

## **Previous Council Direction and Scope on Established Area Growth and Change Strategy and Main Streets Investment Program**

The purpose of this attachment is to summarize previous Council direction informing the work of the Established Area Growth and Change Strategy, the Main Streets Investment Program, and implementation focused direction on specific local area planning initiatives.

### ***Direction Related to the Established Area Growth and Change Strategy***

On 2019 March 18, Council approved the following recommendation:

That the Priorities and Finance Committee recommend that Council direct Administration, to bring the Established Area Growth and Change Strategy update report to the 2019 May 01 SPC on Planning and Urban Development meeting, in conjunction with the Main Streets Investment Program update report, and combine the two updates into one report.

On 2019 March 18, Council approved six 2019 priority areas for the City Planning and Policy service line (PUD2019-0253), including a comprehensive and city-wide growth strategy.

This includes the development of the Established Area Growth and Change Strategy (Item 7 of Attachment 1) as an ongoing project through 2019.

On 2018 September 24, Council approved the following recommendation:

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

Attachment 1 of the report indicated an update report be provided to Priorities and Finance Committee by 2019 May, and is included on Page 3 below.

On 2018 March 19, through report PFC2018-0200, Council approved the following recommendation:

5. 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.

On 2018 January 22, Administration presented report PUD2018-0021, which provided a progress update on the Established Area Initiative of the Industry/City Work Plan, and outlined the actions that are prioritized for 2018 work.

On 2016 January 11, through report C-2016-0023 Council adopted the following recommendation:

3. Direct Administration to implement the key deliverables of the 2016 work plan to address issues that arose through this process, as outlined in Attachment 3.

Attachment 3 included the 2016 Industry/City Work Plan Initiatives, which has since been updated to the 2018 work plan actions

### ***Direction related to the Main Streets Investment Program***

On 2019 March 18, Council approved six 2019 priority areas for the City Planning and Policy service line (PUD2019-0253), including Main Streets and Transit Oriented Development Implementation. This includes the work on several priority main streets (Items 14-23 of Attachment 1) as ongoing projects through 2019.

During the One Calgary (2019-2022) service plan and budget discussions in November 2018, with respect to Report C2018-1158 in relation to the Main Streets Investment Program, Council directed Administration to:

1. Develop a Main Streets Investment Program to implement strategic investments in growth areas within the developed areas, including proposed investment scenarios. These growth areas include, but are not limited to:
  - a) The 24 corridors identified as urban and neighbourhood corridors (now called Main Streets) in the MDP;
  - b) New corridors as identified through Developed Area Guidebook-supported Local Area Planning exercises;
  - c) Transit Oriented Development sites; and,
  - d) Other key growth areas identified within the MDP or through DAG-supported Local Area Planning.
2. Develop appropriately scaled, sustainable, & long-term funding mechanisms, and alternative funding options, providing for capital and operating funding as required. These mechanisms may include, but are not limited to:
  - a) Dedicated tax support;
  - b) Dedicated tax room from other orders of government;
  - c) Localized tax uplift capture; and
  - d) If there are any capital cost savings available as infrastructure projects in the New Community Growth Strategy and Actively Developing Communities - funded through the dedicated property tax increase of 0.75% in 2019 and 1.4/0.4/0.4/0.4% (2019-2022), respectively - draw to completion, Council consider redirecting those funds to the Main Streets Capital Program. These potential capital cost savings would be monitored and identified at project completion.
3. Provide an update report to Council, through the SPC on Planning and Urban Development, no later than Q2 2019, and in conjunction with the established area growth and change strategy update report.

On 2018 May 07, with respect to report PUD2018-0347 (Local Growth Planning in North Central Green Line Communities) Council approved the following recommendation:

1. Approve the scope of work outlined in Attachment 1 and direct Administration to report back to Council through SPC on Planning and Urban Development not later than Q4 2019; and
2. Approve, as amended, the Main Streets implementation plan as shown in Attachment 2. Attachment 2 above is provided as Attachment 1 of this report.

### ***Direction Related to Local Area Planning***

On 2019 March 6, with respect to Report PUD2019-0128 (Chinook Station Area Redevelopment Plan Update), the SPC on Planning and Urban Development:

2. Refer to Administration the directions from prior report PUD2018-1178, as follows:
  - b) Direction 4 to the work taking place on the Established Areas Growth and Change Strategy, for which the next update report is planned for 2019 May.

Direction 4 stemming from Report PUD2018-1178 refers to “developing a funding strategy for public realm and deep utility improvements, leveraging the work on the New Communities Growth Strategy.”

On 2016 March 7, Council approved a Motion Arising, as follows:

With respect to Report CPC2016-045 Council, direct City Administration, in conjunction with further work on the Off-Site Levy Bylaw, to report back to Council on appropriate methods to enable public realm enhancements with respect to the Banff Trail Area Redevelopment Plan and North Hill Area Redevelopment Plan.

Administration combined this work with the Industry/City Work Plan - Established Area Initiative.

Proposed Project Deliverables, Timelines and Stakeholders

PFC2018-0891  
ATTACHMENT 1

Deliverables and Timelines						
March 2018	Sept 2018	November 2018	February 2019	May 2019	November 2019	March 2020
New Community Growth Strategy Council Report Recommendation	Priorities and Finance Committee (PFC) & Council			Priorities and Finance Committee (PFC) & Council		Mid-Cycle Budget Adjustments
D E L I V E R A B L E S	Direction received from Council	Scoping Report	1. Set the context for the work through definition of the area, data analysis, and influencing factors	3. Identify what infrastructure, amenities, and planning and strategic outcomes are critical to enabling community growth and change in the Established Area	7. Identify opportunities to leverage other public and private opportunities to support growth and change in communities to achieve strategic goals	8. Recommend strategic actions across the Established Area that meaningfully support community growth, change and quality of life
			2. Complete best practice research on area redevelopment programs from other cities	4. Develop options for sustainable financial tools to enable development that supports MDP/CTP goals and delivers on community identified needs	5. Develop an evidence-based consideration and evaluation process that supports MDP/CTP aligned growth and responds to market demand	
				Update Report on Strategy to PFC	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	

Stakeholder Breakdown Structure					
Community Members	Business Improvement Associations (BIAs)	Development Industry	Internal Departments	Council	Governance Committees
Federation of Calgary Communities, Inner City Coalition, Community Groups, Community Representation Framework Steering Committee, Citizens	All BIAs within the Established Area	BILD - Calgary Region, NAIOP Commercial Real Estate Association Calgary, Established Areas Working Group, Developer Advisory Committee	Planning & Development, Finance, Law, Water Resources, Transportation, Calgary Fire Department, One Calgary, Engage, Infrastructure Calgary, Urban Strategy, Deputy City Manager's Office (Facility Management), Community Services	Mayor and Council	DIGC Technical Subcommittee (DTS), Directors Integrated Growth Committee (DIGC), General Managers Strategic Growth Committee (GMSGC)