




Calgary



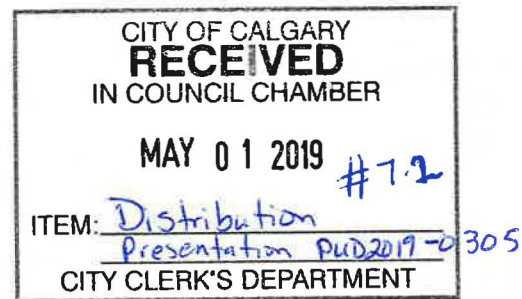
**Update Report on the Main Streets
Investment Program & Established Area
Growth and Change Strategy
(PUD2019-0305)**

**SPC on Planning and
Urban Development**
2019 May 1
ISC: Unrestricted





Purpose



1. Provide an update on the Main Streets Investment Program and the Established Area Growth and Change Strategy (Strategy)
2. Identify the relationship between programs
3. Identify opportunities and challenges of this work
4. Seek support for a phased approach to next steps

Summary of Previous Direction

2018 September – Direction to undertake the Strategy

- Identify infrastructure and amenities to support growth
- Develop options for financial and planning tools
- Provide an update report by 2019 May
- Outline a strategy and bring recommendations by 2020 March

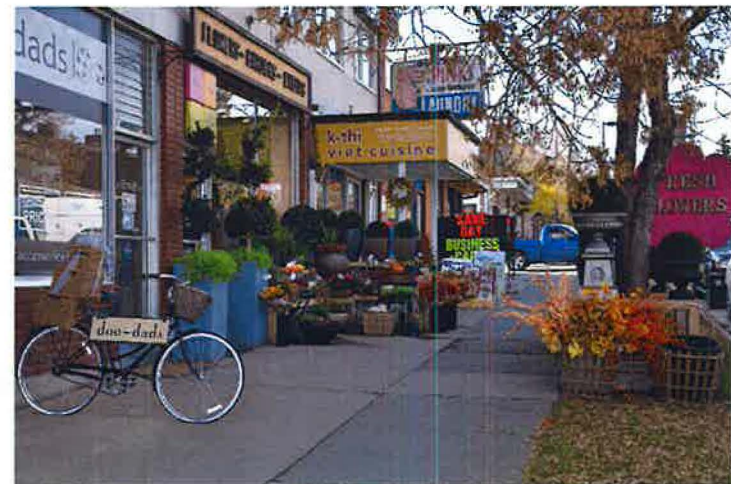
2018 November – Direction to develop a Main Streets Investment Program

- Implement strategic investment in growth areas, including corridors, TOD sites, and other growth areas
- Develop funding mechanisms and options
- Identify any capital cost savings as infrastructure projects in New Community Growth Strategy and developing communities draw to completion
- Provide an update report by Q2 2019 in conjunction with the Strategy



Main Streets (Planning) Progress and Next Steps for 2019

- Completed the land use redesignations in 7 Main Street Areas
- In 2019 complete the land use redesignations for:
 - Centre St N
 - Edmonton Trail
 - 4th St NW
 - 10th Avenue SW
 - 14th Street (Bow River to 17th Av SW)



- 9th Av (Inglewood) SE and Centre Street N are being completed as part of the current ARP work in those areas.



Main Streets (Implementation) Progress and Next Steps for 2019

Main Streets implementation summary





Strategic Alignment & Funding Considerations

- Main Streets are one component of an established area that will see future private and public investment
- Current funding for Main Streets Implementation Program is one time allocations consisting of provincial and municipal contributions
- Looking forward, Main Streets will work together with Established Area Growth and Change Strategy to create a more sustainable long term investment program
- Identification of any potential savings from New Community Growth Strategy

Progress Update on the Strategy

- Created a multi-stakeholder governance framework and engagement approach
- Defined a working strategy area of 179 communities
- Applied data-based market indicators as a first cut to narrow the priority areas
- Defining required infrastructure and amenities for investment
- Evaluating financing and funding tools available
- Addressing a changing context: financial availability and timing of work



Collaborative Approach





Options for Moving Forward

1. **Current approach:** Incremental improvements to growth investment through service plans and budget decisions.
2. **Intentional, outcome driven, two-phase approach:** Focus on redevelopment in prioritized market areas with planning, funding and financing tools applied to enable growth and change and deliver great communities. Include Main Streets and transit oriented locations in this approach.
3. **Main Streets focus:** Leverage the previously approved programs as the primary tool to support redevelopment and deliver public realm improvements for prioritized areas.

Administration recommends Option 2

A Strategic Decision Framework

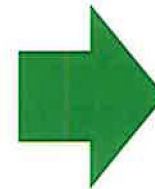
Complementing the New Community Growth Strategy, three factors form the foundation for this work



MDP/CTP Alignment



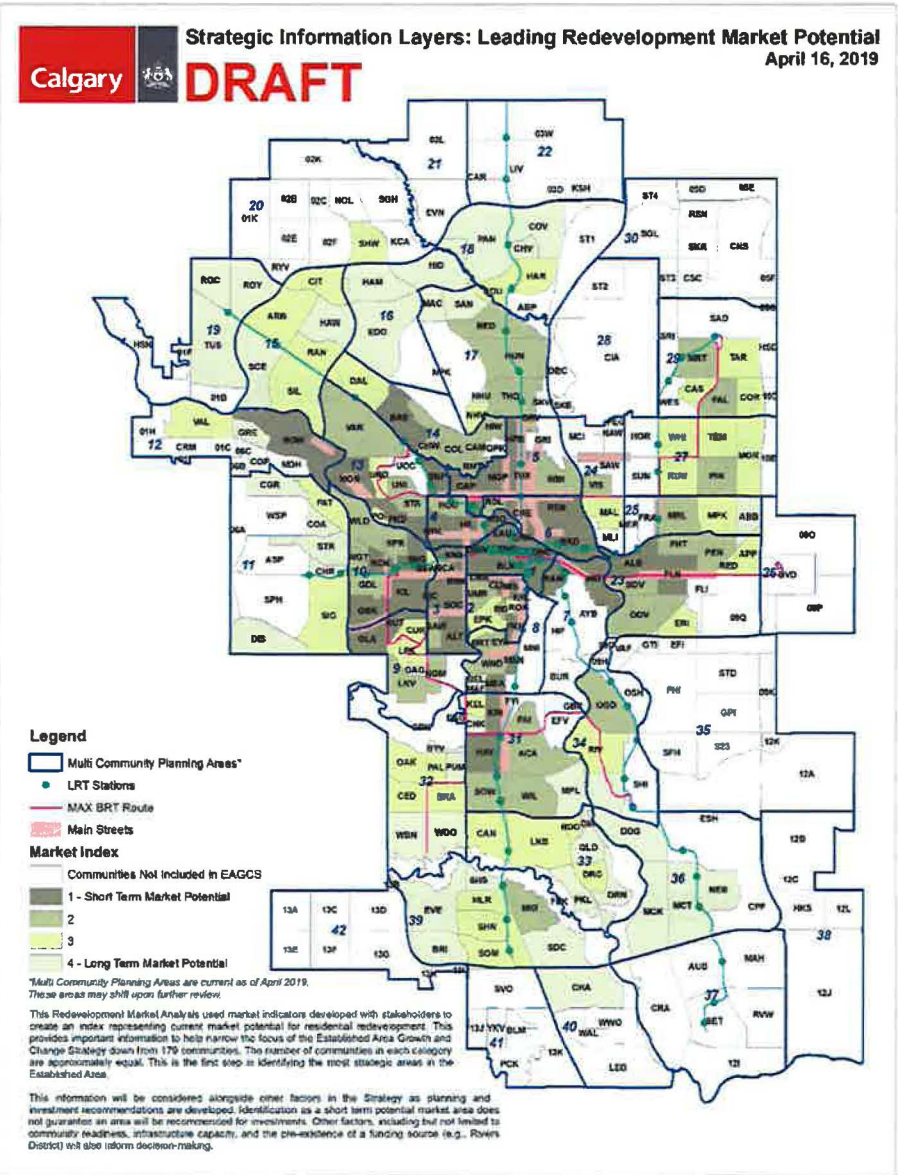
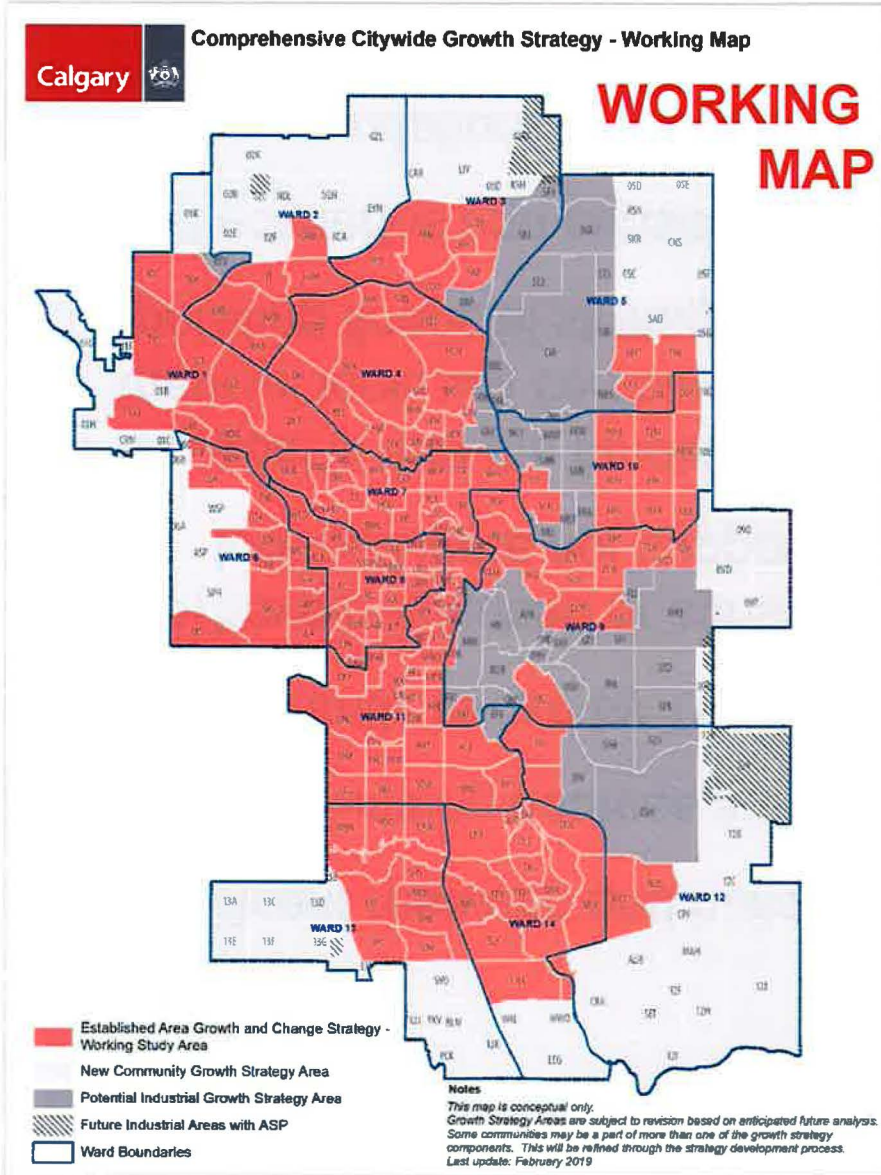
Market Demand



Financial Impact



Working Towards Identifying Strategic Growth Areas





Financial Tools

- Significant research and building on past work has been completed
- Possible funding sources are either:
 - (a) currently in-use by The City in some form, or
 - (b) have been used or considered by The City in the past as a financial tool and were not supported in the Calgary context
- The goal is that the funding sources, infrastructure components, and financial tools will combine as part of a long-term sustainable capital and operating financial strategy
- Test scenarios and sensitivity analysis are underway
- Recommendations on possible financials tools will be developed for phases 1 and 2



Two-Phased Approach – Phase 1

Phase 1 | Through 2020 March

1. Identify top strategic growth areas and develop business case proposals
2. Identify funding, financing and planning tools to support implementation
3. Make recommendations by 2020 March for mid-cycle budget consideration, and any additional implementation actions
4. Reporting framework for Main Streets updates
5. Identify Phase 2 work
6. Identify opportunity for alignment with related initiatives



Two-Phased Approach – Phase 2

Phase 2 | 2020+

1. Create a systematic approach to city-wide growth investment
2. Further develop and implement financial and planning tools to support redevelopment
3. Develop annual monitoring of growth portfolio
4. Identify timelines for delivering 2023-2026 growth investment recommendations



Phased Project Timeline

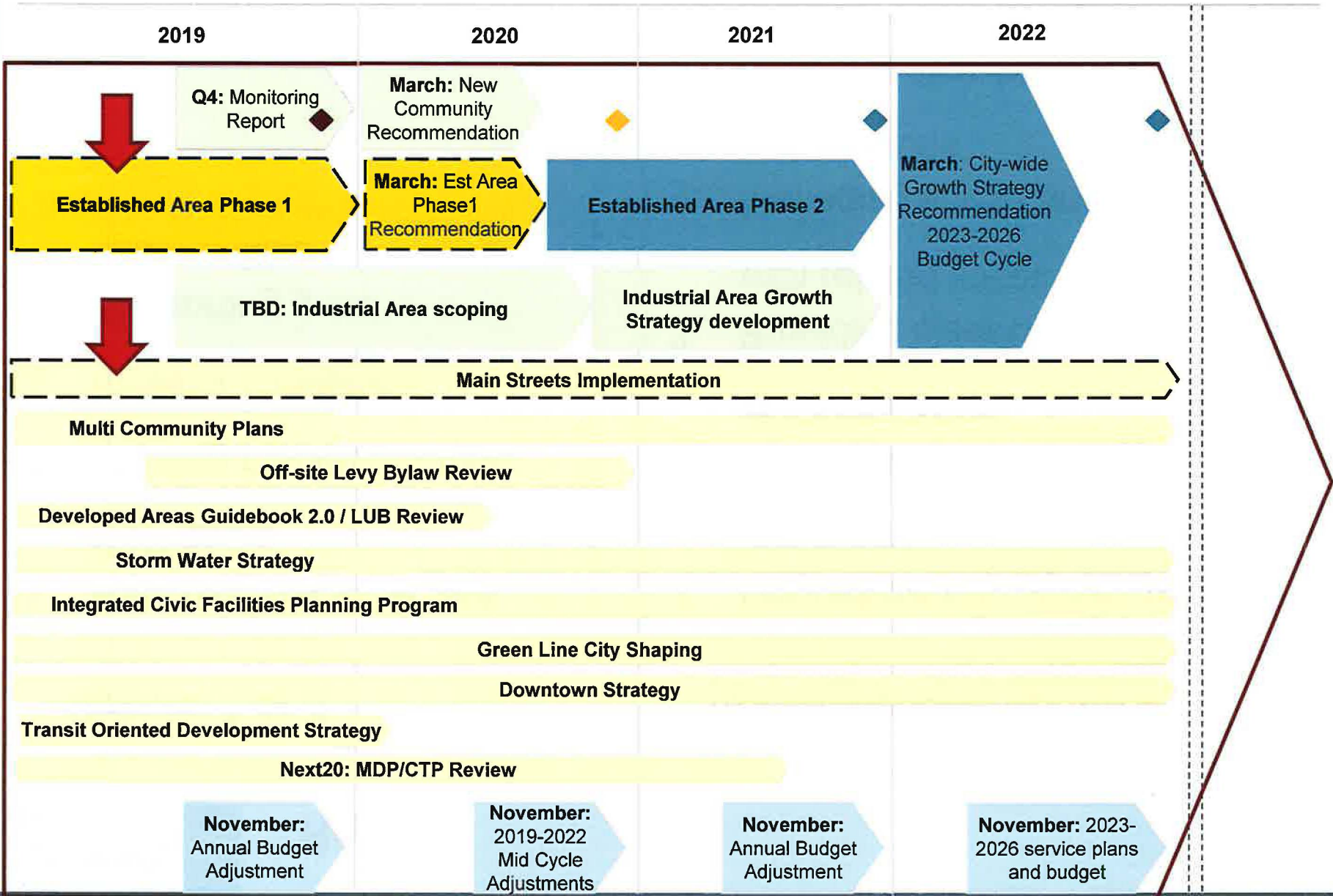
2019 - 2022

2023+

City-Wide Growth Strategy

Related Initiatives

One Calgary



**Options 1 or 3**

1. Reaching the MDP and CTP goals
2. Meeting market demand
3. Investor confidence
4. Supporting great communities

Recommended Option 2

1. Unpredictability of Return on Investment
2. Resourcing the Strategy and its implementation
3. Providing clear connections with related initiatives
4. Managing scope and expectations
5. Ensuring alignment in a shifting legislative and policy environment

That the SPC on Planning and Urban Development recommend that Council:

Direct Administration to report by 2020 March to Council, through the Priorities and Finance Committee, with Phase 1 work elements, as identified in this report, and refinement of plans and timing for Phase 2 work.



Thank you