



POLICY REPORT
DEVELOPMENT AND BUILDING

Report Date: April 5, 2013
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Meeting Date: April 24, 2013

TO: Standing Committee on Planning, Transportation and Environment

FROM: General Manager of Planning and Development Services in Consultation
with the General Manager of Engineering Services

SUBJECT: Great Northern Way Campus Revised Structure Plan: Planning Program

RECOMMENDATION

- A. THAT Council endorse a planning program to develop a revised Structure Plan associated with CD-1 (402) to guide redevelopment of the Great Northern Way Campus lands.
- B. THAT the staff resources and estimated cost-recovery budget of \$267,000 outlined in Appendix A be approved to prepare the Structure Plan;

FURTHER THAT, consistent with City cost-recovery practice, Council accept a financial contribution of \$267,000 from Great Northern Way Campus to fully cover these costs;

AND FURTHER THAT Council accept this contribution in two instalments: a first instalment of \$125,000 due following Council's endorsement of the program, and the balance due midway through the program.

REPORT SUMMARY

The purpose of this report is to seek Council's endorsement of a program to create a revised Structure Plan of roads, parcels and open space to guide the long-term redevelopment of the Great Northern Way Campus Lands. The Structure Plan will reflect the new development concept proposed by the owners of the site and serve as a guide to the final form of subdivision of the Lands. Staff recommends that the program be carried out as a cost-recovered Major Projects process, with the program costs covered by a financial contribution

from the project proponents and owners of the site, a consortium comprising UBC, SFU, Emily Carr University and BCIT.

Council approved the original Structure Plan as part of a 1999 CD-1 rezoning when the site was expected to be developed as a Technology Park. The original Structure Plan was predicated on two assumptions which are now outdated: that the rail yards to the north of the Campus Lands would be removed in the near future and a new block pattern introduced, and that the Millennium Line Extension (MLE) Skytrain alignment would run across the middle of the Lands with a station under the open space. The rail yards are now expected to remain in the long term, and a modified, more optimal Skytrain alignment adjacent to the northern boundary of the Campus Lands was endorsed by Council in April 2012. In addition, the Province recently announced that Emily Carr University (ECU) would relocate to the Campus Lands; the revised Structure Plan is needed to accommodate the University's development program.

The creation of the revised Structure Plan requires a planning program to establish parameters relating to various topics including: road network and circulation; open space and development parcel configuration; the Millennium Line Extension, including the location of a future station; grading and flood protection; and development phasing including consideration of a Skytrain extension construction staging area. The program will also identify amendments to the Design Guidelines, Public Realm Plan and Services and Open Space Agreement (SOSA) associated with the existing zoning to reflect the new development concept.

The revised Structure Plan will enable future development and subdivision proposals to be considered in the context of a coherent and functional vision for the site. Undertaking the program now is timely as it will enable coordination with work underway on the Eastern Core Strategy to ensure integration between the Campus Lands and the surrounding areas.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

CD-1 (402) and Great Northern Way Technology Park CD-1 Guidelines (1999)
Phase 2 Rapid Transit - Commercial Dr West (Beyond the 'B' Line) (2000)
Public Realm Plan for 555 Great Northern Way (2002)
Modified Structure Plan (Thornton Street alignment) (2008)
Vancouver 2020: A Bright Green Future (2009)
Mount Pleasant Community Plan (2010)
Greenest City 2020 Action Plan (2011)
Vancouver Economic Action Strategy (2011)
Transportation 2040 Plan (2012)

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS *

The General Managers of Planning and Development Services and Engineering Services recommend approval.

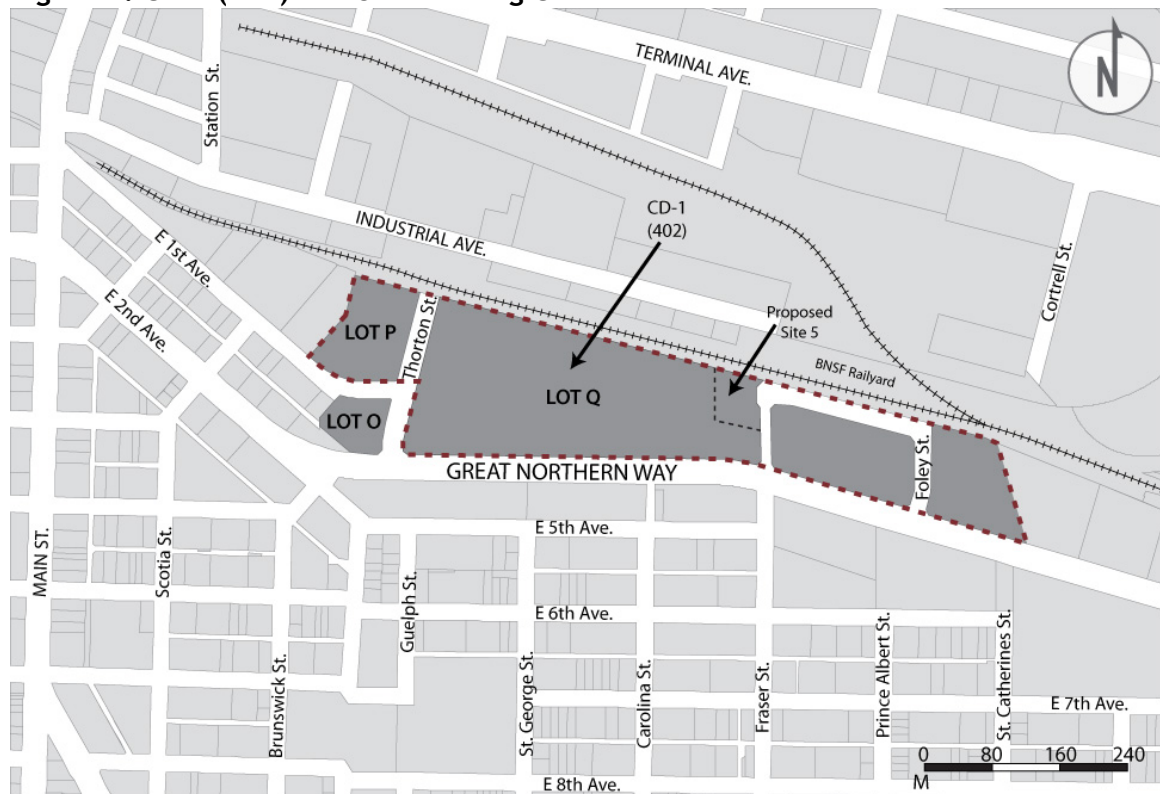
REPORT

Background/Context

Site Background and Zoning

The Campus Lands comprise 5.8ha (14 acres) of land in the False Creek Flats, located north of Great Northern Way, east of Thornton Street and south of the BNSF rail yard (see Figure 1). The Campus Lands are currently a single parcel between Thornton Street and Fraser Street: “Lot Q”.

Figure 1: CD-1 (402) and Surrounding Context



The Campus Lands form part of CD-1 (402) created in 1999 when the area was expected to be redeveloped as the Great Northern Way Technology Park envisaged by the owners at the time, Finning International Inc. The Technology Park concept did not materialise and in 2001, Finning subsequently gifted 80% of the Campus Lands to the Great Northern Way Campus Trust - a consortium of four academic institutions: UBC, SFU, Emily Carr University and BCIT. GNWC then paid approximately \$10 million to acquire the remaining 20% interest. The consortium is referred to as “GNWC” for the remainder of this document; the Lands are referred to as the “Campus Lands.”

CD-1 (402) permits up to 236,900m² (2,550,000ft²) of floorspace, primarily educational, high-tech, light industrial and office, but also including live-work and retail (limited to Lot P and the western portion of Lot Q). Allowable building heights vary from 13.7m (45ft) in the eastern portion of the Campus Lands to 45.7m (150ft) in

the west. The CD-1 is accompanied by Guidelines addressing various aspects of site design and containing an illustrative Structure Plan.

Current Uses and Recent Developments

The Campus Lands are currently occupied by a series of low-rise office/warehouse buildings (totalling 15,000m²/ 160,000ft²) used for a variety of purposes, including the Centre for Digital Media (CDM), a graduate program jointly operated and accredited by all four of GNWC's partners. In September 2012, GNWC opened a new 4,700m² (51,000ft²) Centre for Digital Media building as a catalyst project for the overall development concept and anchor for a digital media industry cluster (see below for an overview of the GNWC development concept).

The existing buildings have other active uses, including teaching space and offices for educational institutions, and studio and event space used for arts organizations and community groups. In January 2012, the Equinox Gallery moved into a newly-renovated 1,100m² (12,000ft²) space on the Campus, and the Monte Clark Gallery has recently joined the Equinox Gallery in the same building. Also on the Campus Lands are significant areas of surface parking and vacant land.

In April 2012, Council amended the Structure Plan to support the development of an office project on Lot Q north of the Centre for Digital Media building. Council also endorsed a modified alignment of the Millennium Line Extension which shifted the east-west alignment to the northern edge of the Lands before it turns southwest, with a potential station at the intersection of Thornton Street and Great Northern Way.

GNWC Development Concept Overview

The consortium partners envision developing the 14-acre Campus Lands into a revitalized district that stimulates BC's creative economy by co-locating educational institutions, including Emily Carr University, with creative industry tenants. In addition to fostering collaboration between academia and industry, GNWC's goals include job creation, attracting investment, creating a thriving cultural and artistic district, and revitalizing a brownfield site in an environmentally-sustainable manner.

Each of GNWC's institutional partners will bring activities and programs to the Campus Lands, the largest being Emily Carr University. In January 2013, the Provincial Government approved \$113m in funding for the relocation of the entire campus from Granville Island to the Campus Lands. The new Emily Carr University would be located on Great Northern Way west of Carolina Street, and include 26,600 m² (286,000 ft²) of new floorspace, accommodating 1,800 students.

The GNWC development concept would make a valuable contribution to the City's established policy of increasing and diversifying employment potential in the False Creek Flats, as well as Council's priority to foster creative capital and a growing economy. The project could also add substance and momentum to the Greenest City concept of a Low Carbon Economic Development Zone in the Flats.

In addition to the recently-completed Centre for Digital Media building and the Emily Carr proposal, GNWC is initiating a number of catalyst projects on their Lands to advance their vision for the campus:

- The sale of Lot O to the developer, The Onni Group, that is proceeding with an Artist Live-work project under the existing IC-3 zoning.
- The sale of Lot P to Onni, that is advancing a concept for Live-work, student rental housing and Emily Carr University student artist studio apartments under the existing CD-1 zoning.
- The planning of a digital media-oriented office project on Site 5 in the northeast corner of the Campus Land under the existing CD-1 zoning (to be partially funded by the sale proceeds from Lots O and P).

Council Policy

Vancouver 2020: A Bright Green Future (October 2009) and **Greenest City 2020 Action Plan** (July 2011): In October 2009, Council received the Greenest City Action Team's report entitled *Vancouver 2020: A Bright Green Future*. Vancouver 2020 specifically identified the Campus Lands as part of a potential Green Enterprise Zone in the False Creek Flats and the Downtown Eastside, designated to serve as a magnet for the development of green businesses, technologies, products and services. In July 2011, Council endorsed the Greenest City 2020 Action Plan. area number of Action Plan goals are relevant to the redevelopment of the Great Northern Way Campus, including:

- Green Economy (Green Enterprise Zone, local employment)
- Climate Leadership (renewable energy, green buildings, green transportation)
- Access to nature (new open space and green space, commemoration of former streams).

Mount Pleasant Community Plan (November 2010): The Mount Pleasant Community Plan covers the area bordering the Campus Lands to the south of Great Northern Way. The Plan contains comprehensive, long-range policy guidance, as well as specific plans for shopping and residential sub-areas. The Plan calls for the potential rapid transit station at the Campus Lands to be located and designed to facilitate easy pedestrian access to and from the adjacent residential areas of Mount Pleasant.

Eastern Core Strategy (ongoing): In July 2011, the City initiated a study of potential removal of the Georgia and Dunsmuir Viaducts, as well as resulting land uses and development potential for the viaducts' lands, as part of a "big picture" look at the Eastern Core. The Eastern Core is roughly defined as the area between False Creek (including the viaducts) and stretching east to Clark Drive, north to Prior/Venables street and south to Great Northern Way. The results of the study will include:

- A concept plan for the viaducts lands including a revised street network, increased park space, and opportunities for development on the City Lands (located between Quebec and Gore Ave) to be considered by Council later this Spring; and
- Comprehensive planning principles and policy directions for future transportation and land use planning in the larger Eastern Core area.

Understanding the larger framework for transportation and land use in the Eastern Core is an important component of planning for the Great Northern Way Campus to ensure integration between the Campus Lands and the surrounding areas.

Vancouver Economic Commission's Vancouver Economic Action Strategy (2011): GNWC liaised closely with Vancouver Economic Commission (VEC) in the creation of its Economic Action Strategy. The GNWC project is well-aligned with the strategy's recommendations, particularly in the areas of promoting innovation, bolstering the creative economy, creating work/live neighbourhoods and a Green Enterprise Zone (which would encompass the Campus Lands), protecting and enhancing job space, and fostering collaboration between the City and post-secondary institutions in Vancouver.

Transportation 2040 Plan (2012): Transportation 2040 is a long-term strategic vision for the city that will help guide transportation and land use decisions for the years ahead. The plan sets long-term mode share and safety targets and includes both high-level policies and specific actions to support a socially, economically, and environmentally sustainable future. A number of directions are relevant to Great Northern Way Campus, including the following:

- The plan highlights the importance of safe, well-connected walking and cycling networks, and specifically identifies the False Creek Flats area as a high-priority location for improving connectivity (W.1.5.1, C.1.2);
- The plan identifies a Millennium Line extension serving the Broadway Corridor as a top regional priority that is essential to meet plan targets; this extension will pass through the Campus Lands (T.1.1.1);
- The plan highlights the importance of protecting and improving rail corridors for goods and passenger movement, and calls for the implementation of the False Creek Flats Rail Corridor Strategy, subject to refinement based upon the Eastern Core strategy and updated plan directions to improve walking, cycling, and neighbourhood circulation (G.1.1.1); and
- The plan highlights the importance of locating major trip generators—as well as encouraging a dense and diverse mix of services, amenities, jobs, and housing types—in areas well-served by frequent, high-capacity transit (L1.1, L.1.2). The proposed Millennium Line extension will make the Campus Lands an extremely transit-rich location capable of supporting such development.

UBC Line Rapid Transit Study (2012): TransLink and the Province of BC have completed a technical study evaluating alternatives for rapid transit in the Broadway corridor between Commercial Drive and the University of British Columbia. TransLink believes that three of these alternatives meet the demand in the corridor in 2041. Two of the three alternatives include a westward Millennium Line extension (MLE) which would cross the Campus Lands before entering a bored tunnel and turning towards Main and Broadway (which also forms current council policy). The third alternative is a surface light rail line that travels along Broadway and does not cross the Great Northern Way Campus Lands. Over the next two years, TransLink will consider the three alternatives in the development of a Regional Transportation Strategy and identify a preferred alternative.

Strategic Analysis

The vision for the Campus Lands has been evolving for some time through discussions between the four partner institutions which share ownership. During this period, City staff has provided advice on City policies and processes to inform the discussions and enable some early catalyst projects to get underway (e.g. the new Centre for Digital Media building). This section of the report:

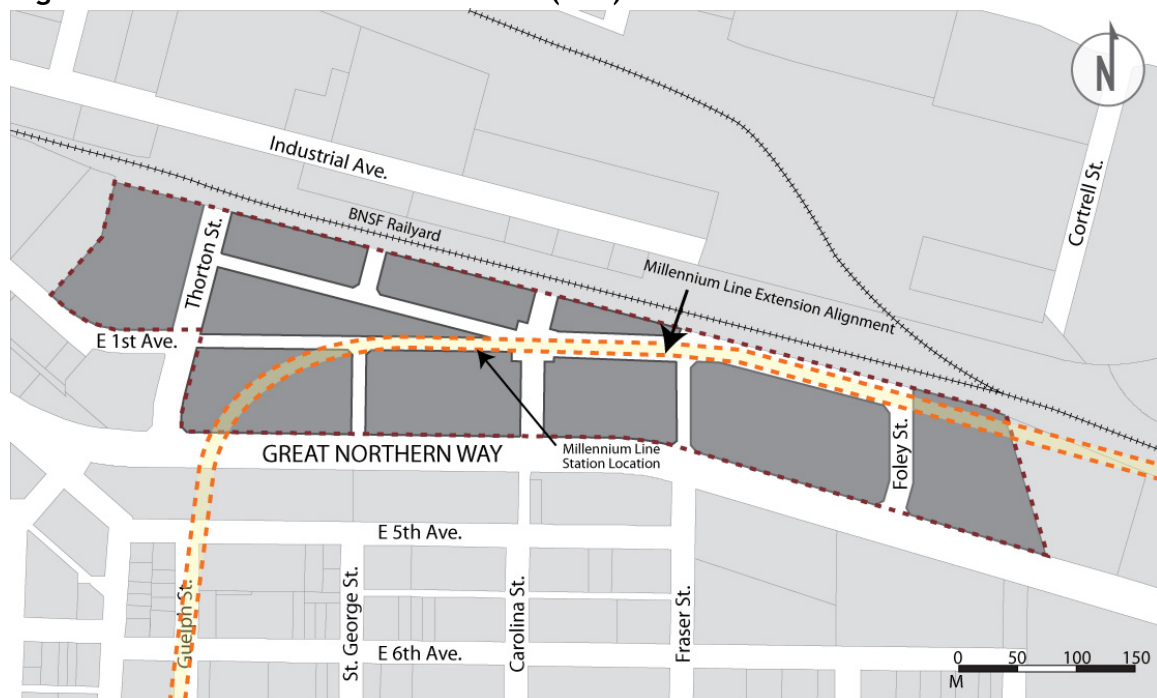
1. Provides an overview of the existing Structure Plan and Servicing and Open Space Agreement (SOSA)
2. Provides an outline of the planning program to create the revised Structure Plan

1. Existing Structure Plan and Services and Open Space Agreement (SOSA)

The original Structure Plan (Figure 2) - associated with the CD-1 zoning and modified in 2008 to improve the alignment of Thornton Street - was based on several outdated assumptions:

1. that the BNSF railroad tracks immediately north of the Campus Lands will be removed and a regularized block pattern imposed;
2. that the rapid transit alignment be accommodated in an east-west corridor across the middle of the Campus Lands with the entrance to an underground station in the eastern portion of a central open space; and
3. that all existing buildings are removed.

Figure 2: 2008 Structure Plan for CD-1 (402)



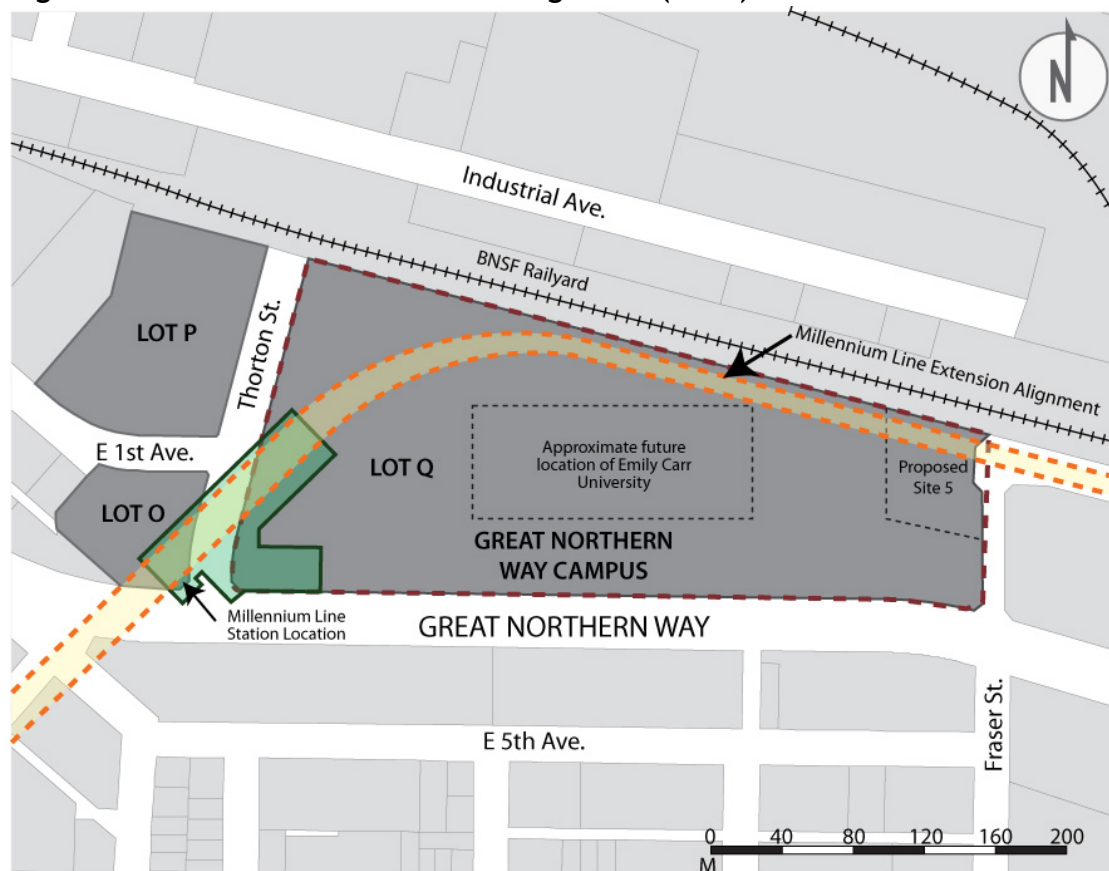
It is now expected that the BNSF tracks north of the Campus Lands will remain in place over the longer term. This was a conclusion in the 2006 analysis of rail operations in

the False Creek Flats commissioned by the Greater Vancouver Gateway Council. The original Structure Plan anticipated their removal and envisioned the creation of regular blocks between the Campus Lands and Industrial Avenue. This resulted in the creation of sub-optimal development parcels along the northern portion of the Campus Lands (the three small parcels adjacent to the BNSF rail yard between Thornton St and Fraser St).

As part of the preliminary planning work by Emily Carr University and GNWC, a large site for the new university was defined which conflicts with the current Structure Plan. Further, GNWC has also communicated that they intend to retain two of their existing buildings on the Campus Lands in the medium term; these buildings also do not accord with the existing Structure Plan. The revised Structure Plan will address the phased development options and road alignment for these buildings envisioned by GNWC.

The City and GNWC have worked closely with Translink to modify the Millennium Line Extension alignment to allow better block layout within Lot Q. In 2012, Council endorsed a new alignment (shown in Figure 3) which shifts the right-of-way northward adjacent to the BNSF tracks before it turns south towards Thornton Street and Brunswick Street. This new alignment allows preservation of most of GNWC's existing buildings, improves the redevelopment potential of the Campus Lands, confirms the developability of Lots O and P west of Thornton Street, and locates a future station closer to the intersection of Thornton Street and Great Northern Way.

Figure 3: Millennium Line Extension Alignment (2012)



The Services and Open Space Agreement (SOSA) registered against the CD-1 secures the delivery of all on-site and off-site roads and utilities. There are several off-site obligations that have not yet been fulfilled by the owner, including utility upgrades and improvements along Great Northern Way, which will be reviewed and updated as part of the Structure Plan. The SOSA also provides for the design and construction of 4,937m² (53,141 ft²) of open space. A new services agreement has been registered for Lot P to address the immediate servicing obligations relating to that site, and a new agreement may be drafted for Site 5 should it be subdivided from the rest of Lot Q. It should be noted that the original SOSA will remain on title for Lots P and Q until a revised Agreement is completed.

2. Great Northern Way Campus Structure Plan: Planning Program

This section summarises the work necessary to update the Structure Plan, as well as the associated schedule, staffing and resources.

The purpose of the planning program is to create a Structure Plan for the GNWC site which, once adopted by Council, will provide guidance for the consideration of future development and subdivision proposals. It will provide clear direction while also containing enough flexibility to facilitate incremental development on the Campus Lands over the relatively long-term build-out of the campus. The Structure Plan will, for example, provide clarity around the parameters relating to the Emily Carr University site while also facilitating the retention of existing GNWC structures in the medium term while anticipating their ultimate removal in the future.

The scope of the Structure Plan will be focused on Lot Q and the surrounding streets and utilities. It will address:

- the road network and circulation (pedestrians, cyclists, transit, cars, loading, parking, Greenways and bikeways)
- development parcel configuration for uses approved in the current zoning, including Emily Carr University.
- development phasing, i.e. implementation of the Structure Plan over time
- amendments to the 1999 CD-1 (402) Design Guidelines and Public Realm Plan to reflect the revised Structure Plan
- configuration of open space (up to 4,900m² / 53,000ft² as per the existing zoning)
- vertical alignment of the Millennium Line Extension, and the location and configuration of a potential station and a construction staging area
- grading of all roads, parcels and open spaces
- water, stormwater and sanitary sewer services
- flood protection, in line with new Flood Control Levels
- amendments to the Services and Open Space Agreement to reflect the revised Structure Plan

The Structure Plan will not introduce new uses, modify floorspace allowances or amend building height restrictions in the existing CD-1 zoning.

The Structure Plan work will be carefully coordinated with the on-going Eastern Core Strategy program to ensure that opportunities for physical and land use connections between the Campus Lands and the False Creek Flats as a whole are optimised. However, the completion of the Structure Plan work will not be contingent on the Eastern Core Strategy.

Creation of the Structure Plan will involve a series of steps combining technical work and consultation undertaken by City staff, GNWC and their consultants. The key process steps anticipated are outlined in Appendix B.

Consultation will be carried out with interested and affected parties to inform the preparation of the Structure Plan. The consultation program will include a range of activities to enable:

- opportunity for review and feedback from the general public;
- input from community and residents' groups, landowners and businesses in the area around the site; and
- discussion and input from Translink

A variety of consultation techniques will be used including outreach through open houses, workshops, one-to-one meetings, mailings, social media, on-line engagement and a website. Consultation will be led by City staff, with input from GNWC representatives.

Schedule

The preparation of the Structure Plan for consideration by Council is expected to take approximately six months - with the target for conclusion being November 2013. A contingency has been built into the budget to allow for unforeseen delays or other additional costs. Should Council approve this program, work would begin once the technical staff team is in place and arrangements with GNWC are finalised.

In order to facilitate the design process and timelines proposed by the Ministry of Advanced Education and Partnerships BC for Emily Carr University, it is proposed that direction on key issues necessary for their RFP (Request for Proposals) process be provided prior to resolution of all elements relating to the Structure Plan. If ECU issues its RFP prior to Council approval of the Structure Plan (as is currently envisaged), Staff will provide ECU with a letter from the City Manager providing as much clarity as possible to assist ECU in running a robust RFP process. The primary purpose of this letter will be to confirm staff support (or lack thereof) for the location and configuration of ECU's development site. This letter will take the form of a response to GNW/ECU's submission of a 'pre-application letter' requesting staff guidance on various key issues, and will follow a similar process as used successfully between City staff and GNW on the RFP process for the sale of Lots O and P.

Program Staffing, Resources and Coordination

The preparation of the Structure Plan and SOSA will require a dedicated program team comprising a range of departmental technical representatives (see Appendix A), with the Major Projects Group in Community Planning assigned the lead role in coordinating the work. The program team will liaise with staff involved in related initiatives such as the UBC Line Rapid Transit Study, Eastern Core Strategy and Mount Pleasant Community Plan implementation.

Implications/Related Issues/Risk (if applicable)

Financial

The program budget is estimated to be \$267,000 as outlined in Appendix A, which includes staffing, external consultancy, structure plan development, public open house, report to Council, and contingency. GNWC will contribute the necessary funds to cover the program budget and such contribution may increase if actual program costs exceed the budget. GNWC understands that this contribution covers the costs of assessing the structure of the site but brings no obligation or expectation of City Council support for any particular outcome.

Consistent with the City's cost-recovery practice, GNWC will make its contribution in two instalments: a first instalment of \$125,000 is due upon commencement of the program, and the balance is due when the program is 50% complete.

Human Resources/Labour Relations

The work identified in this Council Report will be undertaken by staff in positions funded by the cost-recovered planning funds as well as drawing on existing staff resources.

Environmental

The creation of a revised Structure Plan will facilitate the redevelopment of GNWC from an underdeveloped brownfield site to a vibrant mixed-use district well-served by transit. It has the potential to achieve significant environmental benefits through intensification of land use on a site in the centre of the metropolitan region, as well as application of green principles in site planning and design. From a green energy perspective, all new buildings on the Campus Lands will connect to the Southeast False Creek Neighbourhood Energy Utility as the result of a 2012 amendment to the SEFC District Energy Bylaw.

Other

Redevelopment of the Campus Lands has the potential to create employment and educational opportunities, office and production space, and new amenities to serve the community. GNWC believes it has the appropriate ingredients for a successful community of innovation and that this could make a valuable contribution to economic growth in the city.

PROPONENT'S COMMENTS

Introduction

The following comments indicate the current status of the GNW Trust project and explain our request to City Council in relation to the Structure Plan. Thank you for the opportunity to provide these comments and for City staff's and Council's ongoing support of the GNW project.

ECU Relocation to GNW

Emily Carr University of Art + Design (ECU) has received approval from the Government of BC to relocate its campus to GNW. The project will involve constructing a new 300,000 sq.ft. building with a budget of approximately \$130 million and a targeted opening of September 2016.

ECU's project fully aligns with GNW Trust's vision. It will provide a strong anchoring element to GNW Trust's plans to create a new, internationally recognized district for digital media firms, entrepreneurs, students and artists to work, live, socialize and learn. We believe the project also aligns with many City initiatives as identified by Staff elsewhere in this report.

GNW Trust's four partners have agreed that GNW Trust will remediate, subdivide, service and transfer ownership of a development site of approximately 3 acres to ECU to accommodate its new campus. GNW Trust is not receiving funding from the Government for this work. Instead, we are funding this significant investment from revenues generated from the sale of Lots O and P, and future revenues that we expect to generate from other development projects on Lot Q adjacent to the ECU site.

GNW Trust has shared with City staff its master plan to guide development of other projects adjacent to ECU's site. These projects will include the creation of new open spaces, the ongoing retrofit and reuse of former Finning-era industrial buildings and the development of new retail, office and rental housing buildings for users that are aligned with our vision. GNW Trust believes that these projects will be symbiotic with our existing Centre for Digital Media and the new ECU campus.

The Need for a New Structure Plan

The ECU project complies with the use and height provisions of the existing CD-1 zoning, and City staff have confirmed that the project will not require a rezoning. However, the ECU site conflicts with the existing Structure Plan associated with the site's zoning.

The current Structure Plan was developed in 1998 and was partially revised in 2008 and again in 2012 (mainly to reflect new information relating to future rapid transit alignment). We agree with staff that the Structure Plan needs additional updating, particularly as it relates to the location of open space and the relationship of the open space to the future rapid transit alignment.

We believe that the GNW master plan, which we have developed over the last four years, provides a sound basis for updating the Structure Plan.

Timing Pressure

ECU's project will be a Public Private Partnership, and the process is being managed by Partnerships BC. In order to maintain the September 2016 completion date, Partnerships BC are currently scheduled to issue a detailed Request for Proposals in September of this year (the Request for Qualifications is presently in the market and closes in May).

The RFP process would be greatly assisted if City Council endorses a revised Structure Plan prior to RFP issuance. Council's endorsement would produce a more robust RFP process, as it would remove any uncertainty over GNW Trust's ability to subdivide and

transfer ownership of the development site to ECU.

However, in the event that the RFP is issued prior to Council endorsement (as is currently envisaged), we understand that the City Manager will provide a letter providing sufficient clarity on the road layout and ECU site to enable a robust RFP process. This letter will take the form of a response to a pre-application letter. While we would prefer Council's full endorsement of the revised Structure Plan, we have achieved good outcomes with a similar process with our RFP's for the sale of Lots O and P and trust that Staff will be equally supportive for the ECU RFP process.

Request

In summary, GNW Trust requests that City Council endorse the process to create a new Structure Plan that will support the RFP for the ECU relocation project. On the understanding that this is achievable, GNW Trust is agreeable to making a financial contribution of \$267,000 to reimburse the City for staff time required to review our master plan work and produce an updated Structure Plan for Council approval within the time frame Staff have indicated.

Thank you again to City staff and Council for your ongoing support of the GNW project. We look forward to continuing to work with you in the years ahead.

CONCLUSION

This report seeks Council's endorsement of a planning program to create a revised Structure Plan to facilitate the creation of a revitalised, mixed-use district on the GNWC Lands, including a new Emily Carr University complex. Through a combination of technical work and consultation, the program will explore a variety of issues, establishing a revised Structure Plan to guide subsequent development and subdivision proposals. Staff recommend that the program be carried out as a cost-recovered major projects process, with the program costs covered by a financial contribution from the project proponents.

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Great Northern Way Campus Structure Plan Program Budget
(Rounded to nearest \$1000)

	Scoping Phase	Planning Phase	Total Budget
Salaries and Benefits	\$42,000	\$137,000	\$179,000
Contingency (10% on Planning Phase)	\$0	\$14,000	\$14,000
Process Costs: Open Houses	\$0	\$3,000	\$3,000
Consultancy	\$0	\$25,000	\$25,000
Management and Allocated Costs	\$9,000	\$30,000	\$39,000
Overheads (Office Space, Supplies, Equipment)	\$2,000	\$5,000	\$7,000
Total by Phase	\$53,000	\$214,000	\$267,000

Great Northern Way Campus Structure Plan Planning Process

Scoping Phase	
2009 - April 2013	Program Scoping and Background, incremental projects
April 2013	Program Report to Council

Structure Plan Planning Phase	
May 2013	Assemble staff team and initiate process
May - July 2013	Develop Structure Plan concepts
September 2013	Public Open House: present initial concepts for feedback
September 2013	Direction on key issues for Emily Carr University RFP
October 2013	Finalize Draft Structure Plan
November 2013	Structure Plan to Council

Great Northern Way Campus Process Staffing (Months)

	Scoping Phase	Planning Phase	Total Allocation
Senior Planner	1	2	3
Planner I	0	1	1
Planning Assistant	0	2	2
Senior Urban Designer	1	1	2
Urban Designer PII	0	3	3
Civil Engineer II	1	2	3
Social Planner	0	0.5	0.5
Park Planner	0	1	1
Solicitor III	0	1	1