

Established Area Growth and Change Strategy – Scoping Report

PFC2018-0891

Council

2018 September 24

ISC: Unrestricted



Direction from Council (via Priorities and Finance Committee) on 2018 March 19, as part of the New Community Growth Strategy:

“Direct Administration to bring a report to Council, through the Priorities and Finance Committee, no later than Q3 2018, with findings and recommendations toward the development of an Established Areas Growth Strategy, including funding and timing considerations, that complements the New Community Growth Strategy”

To enable community growth and change in the Established Area, what level and location of investment is required, and how and when should it be funded?

What is the goal?

- A strategy to recommend planning and financial tools to deliver on policy, investment, and strategic outcomes for Established Area

Why now?

- Part of building a comprehensive citywide strategy, following the New Community Growth Strategy
- Represents deliberate action on achieving MDP and CTP goals

Who will be involved?

- Representatives from communities, school boards, business interests, the development industry, Council, Administration

What is the timeline?

- A series of strategic deliverables leading up to an integration into the 2020 March Mid-Cycle budget adjustments

- Community engagement through initiatives such as Main Streets, and Partners in Planning and workshops with Federation of Calgary Communities
- Actions of the Industry/City Work Plan's Established Area Initiative since 2016
 - Reducing barriers to redevelopment
 - Fostering a working relationship with Industry members
- Recommending growth-related investments through Infrastructure Calgary
- Facilitated industry feedback for policy projects (e.g., Developed Areas Guidebook, Local Area Planning, City-wide TOD Strategy) that are supporting growth and change in the Established Area

A Strategic Decision Framework

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



Redevelopment Readiness

Within or in addition to these factors, Redevelopment Readiness will be important to define and consider with stakeholders.

Eight Deliverables for the Strategy

These deliverables, which are sequential, are grouped into the following categories:

- **Supporting Information** deliverables initiate engagement efforts and will provide background and supporting information to set the Strategy up for success
- **Strategic Approach** deliverables use the supporting work to develop a process for achieving MDP/CTP goals through the budget and other financial mechanisms
- **Strategic Recommendations** are the culmination of the work, delivering sound investments that are supported by market demand, MDP/CTP goals, and are affordable for The City

Deliverables 1 – 4: Developing Supporting Information

1. Set the context for the work through definition of the area, data analysis, and influencing factors
2. Complete best practice research on area redevelopment and investment programs from other cities
3. Identify what infrastructure, amenities, and planning and strategic outcomes are critical to enabling community growth and change in the Established Area
4. Develop options for sustainable financial (e.g. indicative rates, alternate funding sources) and planning tools to enable development that supports MDP/CTP goals and delivers on community identified needs

Deliverables 5 – 8: Developing a Strategic Approach

5. Develop an evidence-based consideration and evaluation process that supports MDP/CTP aligned growth and responds to market demand
6. Outline a strategy that supports Established Area growth and change, and that aligns with the 2019-2022 mid-cycle adjustment process (subject to financial considerations), and that is integrated with the New Community Growth Strategy for the 2023-2026 business cycle
7. Identify opportunities to leverage other public and private opportunities to support growth and change in communities to achieve strategic goals

Developing Recommendations for Growth and Change:

8. By Q2 2020 - Recommend strategic actions across the Established Area that meaningfully supports community growth, change and quality of life

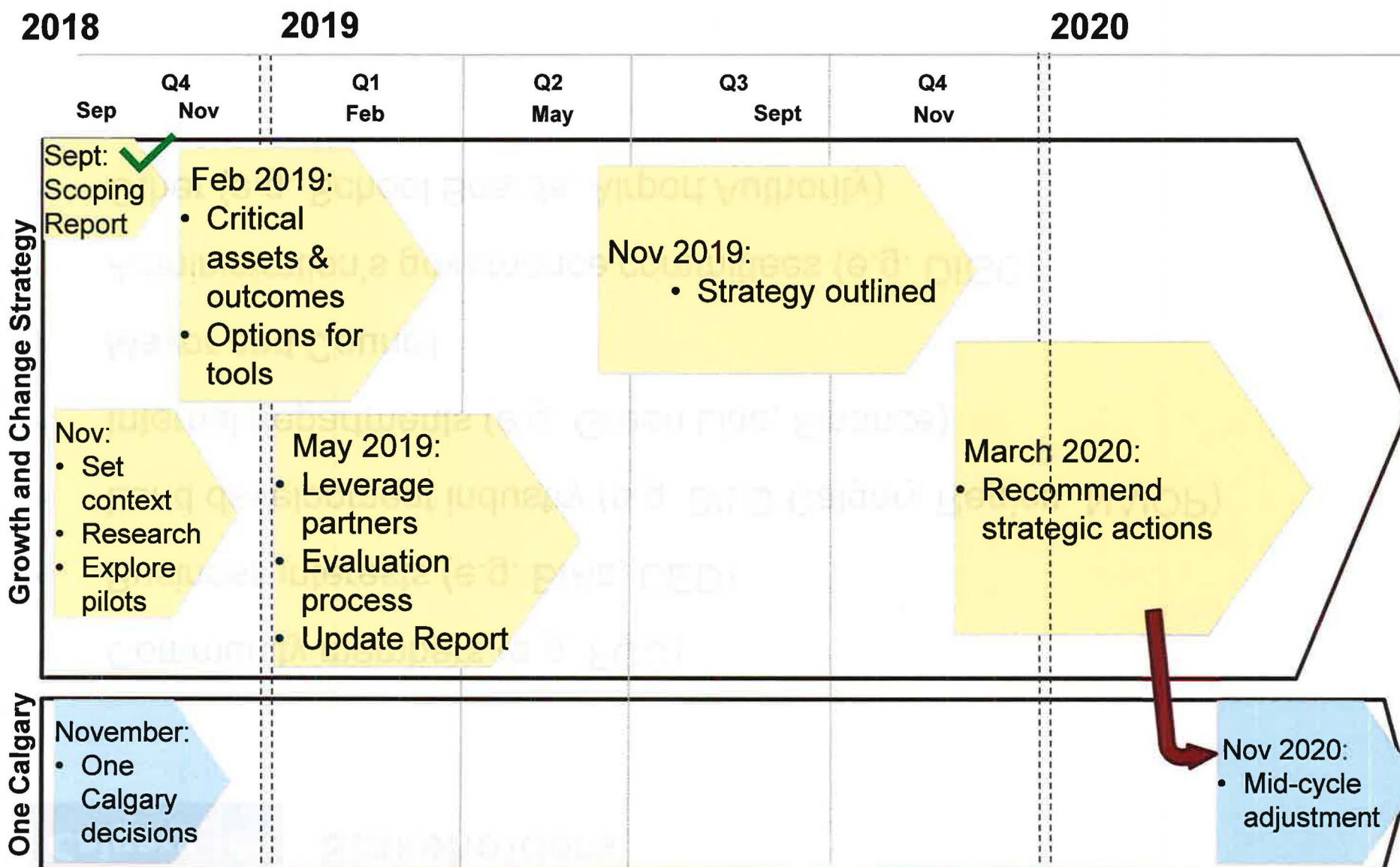


Primarily leveraging ongoing stakeholder discussions, including:

- Workshops this fall with the Federation of Calgary Communities
- Established Area Working Group regular meetings
- Linking in with Business Improvement Associations and other business interests
- Local Area Planning projects and related engagement
- City shaping projects like Green Line
- Cross-department connection on related policy and financial work
- Connections to Main Streets implementation work



- Community members (e.g. FCC)
- Business interests (e.g. BIAs, CED)
- Land development industry (e.g. BILD Calgary Region, NAIOP)
- Internal departments (e.g. Green Line, Finance)
- Mayor and Council
- Administration's governance committees (e.g. DIGC)
- Other (e.g. School Boards, Airport Authority)





Administration Recommendation

That Council direct Administration to undertake the Established Area Growth and Change work in accordance with the scope identified in Attachment 1 (PFC2018-0891).