

## MAIN STREETS PROGRAM IMPLEMENTATION PLAN

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### EXECUTIVE SUMMARY

The Main Streets Program is integrating a new land use framework with recommendations to improve the public realm along the street and sidewalks within individual priority main streets areas. The investment recommendations to support these public realm improvements are outlined in the implementation plan in Attachment 2 in response to Council's approval, in principle, of recommended capital investments on 2017 March 06 (C2017-0214).

### ADMINISTRATION RECOMMENDATION(S)

That the Priorities and Finance Committee recommends that Council:

1. Receive for information the Main Streets Program Implementation Plan in Attachment 1;
2. Approve capital budget as per Attachment 2 to be funded by corporate capacity identified by Infrastructure Calgary; and
3. Direct that Attachment 2 be heard in-camera pursuant to subsection 23(1)(b) of the *Freedom of Information and Protection of Privacy Act* and remain confidential pursuant to subsections 24(1)(a) and 24(1)(g) of the *Freedom of Information and Protection of Privacy Act* until all implementation plans are approved by Council and the contract(s) for the project(s) considered in this report are awarded.

### RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2017 APRIL 18:

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That Council:

1. Receive for information the Main Streets Program Implementation Plan in Attachment 1;
2. Adopt the capital budget as per Attachment 2 to be funded by corporate capacity identified by Infrastructure Calgary;
3. Keep Attachment 2 confidential pursuant to sections 23(1)(b), 24(1)(a) and 24(1)(g) of the *Freedom of Information and Protection of Privacy Act* until all implementation plans are approved by Council and the contract(s) for the project(s) considered in this report are awarded, unless it is determined by the Directors of Supply and the responsible business unit to be appropriate to release budget information in advance of the contract(s) being awarded; and
4. Keep the Attachments to reports C2017-0333, PFC2017-0355 and CPS2017-0311 confidential as previously directed by Council, unless it is determined by the Directors of Supply and the responsible business unit to be appropriate to release budget information in advance of the contract(s) being awarded.

### PREVIOUS COUNCIL DIRECTION / POLICY

At its 2017 March 06 Strategic Meeting, Council adopted report C2017-0214 which included the following direction:

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“Direct Administration to return with implementation plans, including refined capital estimates, public consultation plans and financing strategies, to the Priorities and Finance Committee or the appropriate Standing Policy Committee as soon as possible for final approval by Council.”

Prior to receiving the direction above, as part of the Action Plan Mid Cycle Adjustments report to Council on 2016 November 21, Council approved the Capital Investment Plan and authorized the Deputy City Manager to continue to identify capital funding sources, including allocations and efficiencies from existing capital budgets and to transfer funds to the Budget Savings Account. The Deputy City Manager was directed to return to Council no later than Q2 2017 with recommendations for new, or currently unfunded investment projects.

At the 2017 March 08 meeting of the SPC on Planning and Urban Development, Administration’s recommendation was approved (PUD2017-0241). PUD2017-0241 provided a staged approach to main streets implementation with a new local policy and land use district framework, supported with a funding strategy for public realm improvements.

At the 2016 September 12 meeting of Council, Administration’s recommendation to the SPC on Planning and Urban Development was approved (PUD2016-0564), moved by Councillor Pincott, Seconded by Councillor Colley-Urquhart, that the Committee recommendations be adopted in an omnibus motion. PUD2016-0564 provided a project update for the Main Streets Initiative with the completion of Phase 2 including the endorsement of prioritization of key areas and a framework for the implementation plan.

At the 2015 September 28 meeting of Council, Administration’s recommendation to the SPC on Planning and Urban Development was approved (PUD2015-0638), moved by Councillor Woolley, Seconded by Councillor Stevenson, that the Committee recommendations be adopted in an omnibus motion. PUD2015-0638 provided a project update for the Main Streets Initiative with the completion of Phase 1.

At the 2014 May 26 meeting of Council, Administration’s recommendation to the SPC on Planning and Urban Development was approved (PUD2014-0312), moved by Councillor Chabot, Seconded by Councillor Sutherland. Approval of PUD2014-0312 provided project funding and a project charter for the Main Streets Initiative.

### **BACKGROUND**

Infrastructure Calgary is a corporate program created to align and optimize capital investments and strengthen investment decision making and the processes involved in capital planning management.

In response to Council direction, Infrastructure Calgary established a Director led sub-committee of the Steering Committee to lead the identification, evaluation and selection of potential projects. The sub-committee looked at funding sources identified through a corporate capacity review to determine the best alignment based on funding restrictions and guidelines.

Projects were assessed according to four key filters determined by the sub-committee: Strategic Alignment, Project Readiness, Project Financials and Project Value and Benefit. After

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application of these filters, a peer review process looked at a project's ability to provide short term economic stimulus, add resilience in the community, including flood protection, maintain and preserve The City's existing infrastructure and community assets through lifecycle funding, build a great community through legacy investments, and leverage public and private investment.

As a result of this work, Infrastructure Calgary recommended twenty-one programs/projects to Council and received approval in principle. Individual implementation plans require Council approval.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

#### **Stakeholder Engagement, Research and Communication**

Phase 1 of the Main Streets Program (November 2014 to May 2015) was focused on stakeholder discussion and public engagement. This resulted in 1,335 hours of discussion and 4,112 comments provided by over 2,200 Calgarians at events and online. Additionally, there were 20 meetings with community associations, business organizations and other groups.

In Phase 2, from September 2015 to June 2016, the Main Streets Program focused on analysis and evaluation of a variety of factors that influence growth and change in the main streets areas with focused workshops with selected stakeholders.

Phase 3 of the Main Streets Program (July 2016 to February 2017) was focused on providing stakeholders with clarity and consistency of information. Main street users, residents, business owners and community leaders were aware of opportunities to get involved and understand how their input affects decision making. Communications efforts prepared citizens and stakeholders for engagement discussions by providing easy to understand information about the planning and development methods and decision factors. During this phase an additional 1,400 citizens provided comments to the program. The development of streetscape master plans will build on the success of this engagement and will include stakeholder input for the creation of options and review of the final plan.

Investments recommended in Attachment 2 will enable the realization of the Main Streets Program. These city shaping projects will provide short term economic stimulus, add resiliency in the communities, maintain and preserve existing infrastructure investments, build great communities through legacy investments and leverage public and private investment.

#### **Strategic Alignment**

Creation and delivery of the Main Streets Initiative requires a comprehensive and coordinated corporate approach to achieve the desired outcomes of the Municipal Development Plan (MDP), the Calgary Transportation Plan (CTP) and is dependent on the approval of several related initiatives. This includes the proposed Developed Areas Guidebook amendment to the MDP and two new mixed use land districts for the Land Use Bylaw. The Main Streets team has been extensively involved with several corporate projects, including the Industry/City Work Plan - Initiative 3: Established Areas Strategy and Water Resources Redevelopment Strategy, with both these projects aimed at reducing barriers to redevelopment.

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The Main Streets Program was identified as a project that is strategically aligned with Council Priorities, the approved Capital Investment Plan, and supports the Calgary Economic Development's 10 year Economic Strategy.

### **Social, Environmental, Economic (External)**

Communities that provide a broad range of housing choices and commercial services, supported by high quality transit and transportation choices, allow people to meet their day-to-day needs within their own neighbourhood. A variety of transportation network options across the city, along with a more diverse built form, provides for adaptability and flexibility of the built environment over the long term. This diversity provides more options and likely better access for housing, recreation and commercial services for more Calgarians.

More sustainable transportation options such as walking, cycling and transit create a transportation system that provides more choice. Promoting great public spaces, low-impact designs for storm-water management, green buildings, cycling and walking, all work together to make Calgary more environmentally friendly.

In economic terms, the Main Streets Initiative represents a strategic approach to land use intended to enable the supply of housing and employment space to keep pace with significant demand. Supporting such supply increases in places with existing and planned infrastructure is a key component in reducing the fiscal impact of growth, while also acting to attenuate pressure on housing affordability.

The success of the public engagement has created more awareness and interest in the development along main streets, with more and more Calgarians vested in creating great communities supported by the main streets.

### **Financial Capacity**

#### **Current and Future Operating Budget:**

There are no anticipated operating budget impacts for this project. Any impacts associated with the capital project will be absorbed within the existing operating budget.

#### **Current and Future Capital Budget:**

A capital budget approval is requested for the Main Streets Program. This budget request is to be funded by existing corporate capacity identified in report C2017-0214, which includes the capital budget savings account, corporate reserves, off-site levies and grant funding, and will have no net impact on the tax rate. The program/projects identified in Attachment 2 are anticipated to be funded by the Municipal Sustainability Initiative (MSI) grant, Lifecycle Maintenance and Upgrade Reserve and the Reserve for Future Capital. The requested budget and funding is consistent with the information provided by Infrastructure Calgary as part of report C2017-0214. Once the implementation plans for all projects are complete, funding allocations will be confirmed to optimize the use of the most restricted sources of funding.

### **Risk Assessment**

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Citizen and stakeholder interest, and potential monetary investment in new development, is very high for the main street areas. This current opportunity should be leveraged with City of Calgary actions to facilitate growth in these identified strategic areas. Not proceeding with the implementation of the capital improvements for the Main Streets Program will lose momentum created with many stakeholders, potentially develop mistrust with citizens and the development industry and result in push back for the proposed land Use Redesignations.

### **REASON(S) FOR RECOMMENDATION(S):**

The Main Streets Program is integrating a new land use framework with recommendations to improve the public realm along the street and sidewalks within individual priority main streets areas. This program is important in providing the communities with enhanced public spaces to offset the effects of increased densification resulting for these Land Use Redesignations.

### **ATTACHMENT(S)**

1. Implementation Plan
2. Financing Strategy