

URBAN PLANNING PROJECT

A new vision for the Pinecrest Foster Farm Community

Course Objectives

This workshop course is intended to give students experience in preparing a plan under conditions that simulate professional practice. The class will have the opportunity to sample the experience of working in a professional consultant's office. The course has added value because it is led by a real client whose needs are immediate. You will be required to think, act and deliver results as if you were professional planners. In return, you will have the satisfaction of knowing that your plan may be used by Ottawa Community Housing (OCH) and the City of Ottawa in guiding future redevelopment of the Pinecrest / Foster Farm area.

Course participants will work as a team, in large and small groups. They will be largely responsible for all work, under the overall guidance of the course leader. As in a professional office, they will learn to be self-reliant, since planning commissioners or principals in a consulting firm are rarely available on a daily basis. The class will be required to:

- manage a large multi-disciplinary planning project under tight deadlines
- collect, analyze and synthesize background information (fieldwork and secondary sources)
- prepare text, graphic, and financial analysis (if necessary) on paper and on microcomputers
- produce a plan that meets professional standards of content and presentation
- present the plan to the client and project stakeholders

The Project Team

The Project team will consist of ten students primarily from the land-use planning and real estate stream of the SURP program. The team is expected to be self-motivated and self-guided. To this end, the students will elect project managers and editors from their midst and these people will be the liaison between the class, the instructor and the client. Class interaction with the course leader and the client must be channeled through the project manager, as in a professional project. The project manager and class are responsible for organizing the day-to-day management of the project, assuring participation, quality control and deliverables. All team members will participate in editing and production of the final report and presentation. If past experience is a guide, these tasks will be a significant component of everybody's workload.

Project Coaches and Co-ordinator

Ottawa Community Housing (OCH) is providing senior professional staff who will act as coaches and be the principal contact with the students. The principal project coaches have been appointed adjunct instructors at SURP:

Robert MacNeil

Senior Manager, Realty Initiatives

Ottawa Community Housing | Société de logement communautaire d'Ottawa

☎ 613.731-1182 ext 2325

☎ 613.698-5729 cell

Email: robert.macneil@och.ca

Cliff Youdale

VP Asset Management Services

Ottawa Community Housing | Société de logement communautaire d'Ottawa

☎ 613. 731-1182 ext 2294

Email: Cliff.Youdale@och.ca

www.och-lco.ca

The course will be coordinated by Dr. David Gordon. Professor Gordon will provide strategic guidance, budgetary approval, technical assistance, quality control and assist with evaluation.

David Gordon FCIP RPP AICP P.Eng.
School of Urban and Regional Planning,
Department of Geography and Planning
Queen's University
613-533-6000 ext. 77063
david.gordon@queensu.ca

The Client

The client for this project is Ottawa Community Housing (OCH). OCH is a non-profit owner/manager of 15,000 affordable housing units in Ottawa, averaging 50 years of age, serving 32,000 tenants, on sites across the city. Tenants include seniors, parents, children, couples, singles, and persons with special needs. OCH houses a diverse population of varying languages, ethnicities, and cultures. OCH is the largest social housing provider in Ottawa, managing 2/3rds of the City's social housing portfolio, and is the 2nd largest in Ontario. It is a corporation operating at arm's length from the City of Ottawa, its sole shareholder. OCH is governed by a Board of Directors, comprised of the mayor (ex-officio), four City Councilors, the CEO, community representatives, and a tenant representative. OCH collaborates with nearly 100 community and private sector organizations to server and support its tenant population. Pursuant to its [Strategic Plan](#) and Portfolio Management Strategy, OCH is pursuing the redevelopment of certain large parcels within its portfolio with end-of-lifecycle units, with greater density potential, and located alongside the future light rail stations. OCH pursues the quadruple bottom

line: 1) affordable housing returns; 2) financial returns; 3) community returns; and 4) environmental returns.

The City of Ottawa has an interesting mix of urban, suburban and rural communities as a result of amalgamation in 2001, which involved the Region of Ottawa-Carleton and 11 local municipalities. Currently, the City serves approximately over 980,000 people in over 400,000 households. Ottawa's population is projected to grow to 1.15 million by 2031 and the number of households is expected to increase to approximately 490,000.

Planning Issues

The City's Strategic Plan and, in turn, the OP and Transportation Master Plan establish the priorities and policy framework for making decisions and managing growth in Ottawa. Stage 2 of the Ottawa LRT system calls for the Confederation Line West to open in 2023, with new stations at Pinecrest Avenue and Queensview, among others. Consequently, the City of Ottawa initiated the [Pinecrest-Queensview Planning Study](#) in June 2018, with the goal of increasing ridership around these two LRT stations.

Alongside the proposed Pinecrest Station is 'Foster Farm' – an OCH community on 22 acres of land, fronting on Dumaurier Avenue and bisected by Ramsey Crescent, in the central-west part of the city. Developed in 1973, it is improved with a [14-storey tower](#) (211 units with 1- and 2-beds), an array of [2-storey townhome blocks](#) (208 units with 3-, 4-, and 5-beds), 6 parking lots (210 spaces), and 2 large parks. It also adjoins 2 city parks, a retail plaza, a semi-detached residential community, and a rapid bus station. The City's OC-Transpo rapid bus line/station running alongside the property will be replaced by a [light rail line and the Pinecrest Station](#) in 2023.

Issues to be investigated:

The SURP team will assess the site's existing conditions and bring fresh ideas to its redevelopment potential. The aim is to achieve a mixed-income, mixed-use, and mixed-density community, benefitting from a station-oriented-design. At its core, the plans will focus on providing OCH with an array of inclusive housing options from affordable rental (key), to market rental and to private ownership, all responsibly integrated.

Students will assess an ideal number/mix of units for affordable housing serving OCH tenant needs (i.e. singles, couples, seniors, families, new Canadians, physically challenged, single-mothers, etc.), enjoying the greatest possible benefits derived from a re-imagined community.

Students will also explore appropriate retail and office uses/allocations, alternate zoning/land uses, built forms/densities, improved road/infrastructure networks, pedestrian/cyclist paths, park locations/designs, proper phasing of redevelopment, and the disposition of given land parcels to aid OCH in financing the project.

OCH pursues the quadruple bottom line: 1) affordable housing returns; 2) financial returns; 3) community returns; and 4) environmental returns. Key in all of this will be proper engagement with the OCH staff/resources, OCH tenant population, City staff/stakeholders, and possible neighbourhood stakeholders.

With confirmed and refined direction, The SURP team will transition from needs/policy analysis and stakeholder engagement to design analysis, best practice review and conceptual planning. The team will complete a preferred concept plan with corresponding design guidelines and recommendations that will inspire OCH as they move toward a comprehensive renewal of the community.

The project is relevant for students in the Land Use and Real Estate stream, with an interest in community design.

Project Deliverables

Project team deliverables will include generating:

- existing conditions
- policy directions
- guiding principles/objectives
- opportunities & constraints
- assessment of OCH affordable housing needs
- assessment of mixed-income opportunities & strategy
- assessment of mixed-use opportunities & strategy
- LRT station integration opportunities & case studies
- mixed-density strategy (i.e. built forms and transition)
- environmental constraints and strategy (i.e. former landfill)
- park & open space strategy
- redevelopment concept options & preferred plan
- OCH affordable housing plan
- community support services & hub plan
- street network & servicing plan
- subdivision plan
- redevelopment phasing plan
- lands disposition plan
- OCH-City land exchange plan

All with the sole purpose of helping OCH establish a responsible vision for Foster Farm. The over-arching premise is – “if it benefits the tenants then it benefits the neighbourhood and vice-versa”.

The deliverables are chapter-by-chapter components of the final report, including an inventory, evaluation and policy recommendations for consideration. In other words, preparation of the final report starts at the beginning of the project.

Resources

The Project team will be provided with the relevant files and maps from OCH and the City of Ottawa that will assist in understanding and determining existing conditions in the Pinecrest /

Foster Farm area. Several maps will also be provided as digital files. In addition, a DropBox with files, maps, and online tools has been established. The OCH and City of Ottawa's website are also excellent resources and it is recommended that students become familiar with the materials available there.

Proposed Evaluation

Mid-term report chapters	10%
Mid-term presentation	10%
Final report (including maps and diagrams) and supporting reports	50%
Final presentation (including the use of visual aids, e.g., PowerPoint)	20%
Peer evaluation*	10%

*each student is required to evaluate all other students enrolled in the project course. Additional information on peer evaluation will be provided in the first week of the course.

N.B.: This is a professional practice course. Presentation dates are set in advance with the cooperation of the client. Late submission of written material, including the final report, is discouraged and will be subject to the usual penalty of 1% per day. Since the final report is a group project, all students in the class will be responsible for its completion.

There will be some discretion on the part of the course coordinator in assigning additional marks for merit to the course managers.

Budget

The course client has agreed in principle to provide a small budget to cover course expenses. The City of Ottawa and Ottawa Community Housing, with the help of other key stakeholders has agreed to provide base plans, selected reports and digital information. The client will cover the cost of field trips and reproduction of the report. The project manager, project treasurer and the course coordinator will confirm the available budget at the beginning of term and will approve and monitor expenses throughout. The managers must monitor the design and format of the final report to ensure that copies for the project team are affordable within the budget. However, students may incur some costs for telephone calls, faxes reports or materials that would not be covered by our modest budget for these items.

Schedule

Mondays between 2:30 pm and 5:30 pm and Fridays between 2:30 pm and 5:30 pm for formal meetings. Most classes take place on Mondays, from 2:30 pm to 5:30 pm, unless arranged otherwise by the project manager, course instructor or the course coach. The first field trip to Ottawa is scheduled for Friday, September 14th.

PROJECT STAGES

Note: This is a **suggested** schedule for the entire course, intended to give participants an

overview of the content and deliverables at each stage. However, this course is being run on the model of a consultant study, in which considerable flexibility is retained in order to respond to issues as they arise. The class and their project manager will be responsible for creating their own schedule and fine-tuning it throughout the term.

Stage 1 - Orientation and Background Research

1a. Monday, September 10, 2:30- 4 pm Project Orientation and Team Organization

- Orientation to the project and expectations
- Overview client interest (video conference or teleconference)
- Review of resources available
- Election of project manager and treasurer after video call ends

Location: SURP Mackintosh Corry Hall D326 (Hendler Room) / E230

Deliverables: None

1b. Monday, September 10, 4:15-5:30 Course Orientation and Team Organization

- Introduction to the faculty and course pedagogical objectives (faculty)
- Review of roles of faculty and adjunct instructors
- Orientation to project courses and expectations
- Discussion of SURP project course protocols, roles and responsibilities
- Workshop: project management techniques and planning processes

Location: SURP Mackintosh Corry Hall E230

Deliverables: None

1c. Friday, September 14, 7:00am- 9:00 pm; possibly Saturday

- Field trip to Ottawa by bus
- Site visit by windshield survey
- Meeting with adjunct instructors & City staff (Ottawa City Hall)
- Stakeholders meetings with City
- Site visit (mid-afternoon) by van, foot and bus
- Field work (afternoon and early evening; possibly Saturday);

Location: Ottawa; lodging at billets arranged by students, if necessary

Deliverables before field trip: Detailed itinerary and safety plan; base maps; interview questions; suggested precedent examples

Deliverable from field trip: Meeting notes, databases of stakeholders, field notes, sketches, photographs, precedent analyses, annotated maps.

2. Week of September 16 - Background Research

- Research into existing policies
- Videoconference with client Monday
- SWOT analysis
- Existing conditions (data collection, organization and evaluation)
- Arranging further stakeholder interviews (if necessary)

- TOD and social housing redevelopment comparisons
- Consideration of plan implementation instrument approaches (criteria, format, etc.)

Location: SURP Mackintosh Corry Hall E230

Deliverables: Confirmation of project management team structure and budget. Summaries of work-in-progress policy research notes, precedent examples, etc.

Deliverables- Existing Conditions Analysis:

- Natural resources, functions and values in the area
- The demographic, employment and housing profile
- Pedestrian and cycling networks; linkages to adjacent communities
- Remaining elements of valued historic development patterns
- Views, vistas, landscapes, features landmarks
- Existing character of the built form – design elements, heritage resources, visual cues
- Boundaries of the community and entryways
- Existing community resources- schools, community centres, shops, parks, greenspace
- Community focal points, centres of activity
- Transportation and infrastructure capacities' conditions, alignments
- Brown fields, floodplains, unstable slopes, contamination, other constraints
- Relationship to adjacent communities
- Market overview- current businesses, rental rates, housing prices, site size and configuration, vacant lots

3. Week of September 23- Background Research

- SWOT analysis continues
- Existing conditions (data collection, organization and evaluation)
- Videoconference with client Monday
- Stakeholder interviews
- TOD Comparisons- ongoing research on TOD projects appropriate for Pinecrest
- Revitalization Comparisons – ongoing research on social housing revitalization precedents
- Consideration of plan implementation instrument approaches (criteria, format, etc.)

Location: SURP Mackintosh Corry Hall E230

Deliverables: Confirmation of final product (format, layout, etc.) Presentation of work-in-progress: interview notes, precedent examples, revitalization research, etc.

Deliverables – Policy Analysis: Review and analyze relevant planning documentation such as the OCH Strategic Plan; Ottawa Official Plan, City Strategic Plan, Transportation Master Plan, LRT expansion plans, Ottawa Cycling Plan, Ottawa Pedestrian Plan, Zoning Bylaw and various Urban Design and TOD Guidelines.

4. Week of September 30- Project Analysis

- Stakeholder interviews complete
- Invitations for proposed staff workshop on Oct TBA (TBC)
- Team workshop- precedent and policy analysis
- Identification of long range policy planning evaluation criteria (How do we know what a good plan looks like?)

Location: SURP Mackintosh Corry Hall E230

Deliverables: Presentation of work-in-progress; chapter outline for policy analysis; stakeholder analysis; TOD & revitalization analysis and framework for application to Pinecrest / Foster Farm

Stage II – Evaluation and Design

5. Week of October 7 – Prepare Mid-Term Status Report

- Project team prepares for next week's presentation of preliminary findings (mid-project report)
- Identification of strategic issues
- Identification of "best-guess" response and alternatives
- Focus on intensification and greyfield redevelopment

Location: SURP Mackintosh Corry Hall E230

Deliverables: Policy analysis criteria; stakeholder analysis; precedent catalogue, draft report chapters for grading.

6. Week of October 14 – Presentation of Preliminary Findings

- Informal workshop setting presentation by team to coaches and stakeholders
- Full presentation of work-in-progress (issues and options)
- Critique and recommendations for changes discussed
- Brainstorming session on community design options
- Issues: findings of analysis to date, exploration of design alternatives, report format, considerations, additional research needs, etc.

Location: SURP Mackintosh Corry Hall E230

Deliverables: Policy analysis; stakeholder analysis; precedent catalogue, draft report chapters for grading.

6a. Monday, October 15 – Charrette / Workshop with City of Ottawa Staff (optional)

- At the discretion of the project team a charrette or workshop will be held to work through outstanding issues in the project. The Project Team must decide whether to hold the charrette by Friday, Sept 21.

Location: SURP Mackintosh Corry Hall E230 and breakout rooms

Deliverables: Sketch design options

7. Week of October 21 - Project Refinements

- Workshop and studio format
- Team continues to refine site designs
- Fill in missing research gaps
- Refine project report format

- Refine presentation- style, roles and responsibilities

Location: SURP Mackintosh Corry Hall E230

Deliverables: status report on above.

8. Week of October 28 - Planning Recommendations

- Begin preparation of draft report, policies and planning instruments
- Refine site design options
- Advanced development of report template
- Prepare implementation strategy, draft subdivision and site plan
- Report and Presentation evaluation rubrics provided

Location: SURP Mackintosh Corry Hall E230;

Deliverables: Draft report chapter outlines (issues paper, opportunities, explanation of future directions); implementation strategy; final presentation to coaches and critique.

Stage III – Final Report and Presentations

9. Week of November 4- Project Refinements and Draft Report

- Workshop and studio format
- Team continues to refine site designs
- Fill in missing research gaps
- Refine project report format
- Refine presentation- style, roles and responsibilities

Location: SURP Mackintosh Corry Hall E230

Deliverables: Status report on above; status report forwarded to coaches for comments and direction.

10. Week of November 11 - Draft Report Chapters

- Final research additions
- Recommendations and implementation strategy complete
- Remaining draft report chapters written
- Complete design drawings
- Supporting graphics continue

Location: SURP Mackintosh Corry Hall E230

Deliverables: Draft final chapters

Stage III – Final Report and Presentations

11. Week of November 18 - Executive Summary and Presentation

- Executive summary completed

- Report graphics completed
- Report layout continues
- Presentation outline (storyboard format) prepared from executive summary

Location: SURP Mackintosh Corry Hall E230

Deliverables: Executive summary, presentation outline in storyboard format

12. Week of November 25 - Executive Summary and Rehearsal

- Draft report completed for review
- Printer organized; schedule and quote obtained on draft
- Presentation graphics completed
- Presentation prepared for faculty
- Presentation rehearsal for faculty and student review

Deliverables: Monday November 26 Draft report submitted to coaches for review and evaluation; Thursday November 29th printer quote and schedule based on draft

12 a. Friday, November 30 - Presentation to Faculty and School

- Team to present findings in draft presentation to faculty and fellow students in special session of all four project teams.
- Presentation to include audio-visual support, graphics, maps and schemes
- Constructive critique and guidance provided re: changes required
- Comparison to other team presentations

Location: SURP Mackintosh Corry Hall E230 11:45—3:45 pm with working lunch.

Deliverables: Full-scale audio-visual presentation; constructive critiques of all four team presentations.

13. Week of December 2 / Dec. 9- Presentation to Client and Stakeholders

- Full-scale audio-visual presentation to client and stakeholders, accompanied by handouts
- Questions and answers in 'breakout' sessions
- Discussion, advice, re: changes, directions, etc.
- Organize changes to final report

Location: Ottawa City Hall TBA, Depart SURP 8 am via bus; Lunch at City Hall; Rehearsal at 1 pm; Presentation at 3 pm; Debriefing after presentation; depart after rush hour; return 8 pm

Deliverables: Professional-quality presentation; list of report amendments and detailed schedule and staffing plan for report production

Tuesday, December 5 - Coaches return draft report nine days after submission with required amendments; printing cost confirmed

14 & 15. Weeks of December 9 and 16- Report Production

- Amendments to final report prepared based on draft
- Final Report production, editing, and error-checking.

- Firm quote for printing and budget confirmation
- Final review and minor amendments prior to printing
- Arrangements for distribution of final report

Wednesday, December 19 - Final report delivered to printer for reproduction

Deliverables: 60-99 page final report with colour cover and executive summary, black & white and colour graphics. Sufficient hard copies for client presentation, library copies, student portfolios and instructor copies. Digital executive summary and report on SURP web site. Distribution lists and arrangements. Executive summary in colour and digital copy for all stakeholders and participants.

Delivery to OCH of final report and presentation in electronic form (.pdf).

All data to be backed up and archived; project room to be restored.

Friday December 21, Printed copies to be mailed to OCH and Stakeholders

DRAFT