: none"> • Federally (and Provincial and Municipal) funded program to conserve, rehabilitate and protect older neighbourhoods • Addresses primarily infrastructure needs • Passed by a resolution of Council
Stakeholder	Anyone impacting or be impacted by a decision or direction. Stakeholders were defined by the following stakeholder grouping: Business, Community Leagues/Community Organizations, Not-For-Profit Organizations, Schools, Faith Groups, Recreational/Event Facilities, Crime and Community Safety Initiatives, Property Owners (commercial and residential), Governments and General Public.
Streetscape	Refers to all the elements that constitute the physical makeup of a street or avenue and that, as a group, delineate its character. A streetscape includes building frontage, street paving and furniture, street tree planting, lighting, signage and transit areas/stops.
Streetscape node	A streetscape design element along roadways allowing areas for planters, trees/shrubs, benches, etc. Streetscape nodes improve the physical appearance, as well as, reduce traffic speed in the area.
Edmonton Safe Parent Association	The mission of Safe Parent Association is to provide safe homes for members in Edmonton, especially children in times of distress.
Community Police Radio Network (C.P.R.N.)	Association is a civilian volunteer organization who assists the community in the detection and prevention of crime.

Citizens on Patrol	<p>Members of Citizens on Patrol are volunteers that serve as the “eyes” and “ears” of their community. While their function varies from area to area, the fundamental concept is citizens taking an active role by patrolling and liaising with their local police agency to ensure safe homes and safe communities.</p> <p>Other activities of Citizens on Patrol can include: surveillance, research, traffic safety, surveys, data collection, reporting, check stops, crime prevention, and on-going training. Their involvement will depend primarily on their community’s local Citizen on Patrol Society (COPS) and their local police agency.</p>
AMA School Safety Patrol	<p>Now includes over 500 schools and 17,000 patrollers across Alberta. The Alberta Motor Association partners with the police, teachers and parents to ensure the continual success of this program. This was the first traffic safety program undertaken by the Alberta Motor Association and the success is evident in the record performance achieved by all participants.</p>
Crime Free Multi Housing	<p>In 2000, the Crime Free Multi-Housing Program was established in the City of Edmonton Police Services. The goal of the program is to introduce crime prevention techniques to rental property as to reduce the likelihood of criminal activity occurring on the premises. The Crime Free Multi-Housing program adheres to the principles detailed in Crime Prevention through Environmental Design (CPTED).</p>

Appendix B - Neighbourhood Indicators

Appendix C - Banister Research Executive Summary Report

Appendix D - Summary of Consultations

Public consultations occurred in fall 2006.

- October 6-26th at various locations and agencies.
- Banister completed 400 residential surveys (by phone), 100 in person business surveys, 202 on site shoppers
- Workbooks surveys were available through the City's website 272 completed

The consultations ultimately provided a vision and direction for the revitalization.

Community Steering committee met monthly January 2007 through June 2008.

Public Consultation May 10, 2007 to develop action plans for the Jasper Place revitalization. 45 people attended with the end in mind. Community Steering Committee reviewed public consultation results and developed 3 themes. Committee used information gleaned from the May 10th public meeting to develop draft action plans.

A draft of the community plan was developed, to go back to the community for confirmation/ support. Open House was on November 6, 2007 for community to approve action plans and get involved with working committees. 68 people attended. The action plan will be forwarded to council for funding where needed.

A design Charette was held on March 6-12, 2008 to provide a vision and possible physical changes for Stony Plain Road. 52 people attended.

An open house was held on May 22, 2008 for businesses and residents to provide feedback and support for the proposed physical changes. 49 people attended.

Appendix E - Ads and Posters

Report a Problem in Your Area

Is there a rundown house in your neighbourhood? Are the walks not shoveled or the lawn overgrown with weeds? Is there a rental property in such bad shape that it affects the health and safety of its tenants? Do you want to help clean up the neighbourhood, or make it safer?



You can make a difference.

Vacant Derelict Properties — call the City of Edmonton Derelict Housing complaint line, **496-6031**.

Occupied Properties — to report a bylaw violation, call the City of Edmonton, Planning and Development Department, **496-3100**.

Health and Safety in Rental Properties — to request a health officer's information or inspection, call Capital Health at **413-7928**.

Non-Emergency Crime — to report a crime, call the Edmonton Police Service, **423-4567**.

General Inquiries and Complaints — call the Citizen Action Centre, **496-8200**.



For more info on the Jasper Place Revitalization Strategy:

Call Marian at **944-5417**

Or visit www.edmonton.ca/neighbourhoodrevitalization

THE CITY OF
Edmonton



Change starts with you



Together, we can make a difference.
Help change your community by volunteering
with your community revitalization groups!

You can get involved with:

- Community Safety
- Community Cleanliness
- Community Information
- Community Improvements and Beautification
- Community Programs and Services

The Jasper Place Revitalization Strategy is a community based project of the four communities around Stony Plain Road.



The goal...to create a safe and walkable community for everyone.

For more information on volunteering or the Revitalization Strategy, call **Marian** at **944-5417**.



Jasper Place

Revitalization Strategy

Your community. Your voice. Your choice.

Come share your ideas about how to make your neighbourhood a better place to live, work, and play. The City of Edmonton would like to hear your ideas on how to improve the Jasper Place area.

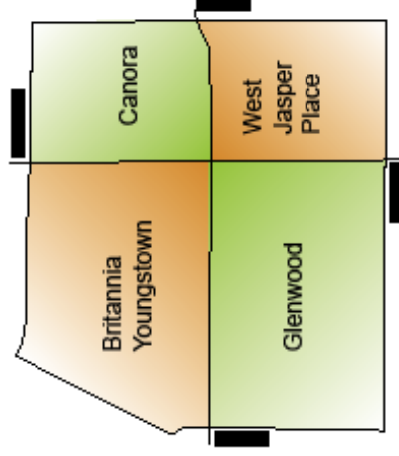
Topics will include:

- crime and safety,
- attractive buildings,
- a people friendly place,
- a diverse mix of businesses, and
- housing.



Your input will help us to create a strategy to revitalize your neighbourhood.

Thursday May 10th, 2007
Britannia School, 16018 – 104 Ave
7 p.m. – 9 p.m.



Child care will be available.

Call Marian at **944-5417** to register.





Improving public spaces.

Come share your ideas about how to improve the look of the Jasper Place business district and bus terminal areas.

Your involvement is an important factor in achieving a public space that is truly vital, inclusive and unique. Jasper Place public spaces should encourage community members and visitors to feel safe and comfortable and allow diverse groups to come together.

Your input will help us to create a design to revitalize the Stony Plain Road area as a great place to live, work and play.

Grant MacEwan West Campus Room 436, 10045 - 156 Street

Saturday, March 8th

9:00 am - 12:30 pm

Workshop for commercial district

1:30 pm - 5:00 pm

Workshop for bus terminal

Wednesday, March 12th

7:00 pm - 9:00 pm

Presentation of draft design and
Q&A Session

Workshops are open to all public and businesses.

Call Marian at **944-5417** to register.

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