



**Established Area Growth and
Change Strategy 2020
Phase 1 Recommendations
PFC2020-0381**

**Priorities and Finance
Committee**
2020 April 29
ISC: Unrestricted





Collaborative Approach

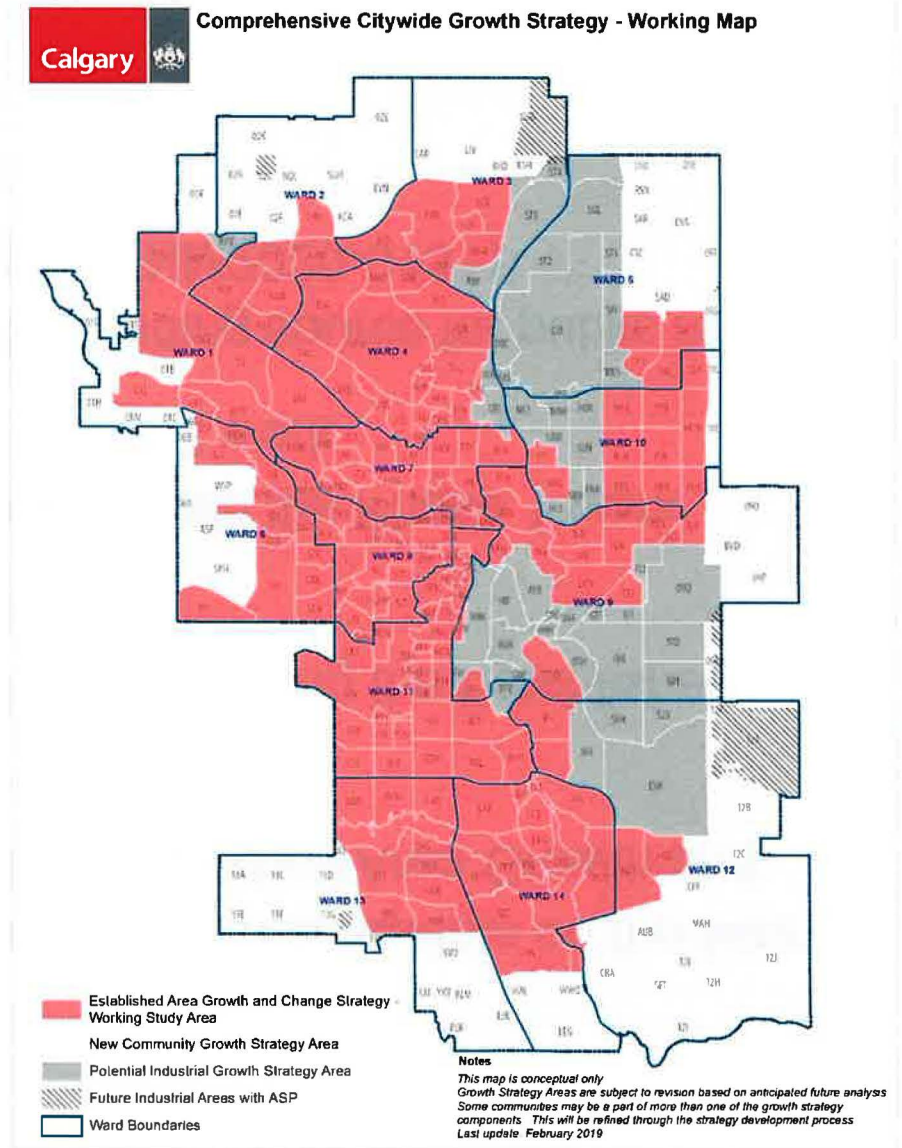




A Component of the Citywide Growth Strategy

One of three components of a city-wide growth strategy

- New Community Growth Strategy (2018, 2020)
- **Established Area Growth and Change Strategy** (directed in Q3 2018)
- Industrial Area Growth Strategy (in introductory stage)





Summary of Previous Direction

- Last reported to Council on 2019 May 27 with an update on the Main Streets Investment Program and the Established Area Growth and Change Strategy
- Presented the two phase approach to completing the Established Area Growth and Change Strategy
- Council directed Administration to return with the Phase 1 work elements and plans and timing for Phase 2 work
- 2020 February 3 Council approved a funding source for public realm projects identified through this initiative (NM2020-0131)



Why an Established Area Growth and Change Strategy?

- Making investments that can help deliver **great communities for existing and future residents and businesses**
- Supporting **job creation**, boosting **investor confidence and certainty**, attracting **private investment**
- Enabling **growth** through the **efficient use of land and existing services**





Next Generation Planning System: Established Area Growth and Change Strategy





Next Generation Planning System: Established Area Growth and Change Strategy

As part of the Next Generation Planning System, the Established Area Growth and Change Strategy aims to:

Support residents and businesses in growing communities

Increase certainty for developers in the planning redevelopment process

Coordinate policy and investment with market growth

Identify growth related public realm capital projects & process improvements



A Strategic Decision Framework

Complementing the New Community Growth Strategy, three factors plus Redevelopment Readiness form the foundation for this work





Phase 1 Conclusions: Growth Financial Tools and Process Improvements

1.



Created a market analysis and decision framework

2.



Better data and improved understanding of how utilities can support growth

3.



Pilot a property tax uplift tool in the North Hill communities

4.



Explore an off-site levy for local-sized water and sanitary pipes

5.



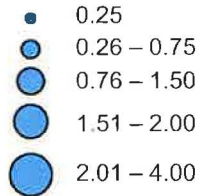
Create an Established Area Investment Fund

Linking policy goals and investment to reinvest in our established areas experiencing growth and change



Phase 1 Conclusions: Public Realm Investments

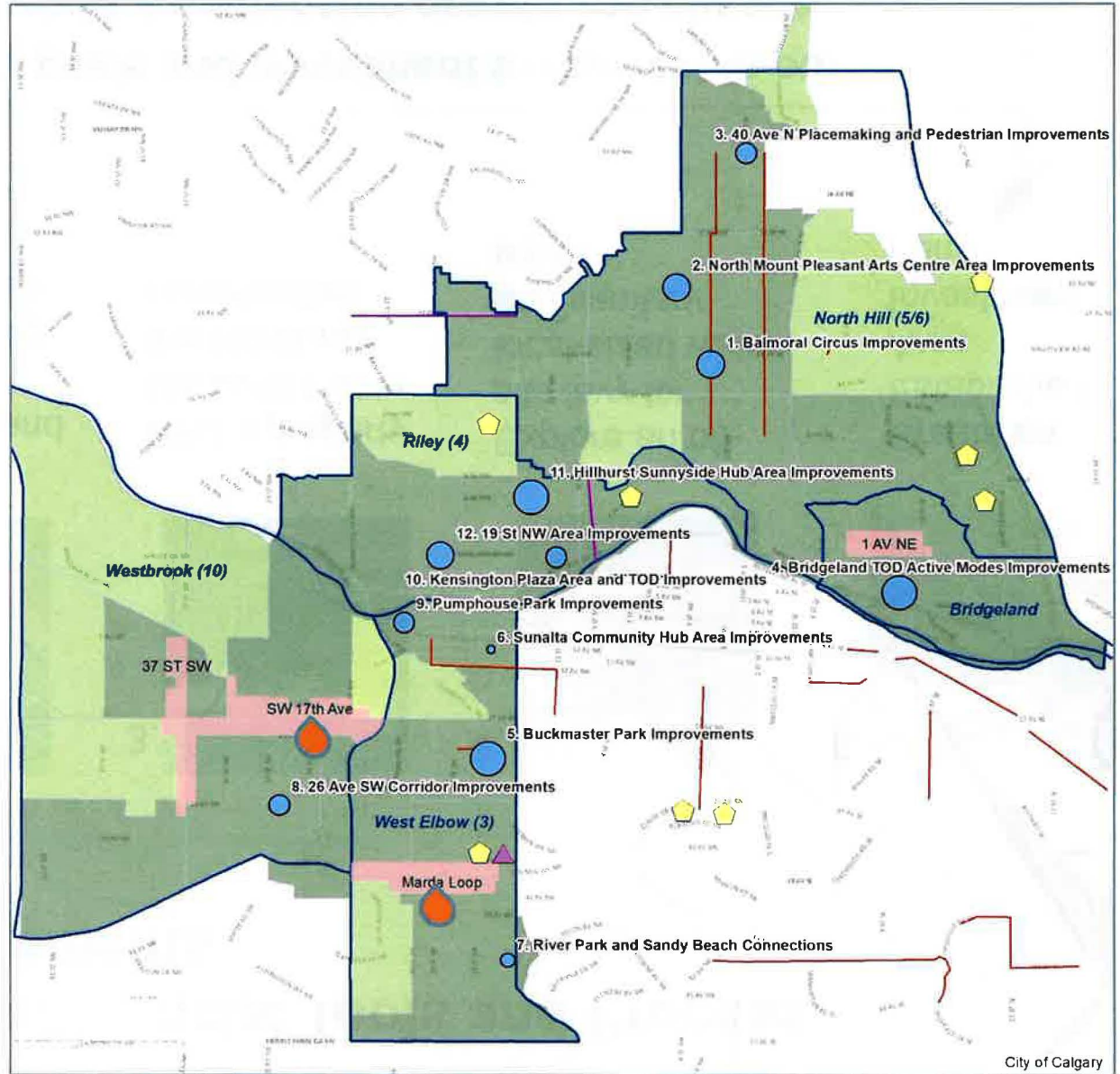
Total Budget (\$M)



Multi-Community Plan Market Potential



Other Planned Capital Projects



City of Calgary

Phase 1 Results: Benefits and Risks

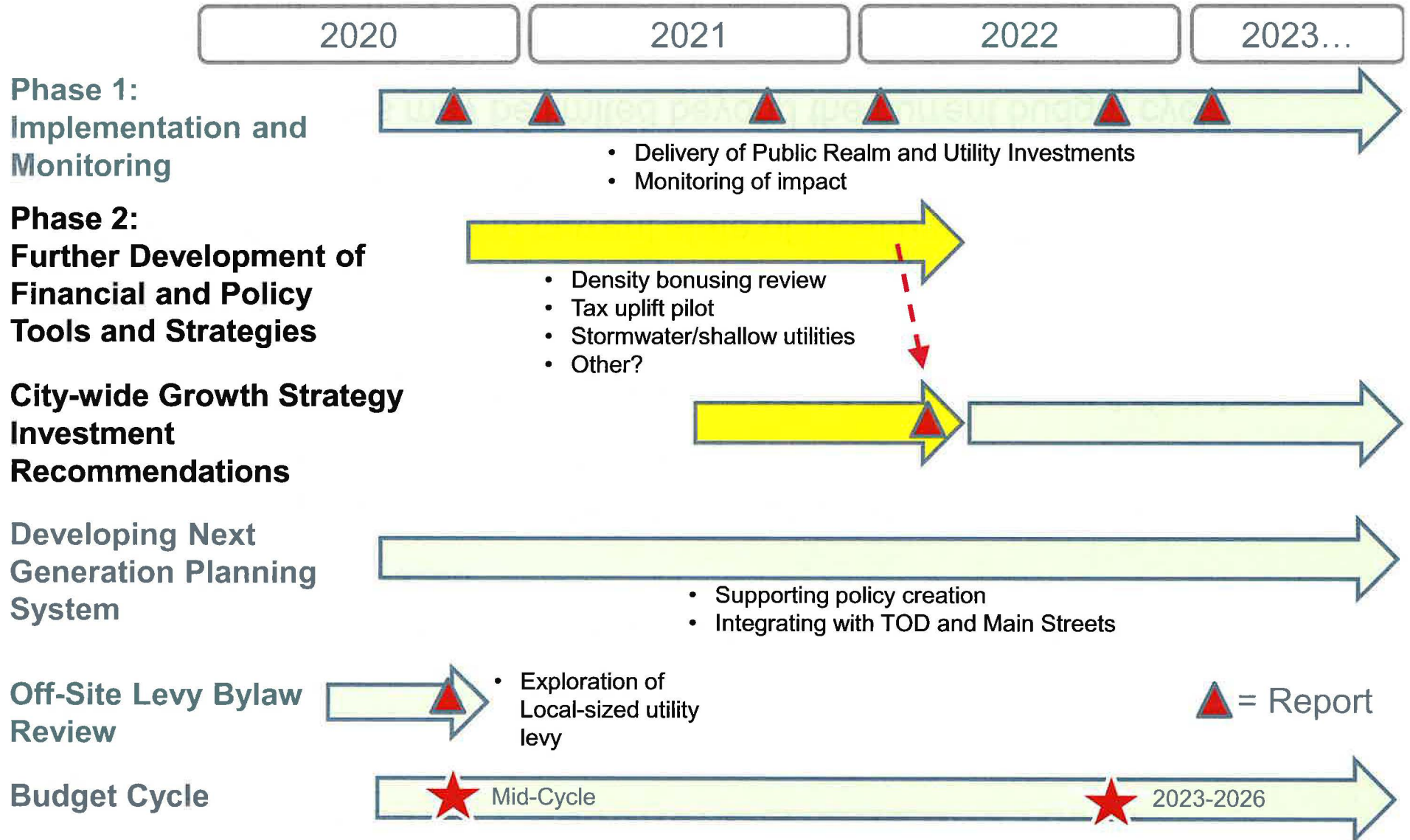
Benefits

- Reinvestment supports current and future residents and businesses in growing communities
- Balancing growth and amenity while attracting private investment via public investments in communities
- Creating certainty for residents, businesses, investors, and developers

Risks

- Unknown impacts of the current state of local emergency, COVID-19, and economic weakness
- Funding sources may be limited beyond the current budget cycle
- Return on investment is unpredictable, as growth and redevelopment may not follow the investment and actions recommended through the Strategy

Phase 2 Work Plan





Administration feels that components of this work should continue to move forward, even in the context of COVID-19

- Actioning \$30M in Council approved funds for public realm investments and \$5.4M in utility upgrades, providing infrastructure stimulus and creating:
 - 190 construction jobs during recovery
 - \$28M in Gross Domestic Product (Value Added), and
 - \$71M in additional sales for the Calgary Economic Region in this budget cycle
- Several financial tools (e.g., levies, property tax uplift) require further refinement with stakeholders – final Council decisions will come later
- Part of a comprehensive growth approach in preparation for the 2023-2026 budget cycle

Administration Recommendation

That the Priorities and Finance Committee recommend* that Council:

1. Review the portfolio of public realm and utility investments, as indicated in Attachment 1, to be funded by the Established Area Investment Fund (public realm) and redirected capital budget (utilities), and:
Approve a capital budget request for Budget Id 481650 “Public Realm (EAGCS) of \$11.7M in 2021 and \$18.3M in 2022, funded by the Established Area Investment Fund.
2. Direct Administration to develop:
 - a) A new Established Area off-site levy for local-sized water and sanitary pipes, through consultation with stakeholders, and for Council’s consideration, as part of the current Off-site Levy Bylaw review;
 - b) A two-year pilot Tax Uplift program in the North Hill Communities Local Area Plan to support future growth-related public realm investments; and
 - c) In Phase 2, additional financial tools and strategies for public realm investment and replenishment of the Established Area Investment Fund, as listed in Attachment 3.

* The impact of COVID-19 is not yet fully known

Administration Recommendation

3. Approve the Request to Create a New Reserve and associated Terms and Conditions for the Established Area Investment Fund (Attachment 4).
4. Direct Administration to continue Phase 2 of the Established Area Growth and Change Strategy work as defined in a Phase 2 Work Plan (Attachment 7) and bring back the next round of recommendations, no later than 2022 November, in coordination with the 2023-2026 business plan and budget cycle.

* The impact of COVID-19 is not yet fully known



Thank You