



EDMONTON  
**EXHIBITION  
LANDS**

Implementation Strategy

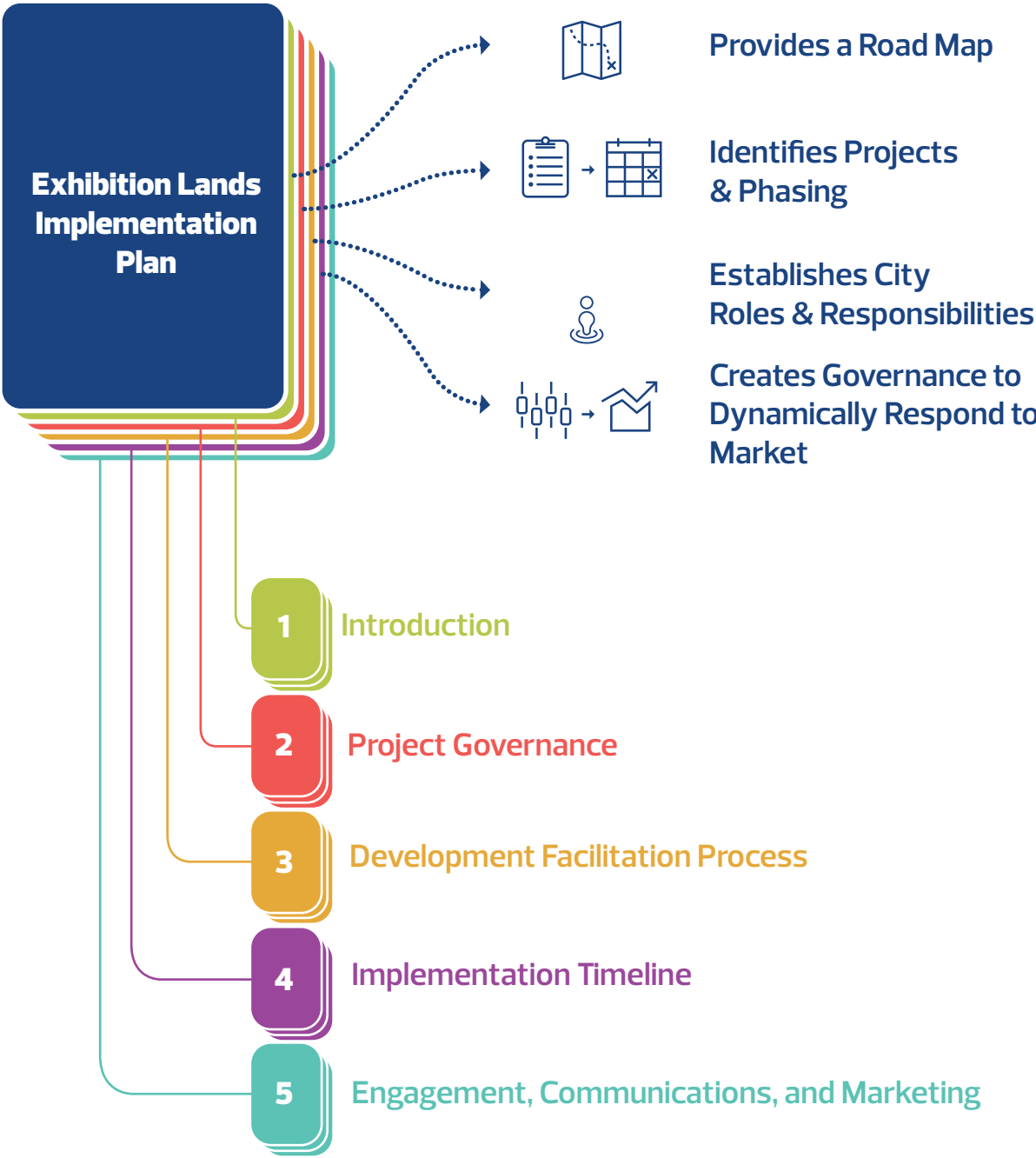


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# Acknowledgments

The City of Edmonton acknowledges that it is situated on Treaty 6 territory; within the Métis Nation of Alberta Region 4; and on the traditional territory of the Cree, Dene, Sauleaux, Blackfoot, and Nakota Sioux.

# Document Purpose & Structure



# 1 INTRODUCTION

The Exhibition Lands is an incredible opportunity for sustainable, transit-oriented city building in the heart of North Edmonton. From 2017 to 2020, the City undertook the creation of a Planning Framework for the Exhibition Lands. The Planning Framework established a long-term vision and priorities for the redevelopment over the next 30 years.

The Exhibition Lands Implementation Strategy takes the redevelopment process to the next step, outlining the internal structures and actions required to bring the vision of the Exhibition Lands Planning Framework to fruition. The Implementation Strategy will evolve in response to market conditions, lessons learned, and other factors.



## 1.1 Purpose/Scope of the Implementation Strategy

The Implementation Strategy provides direction for the City, outlining roles and responsibilities, key implementation deliverables, timelines and areas of coordination to ensure the success of the redevelopment. The Strategy also outlines how the City will facilitate the redevelopment and sale of City-owned lands.

In summary the Implementation Strategy:

- + Provides a road map for the City to achieve a successful redevelopment in alignment with the vision and policies of the Planning Framework and The City Plan;
- + Identifies required City infrastructure projects and their phasing within the overall redevelopment timeline;
- + Determines responsibilities of City Administration, and how Administration will work development partners to deliver the project; and
- + Creates mechanisms and a governance structure that allow for dynamic response to changing market conditions.

## 1.2 Mandate and Operating Principles

The mandate of the City, as the executor of the Exhibition Lands Implementation Strategy, is to represent and uphold the vision and integrity of the Exhibition Lands Planning Framework and to successfully achieve redevelopment of the area in accordance with the Framework and The City Plan. The following six operating principles contribute towards this mandate:

1. Align with the mandate/principles of The City Plan to activate growth and change in priority redevelopment areas through strategizing and investing to stimulate area readiness of (re)development
2. Remain flexible and adaptive to changes in community need, market conditions, institutional opportunities, and emerging city building trends;
3. Work in collaboration, internally and externally, with the public and stakeholders (building upon relationships already built through the development of the Planning Framework);
4. Leverage and enable catalytic investments that serve to unlock development potential in the plan area;
5. Champion the implementation process to ensure timely delivery of City infrastructure responsibilities and approvals processes in order to maintain investor certainty and confidence in the City's ability to achieve the redevelopment; and
6. Ensure that development conforms to the directives and targets of the Community Energy Transition Strategy, including the expectation that all building development will achieve net-zero energy performance by 2030 as the minimum.









## 2 PROJECT GOVERNANCE

Effective project governance is the backbone of a successful redevelopment. The Implementation Strategy establishes the specific governance structure for the Exhibition Lands Redevelopment, which defines the City's role as the primary facilitator of the overall development process over the next 30 years. Several major roles and responsibilities of both the City of Edmonton and development partners are also defined to ensure transparency, accountability, and coordination for all aspects of implementation.

## 2.1 Roles and Responsibilities

The City of Edmonton is ultimately responsible for the delivery of the Exhibition Lands Redevelopment. Within the City, multiple departments will be involved in the redevelopment in some way. In addition to the City, development partners will also play a critical role in realizing the redevelopment once they have been selected through the development facilitation process. These two main parties are reflected in Figure 1.

There is incredible opportunity presented within this city-led development approach and partnership with industry. City oversight and facilitation will enable coordinated development outcomes and a streamlined process. Planned public investment in supporting infrastructure projects will serve to garner trust and build confidence in the redevelopment, which in turn will catalyze private investment. Collaboration to establish development concepts will ensure alignment of interests between both parties, enabling the realization of the Planning Framework vision.

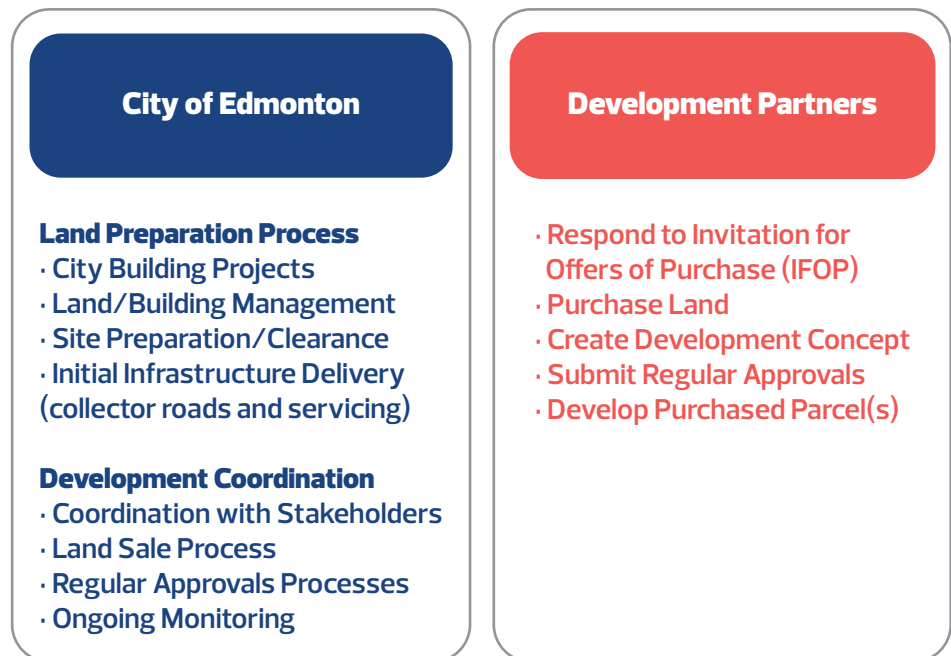
### 2.1.1 CITY ADMINISTRATION

City Administration will be responsible for the overall leadership, management, and facilitation of the redevelopment and upholding the mandate of this Implementation Strategy. The City will have the most direct influence on implementation, being responsible for the preparation and management of lands for sale through to the selection of successful development partners and monitoring of development completion.

In the role of the development facilitator, City Administration's overall objective is to enable redevelopment in alignment with the vision of the Planning Framework. A critical aspect of this role will be the coordination of all internal stakeholders to ensure the delivery of all City work, especially the significant city building projects.

The team will also be responsible for the development and management of initial collector roads and servicing, which are related to land clearances, the creation of development parcels, and overall site preparation. Additionally, they will be responsible for coordinating LRT and open space infrastructure improvements as well as phasing of development to optimize the City's capital investments and the area's redevelopment potential, which will be established through Action Plans.

**Figure 1 Roles and Responsibilities**



Administration will champion the redevelopment by demonstrating the team's willingness to collaborate and accelerate internal processes. Due to the 30-year timeline for the delivery of the redevelopment, Administration's approach will also need to be adaptable to respond to changing conditions and market factors as well as to Council's priorities, as outlined in the Growth Management Framework.

The primary responsibilities of City Administration, include:

- + Monitor and update the Implementation Strategy based on regular market analysis updates and partner recommendations;
- + Manage existing land and assets and clear and prepare the site;
- + Ensure the strategic and timely delivery of City building projects and growth management objectives;
- + Align the implementation approach with the goals and targets of the Energy Transition Strategy;
- + Manage procurement, project management, and completion/handover of initial collector roads and servicing, where required;
- + Divide City owned land into sell-able parcels (including any/all required large parcel subdivisions and/or consolidations);
- + Develop the evaluation criteria by which development partners will be assessed to ensure conformance to the Planning Framework;
- + Manage the Invitation for Offers to Purchase (IFOP) process toward the selection of development partners for all sites (including anchor sites);
- + Manage the terms of land sale, including the review and approval of development partners' development concept submissions;
- + Facilitate preparation of zoning and subdivision (to be completed by development partners and be evaluated by the City's regular approvals process);
- + Provide overall project marketing, engagement, events and communications; and
- + Establish and maintain good partnerships with development partners and any other relevant partners/ stakeholders, sponsors, lease holders.

## 2.1.2 DEVELOPMENT PARTNERS

The development partners will be responsible for the subdivision design and development of individual development parcels in alignment with the vision of the Exhibition Lands Planning Framework and in collaboration with the City.

Development partners will enter the process with the submission of a response to the City for the development of an individual development parcel or parcels through a Invitation for Offers to Purchase (IFOP) process (detailed in Section 3.6 Selection of Development Partners). Proposals will be evaluated based on the degree to which the proposal aligns with meeting the objectives and outcomes of the Planning Framework. Once a development partner has been chosen as a successful proponent to the IFOP, they will then enter into a conditional sale agreement.

The development partner will then be responsible to prepare a high-level development concept to communicate their development intent and alignment with the Planning Framework. Once this development concept has been reviewed and endorsed by City Administration, the development concept condition precedent will be considered fulfilled. The land sale will close once any remaining conditions precedent are fulfilled or waived.

The development partner will then be responsible for preparing and submitting all required planning approvals to the City, including zoning, subdivision, and permit applications. Administration will assist the development partners through this process; however, the Development Partner will be responsible for ensuring due diligence around costs/fees and providing complete/quality submissions at the time of permit application. Once all necessary approvals are achieved, the development partner will be responsible for implementing the development, adhering to an agreed-upon development schedule, and communicating progress.

In summary, the responsibilities of the development partners include:

- + Respond to the IFOP in a clear and coherent manner that responds to the stated evaluation criteria;
- + Enter into a land sale agreement;
- + Prepare a development concept communicating alignment with the Planning Framework;
- + Respond to feedback from the City and adjusting the development concept to incorporate that feedback;
- + Conduct early marketing and engagement activities for the development concept (as required by the development partner), prior to formal City engagement process;
- + Complete and submit all land use, zoning, subdivision, and permit applications;
- + Complete required public engagement activities related to formal planning approvals processes; and
- + Construct and develop after land sale including: obtain servicing agreements, development permits, building permits, and required licensing; keep to the agreed upon development schedule; and successful delivery of all development infrastructure.

## 2.2 Resource Allocation

Given the breadth of tasks and expertise required to carry out the diverse responsibilities of the project, all of the areas within the Real Estate Branch will likely be involved in the Exhibition Lands implementation. At the simplest level, it is expected that City Administration will be responsible for providing three main areas of operational expertise and appropriate resourcing:

- + **Project delivery**, responsible for the management of the procurement, design and delivery of demolitions and collector roads and servicing;
- + **Property management and sales**, responsible for the creation and negotiation of land sale and agreements, as well as on-going land and building leases and general property management; and
- + **Marketing and communications**, responsible for managing the overall project's brand through advertising and events, partnering with development partners on joint marketing strategies, and facilitating City Administration public engagement representation on any required or related public engagement process in conjunction with development partners and city building projects.



## 2.3 Reporting and Evaluation

As the redevelopment progresses, it will be important to report on updates and evaluate whether the key deliverables are on track for success. At the same time, due to the nature and 30-year timescale of the redevelopment, it is important to acknowledge that the project's progress may be difficult to measure, as market and other factors will change during that time. As such, this Implementation Strategy directs the creation of performance indicators, identifies key milestones for the entire redevelopment, and then provides a more detailed breakdown of check-ins with Council for the first four years of the redevelopment. Subsequent touch-points are identified, but are not associated with a specific time-frame.

Recognizing that the market is currently changing in unprecedented ways, the implementation of the Planning Framework will require innovative levels of flexible evaluation over the 30 years of implementation.

Structured major touch-points with Council will include:

- + Approval of Exhibition Lands Action Plans (in four-year increments);
- + Capital funding requests for major city building projects; and
- + Presentation of Annual Reports to Council.

The creation of performance indicators and the three touch-points are detailed in the following subsections.

### 2.3.1 PERFORMANCE INDICATORS

To ensure adequate monitoring and reporting on the success of the redevelopment, Administration will need to establish several key performance indicators. These indicators should reflect measurable outcomes from the Planning Framework, The City Plan, the Energy Transition Strategy, and other relevant City planning documents and targets. The Status for each of the performance indicators should be reported in the Action Plans, and should form the basis of evaluation of Development Partner submissions within the Invitation for Offers to Purchase (IFOP) process.

### 2.3.2 ACTION PLANS

Given the overall size and duration of the Edmonton Exhibition Lands project and the inter-connected and sequential nature between the required investments and land sales, amalgamating actions into periodic Action Plans for strategic direction and approval will be required. As such, four-year Exhibition Lands Action Plans, aligned with the City's four-year budget cycle, will be presented to Council for approval. Council will evaluate the Action Plans as a suite of projects with a single intent – to successfully and proficiently direct the successful redevelopment of the Exhibition Lands. The Action Plans are intended to create the necessary runway for Administration to fully engage in multiple interconnected projects, and to remove the potential for political risks interfering with one project that is fundamentally interwoven into the requirements of others.

### 2.3.3 CAPITAL FUNDING REQUESTS

Given the continual presence of major city building projects throughout the redevelopment of the area, Council will also have the opportunity to receive updates on the overall progress of the area's redevelopment. The following investments will require Council approval for funding and initiation:

- + Coliseum Demolition
- + Montrose LRT Storage and Cleaning Facility
- + Borden Park reconfiguration
- + 115 Avenue LRT Station
- + Civic Anchor (if executed by a City service)
- + Reconfigured Borden Park Design & Delivery
- + Coliseum LRT Station and transit centre closure and reconstruction at 119 Avenue
- + Realignment of Wayne Gretzky Drive

Capital funding may also be required for the relocation of the existing operational service yard located within the plan area, should it be decided that an alternative site for the yard is beneficial to the overall success of development.

Prior to capital funding requests, projects will need to be reviewed to ensure their continued alignment with The City Plan and growth objectives at the time. Additionally, capital requests should be phased prior to the IFOP process to create certainty for potential Development Partners that catalyst projects like the new LRT stations will be completed.

### 2.3.4 ANNUAL REPORTING

Given the ongoing nature of the many required tasks relating to the delivery of land sales, collector roads and servicing and marketing and communications, Administration will prepare Annual Reports which will be submitted to the Deputy City Manager, Chief Financial Officer, Executive Leadership Team, and then to Council. Annual Reports will be the main method of updating on the progress of the Exhibition Lands Action Plans, and will provide detailed status updates on:

- + Ongoing property management, including updates on interim leases, license agreements, and Memorandums of Understanding (MOU);
- + Land clearance progress, including progress on major demolitions;
- + Ongoing collector roads and servicing projects;
- + Land sale stages, by relevant parcel;
- + Status of City-led capital improvements;
- + Market updates, development partner progress and sales information; and
- + Project finances, including ongoing operational costs and projected outlooks;
- + Progress towards Energy Transition Strategy goals and targets; and
- + Cost/benefit analysis that examines the benefit of operating legacy facilities versus demolishing them.

To ensure that the city building projects are always perceptually connected to the successful realization of the Planning Framework, Administration and relevant City senior management will also provide information-only updates on any ongoing or forthcoming city building projects in Annual Reports.





## 3 DEVELOPMENT FACILITATION PROCESS

Throughout the 30-year lifespan of the Planning Framework, the City will be responsible for stewarding the redevelopment of all development parcels and infrastructure. This will include facilitation between City departments, development partners, and all other stakeholders and continually monitoring redevelopment and construction to ensure it aligns with the Planning Framework.



As outlined in Section 2 Project Governance, Administration will be the development facilitator, tasked with seeing the redevelopment from land preparation through to redevelopment of individual development parcels. Within the Implementation Strategy, the overall Development Facilitation Process has been broken into two key processes: Land Preparation Process and Development Coordination Process. The ten components within these sections are provided below and shown on Figure 2:

### LAND PREPARATION PROCESS

1. Coordination with other City departments to ensure the strategic and timely delivery of **city building projects**;
2. **Stewardship and management of lands** and assets prior to their redevelopment;
3. **Site preparation**, including land clearance, initial site assessments, and initial subdivision, prior to sale;
4. Planning and delivery of **collector roads and servicing projects**;

### DEVELOPMENT COORDINATION PROCESS

5. Ongoing **coordination with external stakeholders**;
6. **Selection of development partners**, through an IFOP process and establishment of a conditional sale agreement;
7. Facilitation and **review of development concepts** for conformance with the Planning Framework;
8. Finalization of **land sale** with development partners;
9. **Land use and development approvals** process; and
10. **Ongoing monitoring** of development progress and conformance with the Planning Framework.

Components of development facilitation will not necessarily be conducted in a linear sequence, as the phased approach to land sale means that many of these activities will be happening concurrently over the course of the redevelopment. This is detailed further in Section 4 Implementation Timeline. It is Administration's responsibility to manage all concurrent work and ensure that tasks are completed on time. The following sections provide direction on each of these components of development facilitation.



**Figure 2 Development Facilitation Process**

## Land Preparation Process

Administration Pre-Land Sale Actions



## Development Coordination Process

**All Party Involvement**  
 City of Edmonton: COE  
 Development Partner: DP



# Land Preparation Process

## Administration Pre-Land Sale Actions



## 3.1 City Building Projects

The Planning Framework identifies several major city building infrastructure projects to be delivered in a staged manner throughout the project's implementation timeline (see section 4 Implementation Timeline). City building projects are large-scale capital infrastructure projects that will have catalytic impacts on unsold lands, lands awaiting development, and units located within developed land. The strategic, timely, and high quality delivery of these city building projects is crucial for maintaining investor confidence and interest in the land and will unlock development potential of the development parcels. These projects are to be financed outside of the umbrella of the project and led by their respective City departments, as outlined in Section 2: Project Governance. The prioritization of these projects will also be influenced by the City Plan priority growth areas, which are currently in development.

There are five city building projects:

- + Borden Park reconfiguration and expansion;
- + LRT Storage Facility;
- + New LRT Station and transit plaza at 115 Ave;
- + Coliseum LRT Station and Transit Centre replacement/relocation; and
- + 'Urban Boulevard' reconfiguration of Wayne Gretzky Drive.

The coordination and timing of these projects will inform the development staging of the Exhibition Lands, as their completion will impact the attractiveness and readiness of the land for redevelopment. Overall, the projects are critical to the overall success of each stage of development. All city building projects will each require capital funding approval and additional public and stakeholder engagement in the design phases. These capital funding approvals, particularly for the two LRT stations, should occur before the IFOP process and initiation of private development in the plan area.

The following sections provide considerations for each of the city building projects and areas for coordination between relevant City departments and Administration.

In addition to the listed city building projects, the Civic Anchor may also require public investment depending on how the site is developed and if private-public partnerships are established.

### 3.1.1 BORDEN PARK RECONFIGURATION AND EXPANSION

Borden Park will likely be the first of the city building projects to be conducted and master planned as part of implementation of the Exhibition Lands Redevelopment. Expanding and reconfiguring the park will allow for the development of the Civic Anchor space and create additional park frontage for the south transit village. As detailed further in section 3.2.3 Establishment of Deferred Reserve Caveats, Administration will need to ensure that Borden Park is factored into the allocation of municipal reserve throughout the plan area. The reconfiguration process should also consider the below-ground servicing implications for the plan area and adjacent sites including stormwater, water, sewer, gas, electrical, and telecom infrastructure as well as infrastructure to support the hosting of events in the park. Conducting a Master Planning process for the park will enable the expansion to be considered as part of improvements to the park as a whole. The new Master Plan will also replace the existing one.

Another consideration will be the heritage features in the current Klondike Park, including the Milk Bottle and Pioneer's Cabin, which are on the City's Inventory of Historic Resources. As part of the master planning process for the expanded Borden Park, Administration will evaluate options to accommodate these resources. As noted in the policies of the Planning Framework, this could include re-location of the resources within or out of the plan area or their incorporation into the redeveloped park.

### 3.1.2 LRT STORAGE FACILITY

Construction of the LRT Storage Facility will need to consider impacts to adjacent residents and the Wally Footz Field. Design of the facility and surrounding site has considered privacy and noise concerns at Wally Footz Field. Since it is a private site, no adjustments to the path network are required.

### 3.1.3 NEW LRT STATION AND PLAZA AT 115 AVE

The new LRT Station and plaza at 115 Ave is a catalytic project and is integral as the focal point and entrance to the south transit village. As directed in the Planning Framework, the station is intended to be neighbourhood scale. This means that it will not incorporate a transit centre and should be designed to be small in scale with simple, side-load platforms and minimal enclosed spaces. The station should also include at-grade pedestrian crossings at either end of the station's platforms.

The design of the station must be integrated with the surrounding reconfigured road network, the new multi-modal crossing at 115 Avenue, active modes facilities within the LRT corridor, bus transit connections, and the adjacent transit plaza, in alignment with the Planning Framework. Timing of the design and construction of the transit plaza should consider impacts on maintenance operations for LRT operations, and ideally be conducted around the same time as initial Multi-Modal Transportation Assessments. An understanding of the space requirements for the LRT station should inform initial subdivision of the site.

Consideration should be given to a design that is simple, efficient, and reduces its visual impact. Station design should consider capacity needed for large events as well as day-to-day capacity. A coherent connection should also be provided to the EXPO Centre from the station.

### **3.1.4 COLISEUM LRT AND TRANSIT CENTRE REPLACEMENT/RELOCATION**

The design of the new Coliseum LRT station should consider the same elements as the 115 Ave LRT, including a neighbourhood scale design (side-load platform with minimal enclosed spaces) linked to the design of the transit plaza. Unlike the 115 Ave Station however, the new Coliseum Station will consider the integration of a transit centre as per the Planning Framework. The transit centre should be thoughtfully incorporated into the design of the transit plaza.

Design of the LRT station should incorporate lessons learned and successes from the creation of the 115 Ave LRT Station to keep the station simple and effective. The station will provide at-grade pedestrian crossings at either end of the station's platforms and create a coherent connection to the EXPO Centre through the north transit village urban plaza and the existing pedway.

The construction of the new station should coincide with decommissioning or partial demolition of existing Coliseum LRT station. Salvageable spaces of the existing station should be considered for use as operations facilities, if possible. The existing transit centre and station access spaces will be transformed into local street and open park space, allowing for high-quality access to the new 119 Ave station and transit centre.

### **3.1.5 RECONFIGURE WAYNE GRETZKY DRIVE**

The reconfiguration of Wayne Gretzky Drive is a long-term project in the timeline of the Exhibition Lands Redevelopment. Given this time-frame the project will need to consider a range of new factors that likely cannot be anticipated in the Implementation Strategy. Administration will need to develop an approach to acquisition of the private properties within the widened road right-of-way. At that time, consideration should be given to whether the businesses can be relocated or accommodated elsewhere in the plan area.

The Planning Framework directs that the design of the reconfigured road should follow the complete streets standards for an urban boulevard.



## 3.2 Stewardship and Management of Lands

Over the entire course of the redevelopment, the City will be responsible for managing its lands on the site until the time of sale. This will include managing operations of any existing facilities and security of these facilities and properties. Aside from the EXPO centre and Coliseum, there are more than 30 other properties on site totalling over 50,000 square metres in area to manage. The City will assess buildings and their suitability for adaptive use throughout the course of redevelopment.

### 3.2.1 ADAPTIVE REUSE OF BUILDINGS

Aside from the Expo Centre and Coliseum, there are over 30 buildings on site that require stewardship and property management over the course of redevelopment. Administration will work to assess building condition, risks, and operating costs to develop a property management plan for these buildings that aligns with redevelopment timelines. This plan will direct which buildings should be decommissioned or demolished to reduce risk or costs and which buildings have acceptable risks and remaining operational life. These properties will continually be reviewed for the potential for adaptive re-use over the course of the development timeline, ensuring that any activation plans align with both the Edmonton Exhibition Lands Planning Framework and the redevelopment timeline as the project progresses forward.

For the Coliseum specifically, Administration will need to follow the Arena Agreements Summary & Legal Advice for legal advice on matters related to any adaptive reuse of the building as it relates to the Master Agreement and Sponsorship Agreement Termination Agreement between the City and Edmonton Arena Corp and OEG.

In instances where buildings are deemed suitable for adaptive re-use, it is expected that Administration will establish and maintain lease agreements with interim user groups for select buildings that can still be safely occupied. In the event that buildings cannot be leased, or are unfit to lease, they will have to be operated in a dark manner, which involves prioritizing building safety and structural integrity until such time that demolition is deemed appropriate from a financial or development perspective. Building operating costs should be borne by the lessee whenever possible. Administration must also consider the conditions and time-frame of the various surface parking leases on the site in its redevelopment timelines to continue to meet the parking needs of existing uses and planned events.

Overall, the site will be managed to prioritize public safety while simultaneously striving to activate the grounds through public and private events and gatherings. Consideration and priority will also be given to the use of buildings for temporary emergency purposes, as need arises.



### 3.2.2 EMPTY BUILDINGS (DARK OPERATIONS)

In the event that buildings cannot be leased, or are unfit to lease, they will have to be operated in a dark manner. Specifically, Administration will be responsible for maintaining and securing the existing site and buildings within the Northlands Park grounds, Coliseum site, and properties around Borden Park until they can be demolished or ownership transferred.

Other dark operations considerations include the several heritage resources on City owned lands within the plan area. If there are no current lease holders for the properties, Administration will be responsible to maintain these buildings in a dark state until such a time that they can be:

- + positioned within a land sale development parcel;
- + incorporated into a larger project; or
- + moved, if appropriate.

Dark operations should be avoided, as these ongoing costs use valuable resources that are better directed to demolitions and infrastructure investments.

### 3.2.3 ON-SITE EVENTS

As part of the Exhibition Lands Planning Framework, the plan area is intended to continue its role as a place of gathering and celebration as it transforms to also serve a wider range of civic, employment, and residential functions. As part of this aspiration, events will continue to be facilitated in the plan area in various interim states throughout the course of redevelopment and then in a more formal way upon its completion. Administration will need to manage this in a coordinated manner that enables the success of these events without compromising redevelopment.

As the redevelopment of the area evolves, Administration will work with Explore Edmonton Corporation and other cultural and sporting event organizers to ensure adequate spaces are provided for these events. There is currently an abundance of surface parking within the plan area that is currently used for events and event staging. Over time, these surface lots will be redeveloped. To mitigate impacts of parking changes for the Expo Centre activities and other events, allocation of surface parking areas will need to shift early on to areas that will not be redeveloped until the later stages of the project. Near the end of the redevelopment, there will be modest decreases and changes to the nature of parking from surface to structured in order to accommodate the intended transportation mode shift established in the Planning Framework. The two on-site LRT stations and significantly improved pedestrian connectivity throughout the site will enable this shift, increasing the number of people travelling to events without a personal vehicle.

In the later stages of the area's redevelopment, Administration will also need to work closely with event organizers to both recalibrate the footprint used for large events as well as investigate opportunities for incorporation of events and infrastructure in new and expanded open spaces. Specifically, as the north transit village is developed, large event organizers will be required to become more creative in how they operate, such as hosting of events on softscape areas. Consideration should also be given to how events can best utilize the interior spaces within the Expo Centre in an integrated way with smaller hardscape and softscape outdoor spaces.

On-site events should be leveraged to further the marketing initiatives of the Implementation Strategy, as discussed further in Section 5.0 Engagement, Communications, and Marketing.

## 3.3 Site Preparation

As the development facilitator, Administration will need to prepare all city-owned lands within the plan area for eventual sale and redevelopment by selected development proponents. This process will include land clearance, initial assessments/studies, establishment of deferred reserve caveats, and initial subdivision of lands for sale.

### 3.3.1 INITIAL ASSESSMENTS

In addition to physical clearing of site encumbrances, Administration will also conduct high level initial assessments of the plan area. The assessments will help Administration determine its phasing approach to selling of lands, inform its design and construction of initial roads and servicing, and help with development coordination, ensuring that all developments contribute towards a future-looking network of infrastructure that anticipates final capacity.

Initial assessments should include CCTV inspection of the existing deep utility infrastructure in the area to confirm the condition of existing storm and sanitary infrastructure as well as Drainage Servicing Reports. High level Multi-Modal Transportation Assessments (MMTAs) will also be conducted; one for the southern portion of the plan area and one for the northern portion of the plan area. The MMTAs should acknowledge a higher capacity tolerance of roads in the plan area given the Planning Framework's transit oriented and active transportation focus. The MMTA will focus on high level collector road networks and intersections and the integration of transit centres and active modes facility networks such as bike networks and walking paths. It will identify any barriers in connectivity to the surrounding networks.

Administration will also conduct environmental assessments to determine where remediation is required. An understanding of remediation and its likely cost will help inform the land sales. Administration may also conduct some initial geotechnical studies.

### 3.3.2 LAND CLEARANCE AND DEMOLITION

Land clearance is the process of preparing land for redevelopment. This will involve the removal of both physical and administrative encumbrances on city lands prior to their sale. Physical encumbrances may include the removal of buildings, fencing, surface materials, and other infrastructure and may also include environmental remediation. For contaminated sites, who remediates, the City or the development partner, shall be factored into the cost of land. Administrative encumbrances may include removing obsolete utility easements, parcel consolidations, right-of-way closures and/or right sizings, or the removal of any obsolete planning requirements that pre-date the Planning Framework.

Demolitions should be prioritized based on two objectives: clearing land for impending land sale, giving preference to land to be sold sooner; and avoiding dark operations expenditures, giving preference to lands with expensive operating costs. There are two main demolition projects that will need to be conducted: the Coliseum and the Northlands buildings.

The Coliseum is the largest demolition project in the project and it will require substantial upfront investment. This demolition will be prioritized to avoid escalated and inflated costs, and to eliminate the current dark operation costs that are required to maintain the facility in a dormant state.

The Coliseum site is an important location in the implementation of the overall project. Due to its proximity to the EXPO Centre, once the demolition is complete it is anticipated that the site will be used for large outdoor events, event surface parking, and staging. In these capacities, the Coliseum site will play an important role in relinquishing lands south of the EXPO Centre from their current roles, allowing for their redevelopment to occur with minimal impacts to the EXPO Centre's operations.

The Northlands site is the second largest demolition project on the site. It will also require substantial upfront investment. Due to the spread out nature of buildings on the site unlike the Coliseum site, the Northlands site can be demolished in stages as development encroaches. Phasing should account for utility tie ins for adjacent sites. If buildings within the Northlands site can be leased in the interim, this will be

considered. Demolitions will be prioritized to avoid escalated and inflated costs and to minimize the current dark operation costs that are required to maintain the facilities in a dormant state. The Northlands Spectrum facility is currently maintained in a dark state similar to the Coliseum.

Prior to demolition, the City should consider repurposing existing elements of buildings and infrastructure such as fencing, ammonia ice plants, and trees/vegetation, where possible.

### **3.3.3 ESTABLISHMENT OF DEFERRED RESERVE CAVEATS**

As part of the initial creation of parcels for sale prior to the IFOP Process, the subdivision process will establish appropriate Deferred Reserve Caveats (DRCs) on the individual sale parcels for assembly of the Municipal Reserve that will be required with future subdivisions. The use of DRCs will both ensure adequate provision and distribution of open space in alignment with the Planning Framework, while enabling flexibility in where the MR is allocated in the development concept.

The DRCs will be tied to specific development parcels and will vary in amount. The DRCs for each parcel will be determined by the Subdivision Authority in consultation with Administration, using the following considerations:

- + MR already dedicated as part of previous subdivision;
- + Location of the parcel in relation to the open space network of the Planning Framework, including linear greenways and amenity nodes;
- + Proximity to Borden Park, which may reduce the MR land requirement due to the amenity it provides (this will not replace the full MR requirement for a site, as some level of community level open space function must also be provided. A balance between MR land dedication and money-in-place will be considered).
- + Contribution to the Green Network, overall provision of open space, and open space multifunctionality, as per Breathe.

The DRC will be identified in the IFOP for each parcel available for sale. This will ensure that the development partner is aware of the MR requirements upfront, and can incorporate this requirement in their initial submission and development concepts. Any amount of the DRC not provided as land, will be discharged as the remaining amount is provided as Money-In-Place (MIP). Administration may pre-establish the value of the MIP, prior to land sale.

Parcels of land which may be sold as terminal subdivision parcels (parcels that are not subdivided further), may require MR compensation prior sale by the City.

In the early phases of implementation, Administration will need to legally reconfigure Borden Park lands and confirm how the park should influence the allocation of municipal reserve on adjacent development parcels. Administration will also need to determine the mechanism for the provision of the Transit Village Plazas and whether they will be public or privately developed open spaces.

### **3.3.4 INITIAL SUBDIVISION**

As part of the preparation of land for sale, Administration will be tasked with dividing large City lands into smaller development parcels. The main factors that should be considered in the subdivision of development parcels are:

- + The general phasing outlined in the Planning Framework, which considers the catalytic impacts of city building projects;
- + Reconfiguration of Borden Park and other open space requirements and the impact of resulting lotting on the Park itself;
- + Market factors and absorption rates; and
- + Boundaries and phasing created by initial road networks and servicing projects.





## 3.4 Collector Roads and Servicing Projects

In addition to larger scale city building infrastructure projects, site-specific infrastructure will need to be implemented by Administration as part of development facilitation. These initial projects will include the development of collector road networks and servicing for development parcels and servicing for the expansion of Borden Park.

Some of this infrastructure will be implemented and constructed by Administration as part of the process of dividing the site into appropriately sized development parcels anticipated in the Planning Framework and the reconfiguration of Borden Park. These projects are intended to be transformative and are anticipated to create added value by:

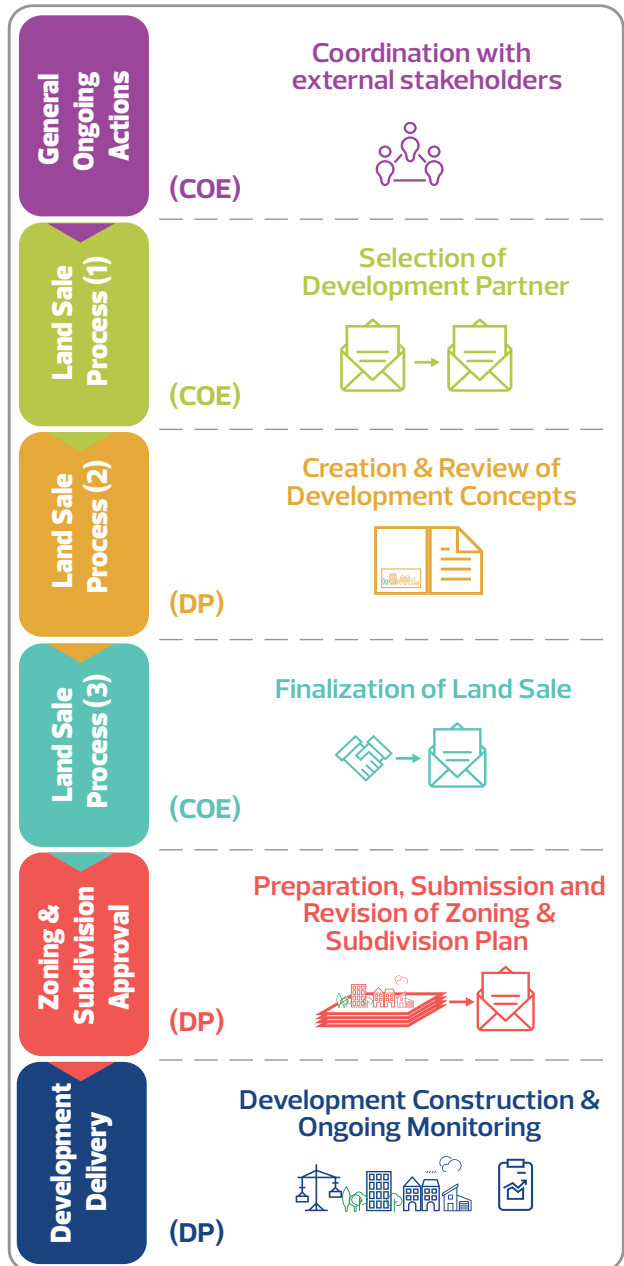
- + lowering development complexity and input costs by development partners;
- + reducing development parcel size to better reflect short turnaround times in relation to anticipated absorption rates; and
- + showing the City's commitment and motivation to successfully selling and redeveloping lands within the plan area.

Administration will need to provide regular status updates on these projects, and ensure they are completed in advance of adjacent development. Procurement for these projects will follow regular City procurement processes. Once these initial collector roads and utilities are completed by the project team, their management will be handed over to their respective City departments.

Depending on market and other factors, the responsibility for some of this site infrastructure (collector roads and utilities) may be deferred to the land sales process to be required of the development partner. This approach may be reconsidered based on Council direction.

# Development Coordination Process

**All Party Involvement**  
 City of Edmonton: COE  
 Development Partner: DP



## 3.5 Ongoing Coordination with External Stakeholders

Ongoing coordination and maintaining relationships with key external stakeholders will be conducted throughout the implementation process. This relationship building will ensure that the impacts of the redevelopment on its neighbours are mitigated and that the site can continue to support a range of activities and events during and upon completion of redevelopment. Administration will need to ensure regular communication and collaboration with the existing users of facilities and land in the plan area, future tenants or temporary users, and adjacent landholders. This includes but is not limited to the Explore Edmonton Corporation, the Bellevue Community League, and event organizers. Administration will also need to coordinate with the development industry and other potential development partners, organizations.

## 3.6 Selection of Development Partners (IFOP Process)

Selecting the right development partners is critical to achieving a successful redevelopment and bringing the vision of the Planning Framework to life. Selection of qualified development partners will be conducted through Invitation For Offers of Purchase (IFOPs) processes for individual or multiple development parcels. The IFOP process will provide an initial opportunity for development proponents to submit their visions and initial concepts for redevelopment of the specific parcels within the Exhibition Lands plan area.

Evaluation of the IFOPs will also give Administration the opportunity to assess whether development proponents can demonstrate alignment with the Planning Framework, meet the established performance indicators, and determine if proponents are adequately equipped to fulfill the redevelopment of the parcels in question. Successful proponents, now development partners, will enter into a conditional sale agreement with the City for the subject parcel(s).

Administration will issue IFOPs following the City of Edmonton's property offering process. The IFOP will ask respondents to demonstrate their capacity and experience on similarly situated sites and what ideas, tools, and techniques

they would utilize toward fulfilling the vision of the Planning Framework. They will also be expected to communicate their capability to deliver the development of the parcel or parcels that they are pursuing in a manner that has them fully recognize the conditions, opportunities, and limitations of the lands in question.

The IFOP will require the development partner to provide the following:

- + Overview of their organization or partnership;
- + Examples of previously completed projects that demonstrate their ability to deliver the project;
- + Description of how they would fulfill the vision of the Planning Framework and relevant performance indicators including, but not limited to:
  - + Statement of approach that aligns with the overall project vision;
  - + Description of how their development would align with the land use, mobility, and open space concepts of the Planning Framework;
  - + Explanation of how their development would align with the density targets of the Planning Framework;
  - + How the proposed development fulfills City Policy on affordable housing; and
  - + How the proposed development contributes towards achieving the goals and targets of the Energy Transition Strategy.
- + Approach to creativity and innovation in relation to compact housing, sustainability, mobility, open space design with examples from previous projects;
- + Roles and responsibilities of individuals who would be working on the project, including Curriculum Vitae of individuals;
- + Confirmation of acceptance and understanding of the site description and any existing limitations;
- + Demonstrate financial capacity and ability to finance the redevelopment;
- + Confirmation and high-level acceptance of the City's initial proposed terms of sale (in intent only), plus any value additions they feel would structure a prospective sale agreement in a mutually beneficial manner (ie. performance targets); and
- + Proposed purchase price;

A detailed development concept will not be required to be prepared by potential development partners at the IFOP stage. A development concept will only be required to be prepared by the development partners who are successfully chosen to develop individual parcels of land.

Following the review of the responses to the IFOP, Administration will prepare a shortlist of potential development partners for each parcel and will interview each shortlisted organization. Administration will choose a successful development partner for each parcel based on balancing the quality of the response with the proposed price. They will then enter into negotiations for a conditional sale agreement between the development partner and the City of Edmonton. The intent of this process and conditional sale agreement is to mitigate the overall risk to the development partner and the City, with the closure of the sale not occurring until the development partners and the City have agreed upon a more detailed development concept.

## 3.7 Development Concepts Review

Once a development partner is selected and a conditional sales agreement is in place, development partners will be required to prepare a development concept that will be submitted to Administration for review and approval. The intent of the development concept is to utilize the early development scheme design process, which would already be required by the developer partner, to ensure the City achieves the vision of the Planning Framework even though it is not the one directly conducting the redevelopment of the lands. It is a way to confirm after the IFOP submission that the development partner is aligned with the Framework and a way to build a collaborative commitment between the development partner and Administration in achieving efficient and effective outcomes prior to moving forward with formal rezoning and subdivision approvals.

The development concept is meant to be a design document carried out to the schematic level. It should communicate general land use distribution, product and building types (including schemes on stylistic goals of the architecture), open space allocations and design characteristics, as well as the general layout for multi-modal circulation. The document can also be used to market and engage the development partners'

aspirations (including developer-led public engagement), and to signal progress in a manner that can build excitement and expectation in public discourse.

Not all development partners' proposals will contain the same level of complexity. Some will be large, including complex arrangements of several buildings in different uses and types, as well as open spaces (public and private) and circulation spaces (public and private). Others will be relatively simple, potentially including no further land subdivisions and little use and building type variety. Respecting this breadth, Administration will have the authority to adjust the expectations of the development concept in accordance to the parcel's anticipated degree of complexity. The goal of the development concept is to leverage early design work that would typically be required to ensure early high-level alignment with the Planning Framework and to build public understanding and excitement.

In general, the development concept may include the following components:

- + Development vision and design approach;
- + Examples of innovation and sustainability;
- + Overall neighbourhood structure defining the street and block layout;
- + Demonstration of how the proposed development will fit within the larger neighbourhood context and align with existing or developing lands in the area;
- + Open space and park network;
- + Land use and proposed densities;
- + Built form and housing types;
- + Multi-modal street pattern and proposed street cross sections;
- + Active transportation network;
- + Phasing strategy; and
- + Servicing strategy.

Administration will review Concept Plans in relation to:

- + Conformance with the Planning Framework;
- + Dedication to innovation and sustainability through design and alignment with Edmonton's Energy Transition Strategy goals and targets;
- + Proposed design of public amenities;
- + Design and distribution of building/housing product type, including affordable housing;
- + Sustainable features/urban agriculture; and
- + Acknowledgement/celebration of history of the Exhibition Lands.

Administration will ultimately be responsible for reviewing and approving development concepts. Once the development concept is approved by Administration, the development partner will begin to prepare detailed plans towards formally submitting to the City of Edmonton.

## 3.8 Land Sales

The land sale process of the development parcels will be structured to enable the City to achieve the vision of the Planning Framework while mitigating the overall risk for the development partners. The acceptance of the development concept by Administration will result in the development concept condition precedent will be considered fulfilled. The conditions of sale will be created from the standard Purchase and Sale Agreement templates with modifications as needed through negotiation between Administration and the development partner.



## 3.9 Land Use and Development Approvals

Following Administration's acceptance of the development concept, the development partners will submit formal planning approval applications for zoning, subdivision, development permits, and building permits to the City of Edmonton.

General alignment with the Planning Framework will have already been facilitated by Administration through the submission of the development concept as an early stage of the land sale agreement. Formal planning approvals will ensure that alignment with the land use concept and policies of the Planning Framework are achieved at a detailed level.

With the applications, development partners will be expected to submit all supporting studies, which may include but is not limited to:

- + Planning rationale and demonstration of alignment with the Planning Framework;
- + A servicing study that demonstrates how sanitary, stormwater and water servicing will be achieved for each development parcel and adjacent parcels;
- + A mobility study that demonstrates how each mode of travel (cycling, walking, driving) will be accommodated for each development parcel;
- + Geotechnical report;
- + Environmental reports; and
- + Any other specific studies requested by the City as part of the regular approvals process.

The City process and schedule for planning approvals will be established with the aim to expedite the process where possible.

## 3.10 Ongoing Monitoring of Redevelopment

As post-zoning and subdivision paced vertical development occurs within and between development parcels, Administration, with potential assistance from pertinent partners in other City departments, will track and monitor the progress and conformance between the built outcomes and the aspirations of the Planning Framework and the conceptual commitments established in the development concepts. The established performance indicators will be used as a measure to determine alignment and successful performance of development. This data will inform the progress reporting in the Annual Reports which will help Administration ascertain and communicate the emerging outcomes of the plan in a transparent and objective manner.

As noted in section 3.7 Development Concepts Review, development partners will establish agreed upon and high level density, land use, product type diversity, open space, and urban design qualities and characteristics in alignment with the Planning framework as part of their development concepts. Beyond these elements, broad expectations on physical and temporal phasing will also be determined in the development concepts. Administration will monitor whether these characteristics and alignment with the Planning Framework are being met throughout approvals and construction.

If, through ongoing monitoring, Administration begins to see trends emerging that are putting stress on the overall vision of the Planning Framework, Administration will be armed with the evidence to confidently:

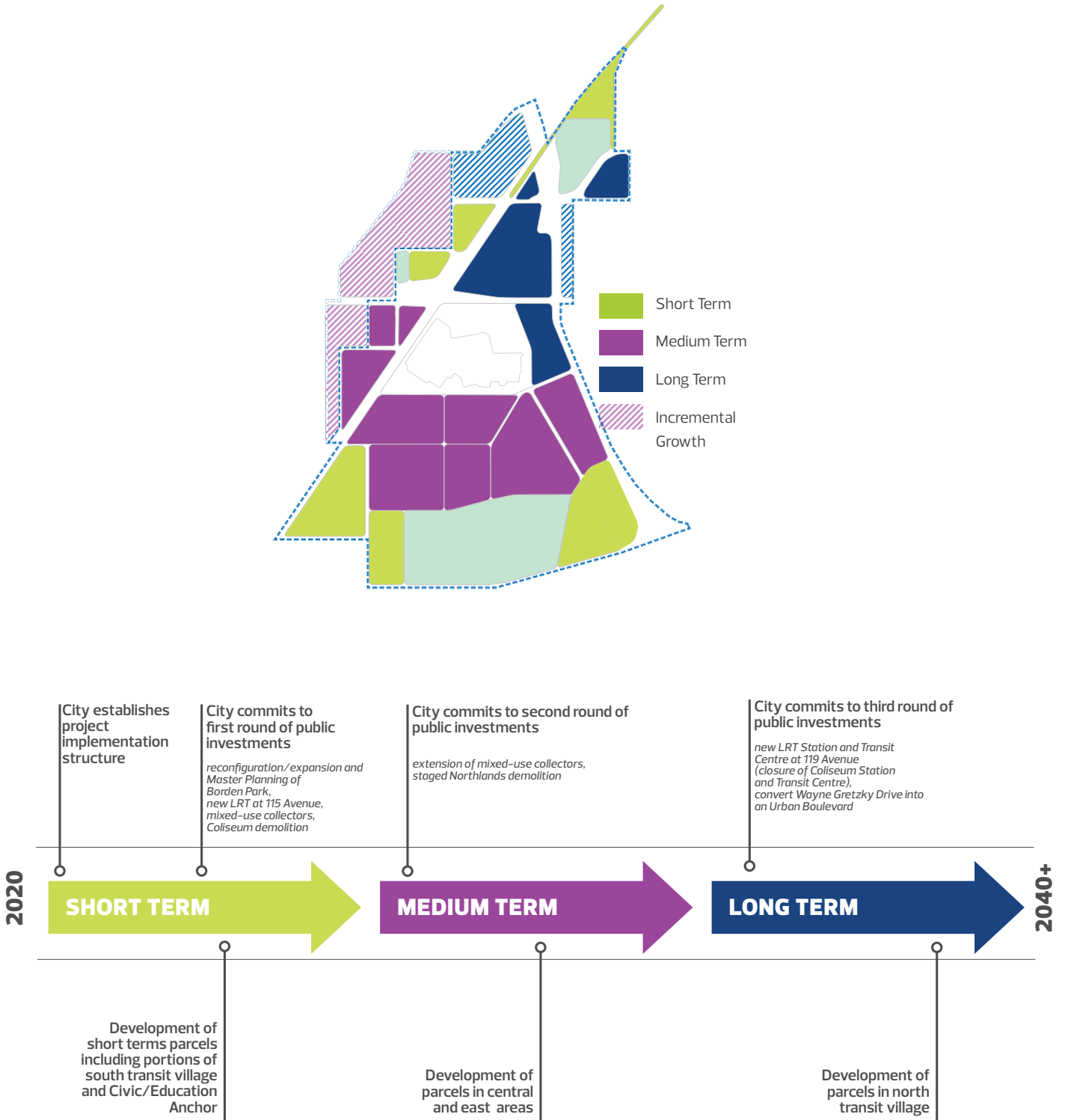
- + Modify the intended development of certain parcels within alignment of the Planning Framework;
- + Communicate to the relevant City departments that future vertical development approvals within a development parcel should compensate for or relax certain expectations outlined in the Planning Framework and development concept; and
- + Amend the expectations of the Planning Framework to reflect dramatic changes in market conditions, as evidenced by well-established changes in development outcomes evidenced through monitoring.

# 4 IMPLEMENTATION TIMELINE

The Planning Framework established an initial phasing concept for the redevelopment, sorting high level projects into short, medium, and long-term actions (Figure 3). The Implementation Strategy provides some additional detail on which projects must be completed and in which order and time-frame to enable a successful redevelopment that leverages catalytic public and private investments. Given the nature and long-term time-frame of the redevelopment, this timeline will need to be regularly updated to reflect new information and respond to changing market factors, capital priorities, and opportunities.

The conceptual implementation timeline is articulated in Figure 4. The timeline is broken down into four-year increments to align with the Action Plan reporting cycles (see 2.3.1 Action Plans). The timeline shows six concurrent processes, including the completion of city building projects, land preparation, delivery of initial roads and servicing, staged land sales (including IFOP process and development concept reviews), planning approvals, and development parcel construction. The timeline of land sales and the number of distinct development coordination timelines will depend on market factors and how many parcels Administration releases for sale at one time. Other than at the very start of implementation, the six timelines will frequently overlap, requiring Administration to concurrently facilitate development of sold parcels while preparing additional lands for sale.

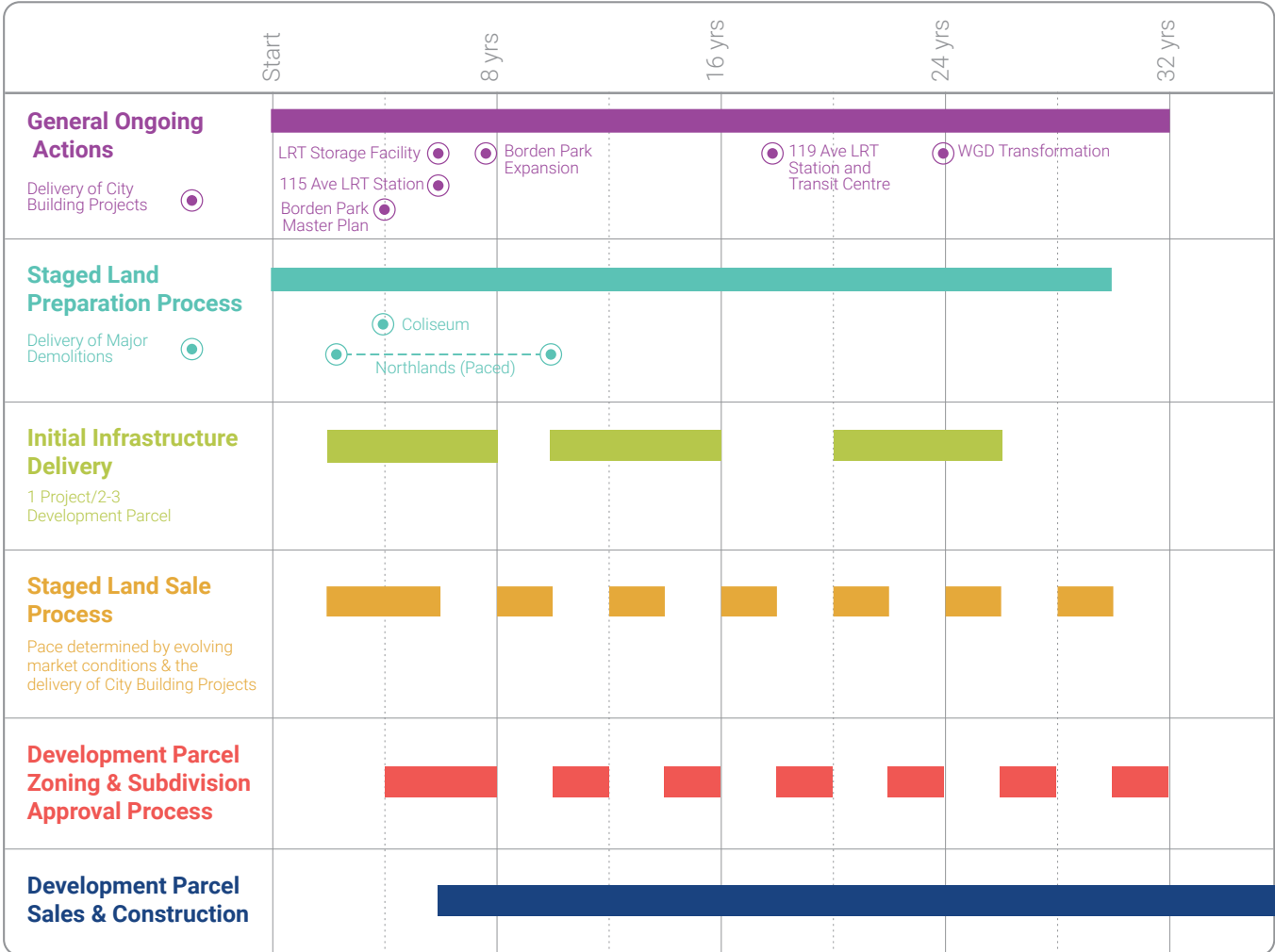
**Figure 3 Implementation Process and Phasing Diagram**





# Figure 4 Tentative Implementation Timeline

Speculative Implementation Timing shown to communicate the staged development approach  
 Actual timing of all actions will be determined by the plan's primary actors and evolving market conditions



## 4.1 Short Term

In general, the phasing of the redevelopment will start near the southern boundary of the Plan Area. The primary exception to this is the demolition of the Coliseum structure in the north section of the plan area. This is one of the highest priority projects due to the significant costs of maintaining dark operations of the building and the site's role in offsetting the parking and staging areas that will be developed to the south.

Starting redevelopment in the south of the plan area capitalizes on the existing amenity of Borden Park and the adjacent retail offerings, including the large format grocer. Sites in the south of the plan area have relatively low site clearance encumbrances and can be used to build momentum and capital prior to engaging in more complex site clearance activities. At the beginning of implementation, Administration will need to conduct its MMTA and other studies for the south section of the Plan Area and determine salable parcels. Strategically staged site clearance of the Northlands facilities will follow as revenues permit, enabling the first IFOP and Land Sale processes for southern parcels as they become available.

As part of site preparation of the south parcels of the plan area, Administration will need to reconfigure and expand Borden Park. The park is an exceptionally important city building project in the initial stages of the transformation of the Exhibition Lands. Utilizing its existing high quality assets as development land amenities and demonstrating the City's commitment to its reconfiguration and expansion northward will create momentum to kick off the redevelopment. Borden Park's reconfiguration will also create the required space for the Civic/Education Anchor to be developed, which will add a major development catalyst to the project area.

If Administration develops part of or the entirety of the collector road network in the southern portion of the plan area prior to land sales, it can lower the development uncertainties, costs, and complexities for unsold development parcels. These investments can deliver general utility servicing to multiple development parcels, allowing Administration to engage with multiple development partners at a time and to establish effective through connectivity on the site (primarily between 79 Street, 115 Avenue in the west and 73 Street and Wayne Gretzky Drive to the east) which will further enhance the appeal of early and mid development parcels in the area.

Concurrently to the site preparation of the southern parcels, the capital funding approval and subsequent development of a grade-oriented LRT Station at 115 Ave will proceed. Approval

of capital funding for the station will unlock the development potential of the south transit village between Borden Park and the Expo Centre.

Upon completion of these city building projects and the sale of the southern parcels for redevelopment, including securing of the Civic Anchor development partner, the City will initiate the Master Planning process for the development of the new section of Borden Park and potential improvements to the southeast and west extents of the existing park to integrate with the development of the Civic/Education Anchor and the new residential areas on the west end. This city building project will take time to engage and develop a design. It is expected to take approximately three years from consultant initiation to the park opening. During this time, Administration will continue phased land clearance activities and sales in the Northlands Park area, further building out the south portion of the site. With the Borden Park Master Plan in place, the City should move forward with the construction of the Park expansion.

In summary, short term actions will include:

- + Continued facilitation of events and programming on-site;
- + Continued property and interim lease management;
- + Ongoing evaluation of site and structural conditions;
- + Coliseum demolition;
- + Reconfiguration and consolidation of Borden Park (legal parcel modifications);
- + Construction of the LRT Station at 115 Ave;
- + Initial roads and servicing for south plan area (including mixed-use collectors and active modes improvements ) including:
  - + 79 Street, between 112 and 115 Avenues;
  - + 115 Avenue, between Wayne Gretzky Drive and 81 Street (LRT Rd crossing);
  - + 80 Street, between 115 and 116 Avenues;
  - + Improved pedestrian and cyclist safety at intersections along 112 Avenue at 79 Street, 76 Street, and 73 Street;
  - + Improved pedestrian and cyclist safety at Wayne Gretzky Drive and 116 Avenue;

- + Initiate Staged demolitions of Northlands facilities;
- + Secure Civic Anchor development partner;
- + Initiate Master Planning/Design Process for Borden Park; and
- + Construct Borden Park reconfigured expansion.

## 4.2 Medium Term

Depending on market factors, Administration will continue to conduct site preparation tasks for the southern development parcels and phase their sale and redevelopment in the medium term. During this time, the City should finish the demolition of all Northlands facilities, and continue to construct initial roads and servicing (including the mixed-use collectors) to support redevelopment.

Development facilitation will be critical in this stage, including ongoing engagement with stakeholders and development partners to ensure that the needs of temporary users are factored with the needs of development partners and potentially new residents in redeveloped areas. Towards the end of this phase of implementation, Administration will need to coordinate the ending of leases on any remaining lands within the south portion of the site to enable their sale and redevelopment.

In summary, medium term actions will include:

- + Continued facilitation of events and programming on-site;
- + Continued property and interim lease management;
- + Complete staged demolitions of Northlands facilities;
- + Mixed-use collectors and active modes improvements, including:
  - + 73 Street from 112 Avenue to the extended 115/116 Avenue.

## 4.3 Long Term

Once the southern transit village is well on its way to being established, work can begin on site preparations for the parcels along the central east edge of the site as well as on the transformation of Wayne Gretzky Drive into an urban boulevard. The improvements to Wayne Gretzky Drive will unlock additional developable land north of 118 Avenue. At this time, development of the new Coliseum Station will commence. Capital funding for the station should be approved prior to the IFOP process, to create certainty for Development Partners.

Once the new LRT Station is complete, the City will proceed with the demolition of the former station. At this stage, a mixed-use collector street will need to be extended through the north half of the site along 120 Avenue's alignment, while parcels are cleared of all encumbrances and made available for redevelopment. Market factors will influence how long redevelopment of the north transit village will take.

In summary, long term actions will include:

- + 120 Avenue crossing the LRT tracks and Wayne Gretzky drive at-grade;
- + New LRT Station at 119 Ave and transit centre and decommissioning/strategic demolition of Coliseum LRT station;
- + Complete land transfers for Wayne Gretzky Drive redesign;
- + Transform Wayne Gretzky Drive into an urban boulevard; and
- + Development of the north transit village.





## 5 ENGAGEMENT, COMMUNICATIONS, AND MARKETING

Implementation of the Exhibition Lands Redevelopment will build upon the robust engagement process and relationships built throughout the creation of the Planning Framework. Ongoing and coordinated communications, engagement, and marketing will be a key component in bringing the vision for the Exhibition Lands to life, ensuring Edmontonians are part of its transformation into a vibrant urban community.

# 5.1 Engagement

Over the course of the redevelopment, there will be significant engagement with the public and stakeholders. This engagement will build upon the processes and relationships formed as part of the creation of the Planning Framework. In addition to public processes, the City will also need to keep its own teams informed of the progress and vision for the Exhibition Lands.

## 5.1.1 PUBLIC ENGAGEMENT

Building on the energy and engagement generated during the creation of the Planning Framework, public engagement and communications will remain a critical component of implementation. Significant public engagement efforts from 2015–2019 have resulted in feedback that has been considered in the redevelopment concept.

In addition to keeping the public apprised of the status of the redevelopment, there may be specific opportunities for feedback in decision making on specific city building infrastructure projects. These include:

- + Open Space Design;
- + LRT Station Design; and
- + Transportation/Infrastructure Project Design.

The City will follow established policy regarding engagement for these projects and may engage on adjacent areas and within the development, as required. In all City-led engagement and marketing for the city building projects, the City will use a compilation of Exhibition Lands and project-specific branding. This will be done to clearly communicate the integrated nature of the project and to assist in communicating project-specific progress.

The Public Engagement and External Relations team will play a key part in any future engagement processes. Administration should be involved/aware of these processes and the feedback generated from these processes. As construction moves closer, the Administration will consider and incorporate past lessons learned regarding public communications and engagements that have worked well in new neighbourhoods around the city, into engagement for these city building projects.

In addition to City-led engagement on city building projects, development partners will be responsible to lead any public engagement required by the City of Edmonton and its approvals processes. Development partner-led public

engagement activities will be expected to use the overall project branding and key messaging to speak to the overall vision of the area and any components of the development outside their development parcel.

## 5.1.2 STAKEHOLDER ENGAGEMENT

Administration, as noted in section 3.0 Development Facilitation Process, will be conducting ongoing engagement with stakeholders and potential partners related to specific development parcels and opportunities.

Ongoing engagement should be conducted with the following groups:

- + Indigenous Communities and Organizations;
- + Industry/Development Partners;
- + Existing Property Owners;
- + Surrounding Institutions;
- + Community Organizations; and
- + Events Organizers.

Other relevant organizations and stakeholders will be identified throughout the implementation process.

## 5.1.3 INTERNAL CITY ENGAGEMENT

As the champions of the Exhibition Lands Redevelopment, Administration will come together to explain the redevelopment project and incorporate perspectives from many different departments and branches to help communicate the significance of the Exhibition Lands redevelopment and the importance of timely investments in the project area. Internal updates will be provided regarding various project stages and milestones. Different teams within the City will be involved in different stages and aspects of the redevelopment; for example, the transit and LRT teams will participate regarding the development and refurbishment of the new LRT station(s).

## 5.2 Communications

There will be storytelling opportunities available within the new redevelopment. Incorporating The City Plan concept of the site as a node will be crucial to the story of the redevelopment and how the new urban villages will fit into the Edmonton of the future.

The City's communications team will take the lead on telling stories such as the revamping of Borden Park, the Indigenous stories and history of the Exhibition Lands site, the development of the Transit Villages, and new anchors or developments on the site becoming a central part of the future of the area. Administration will also lead the telling of stories about the overall development within the city. Individual development partners may lead the telling of stories about how their units fit within the development.

Communication with the public will be carefully planned in order to manage public expectations. Learning from the experience of other redevelopment projects, the public will be informed at stages where tangible progress has been made. At times, the perception of a lack of visible progress on large city building projects has led to public disappointment. Better efforts will be made to communicate the typical timelines associated with planning and implementing land development projects. The ideal outcome is that the public will be informed not only about the status of the development itself, but the future the progress is building toward, the history of the land, the development process, and how the Exhibition Lands relates to the rest of Edmonton.

There are three core audiences that will need to be considered in the communication strategy for the Exhibition Lands redevelopment: The public, future residents, and potential development partners.

### 5.2.1 PUBLIC

The City's overall communications to the public will focus on reactivation and reimagination of the Exhibition Lands site. Reactivation messaging will communicate new active types and scales of land usage, replacing inactive uses like the old race track and surface parking lots. These communications will spark interest from new users and demographics. Reimagination messages will seek to change public perceptions about the development site and help the public to picture how redevelopment will transform the area and shape the Edmonton of the future.

### 5.2.2 SURROUNDING RESIDENTS

Communications to surrounding residents will focus on project updates, opportunities to get involved in engagement for City-building projects, and temporary uses and activation of the site throughout the development process. The trust gained through the creation of the Planning Framework should be maintained through frequent and transparent communication with surrounding residents.

### 5.2.3 FUTURE RESIDENTS

Communications to future residents will be co-delivered by the development partners and the City. These messages to future residents will focus on lifestyle elements of the development – walkability, connections with neighbours and transit, recreational amenities, employment opportunities, access to downtown and the river, and affordability. These messages will aim to attract residents, adjoining communities, as well as targeted demographic profiles into the development to live, work, and play.

### 5.2.4 DEVELOPMENT PARTNERS

Development partners, including land developers and builders, will be integral to the success of the development. Industry stakeholders were involved in the creation of the Planning Framework and will ultimately deliver the construction of the development. Communications to partners will emphasize the incredible opportunity for profitable large-parcel infill development in close proximity to downtown without being in a greenfield situation. Administration will cast a broad net across the country, through marketing its land sale opportunities, in an effort to solicit interest of new developers to the Edmonton market, especially those who have experience on similar scale, context, and outcomes.

## 5.3 Marketing

A well-thought out and coordinated marketing strategy will support successful redevelopment. Marketing should be coordinated, targeted, and take advantage of existing opportunities within and adjacent to the plan area.

### 5.3.1 MARKET SEGMENTATION RESEARCH

Many marketing opportunities to specific audiences exist within the scope of the project. Targeted communications to development partners, future residents, current residents, the general public and others will help to advance the goals of the development. Depending on the segment, multiple tactics and channels are available for advertising and other messaging. Ongoing research will be conducted to determine appropriate tactics and messaging for each segment.

### 5.3.2 MARKETING EVENTS

Event activations can be targeted mostly at future residents, whether they are at hosted events within the site or kiosks at external events and festivals. Small events might be targeted at specific demographic sectors, while larger events might include public messaging. Live events will include in-person interactions that will be coordinated through the City's marketing team. These live-event activities may also involve partnerships with development partners, whereby multi-party messaging can be done.

#### City Responsibilities

- + Set the overall narrative, messages, tone;
- + Ensures alignment with the values of The City Plan and Connect Edmonton;
- + Lead communications and public engagement on all related infrastructure construction (LRT, Borden Park, Gretzky Drive, etc.);
- + Lead stakeholder relations with major partners;
- + Support all Council reports with messaging/media relations; and
- + Issues management.

### 5.3.3 PARTNERSHIPS

Partnerships will be developed with the Explore Edmonton Corporation and other stakeholders. These partnerships will provide opportunities for shared messaging and channels for information. For example, if a developer builds a sales centre, the City will have appropriate space within the sales centre to communicate the larger story of the site and overall development; this will help ensure a cohesive vision for the site and build messaging capacity.

Through the development concept process, partnership and expectations will be established with the developer(s) responsible for development on the site. This is when the marketing and branding strategy of the development partner will be approved. This high order strategy will establish key expectations and alignment in messaging and ensure that the development partner's story aligns with the overall aspirations and brand of the project.

The following chart is a sample of the division between City and developer communication responsibilities:

#### Development Partner Responsibilities

- + Work with the City to align with any established brand and visual identity guidelines;
- + Public Engagement around their processes and parcels, as required by the City;
- + Develop and implements marketing strategies to support sales efforts;
- + Conduct market research;
- + Carry approved messages on City infrastructure; and
- + Lead neighbourhood public engagement related to development, as established by the City.



