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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

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Purpose

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IN COUNCIL CHAMBER
MAY 01 2019 #7.2
ITEM: Distribution Presentation PUD2019-0305
CITY CLERK'S DEPARTMENT

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

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CITY CLERK'S DEPARTMENT

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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

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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.

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Main Streets (Implementation) Progress and Next Steps for 2019

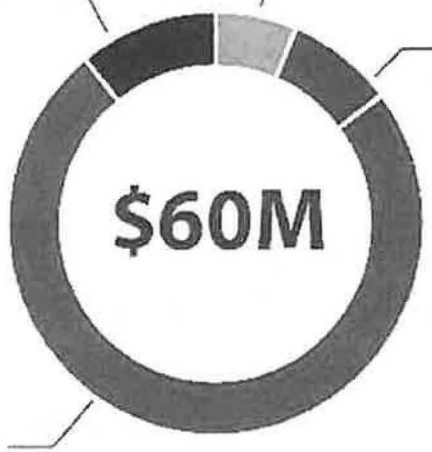
Main Streets implementation summary

9 master plans

- 9 Ave SE
- 17 Ave SW
- 37 St SW
- Bowness Rd
- 1 Ave NE
- 33/34 Ave SW
- Centre St N
- 16 Ave NW
- 10 Ave SW

1 project partially funded for construction

- 33/34 Ave SW



5 shovel ready designs

- 17 Ave SW
- 37 St SW
- Bowness Rd
- 1 Ave NE
- 33/34 Ave SW

4 projects fully funded for construction

- 17 Ave SW
- 37 St SW
- Bowness Rd
- 1 Ave NE

The Urban Strategy implementation team is targeting construction startup in 2020 (2021 for 1 Ave NW + 33/34 Ave SW)

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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

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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

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Collaborative Approach

FEDERATION OF
CALGARY COMMUNITIES

BILD
CALGARY REGION

Street
Entertainment Calgary
West Mainstreet
Business Kensington
International Association Retail
Bow Victoria
Improvement
Avenue Ave Marda Park Loop
Downtown South Inglewood
Greenview Chinatown Bowness
Industrial District
Areas
Montgomery

NAIOP
COMMERCIAL REAL ESTATE
DEVELOPMENT ASSOCIATION

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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

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A Strategic Decision Framework

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

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2019-2022 Service Plans and Budgets

MDP/CTP Alignment

Market Demand

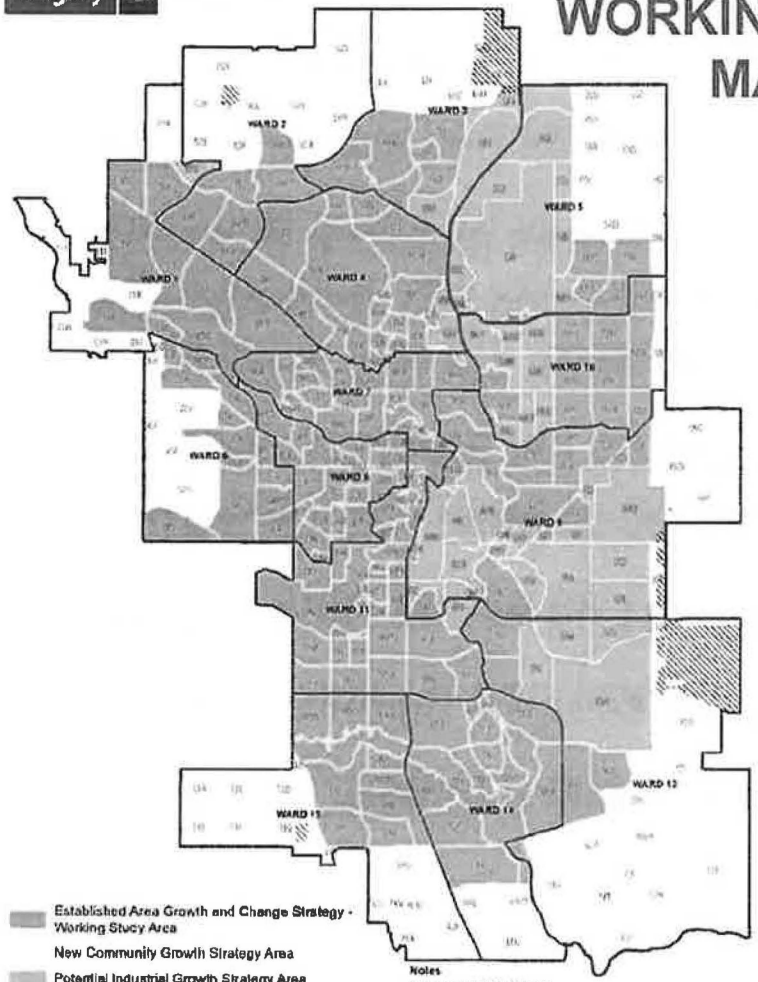
Financial Impact

Redevelopment Readiness

Working Towards Identifying Strategic Growth Areas

Comprehensive Citywide Growth Strategy - Working Map

WORKING MAP



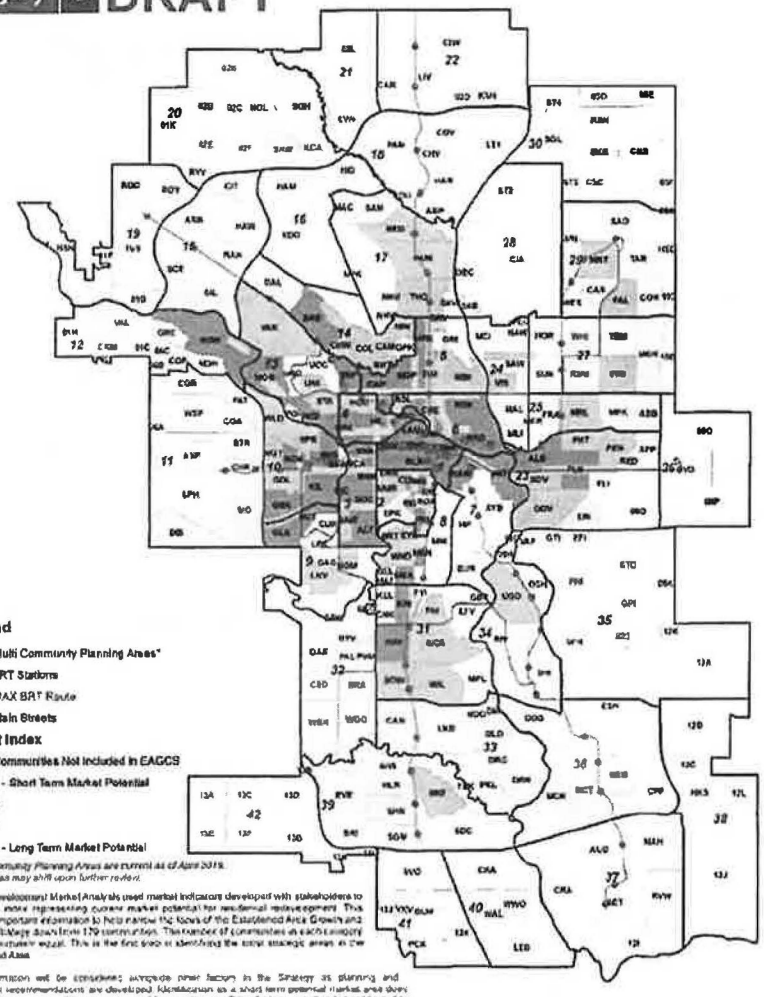
Established Area Growth and Change Strategy - Working Study Area
New Community Growth Strategy Area
Potential Industrial Growth Strategy Area
Future Industrial Areas with ASP
Ward Boundaries

Notes
This map is conceptual only.
Growth Strategy Areas are subject to revision based on anticipated future analysis.
Some communities may be a part of more than one of the growth strategy components. This will be refined through the strategy development process.
Last update: February 2019

Strategic Information Layers: Leading Redevelopment Market Potential

April 16, 2019

DRAFT



Legend
Multi Community Planning Areas*
LRT Stations
MAX BRT Route
Main Streets

Market Index
Communities Not Included in EAGCS
1 - Short Term Market Potential
2
3
4 - Long Term Market Potential

Multi Community Planning Areas are current as of April 2019. These areas may shift upon further review.

This Redevelopment Market Analysis used market indicators developed with stakeholders to create an index representing current market potential for residential redevelopment. This provides important information to help narrow the focus of the Established Area Growth and Change Strategy down from 179 communities. The number of communities in each category are approximately equal. This is the first step in identifying the local strategic areas in the Established Area.

The information will be considered alongside other factors in the Strategy as planning and investment recommendations are developed. Identification as a short term potential market area does not guarantee an area will be recommended for investment. Other factors, including but not limited to community readiness, infrastructure capacity, and the pre-existence of a leading source (e.g., Rivers District) will also inform decision making.

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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

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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

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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

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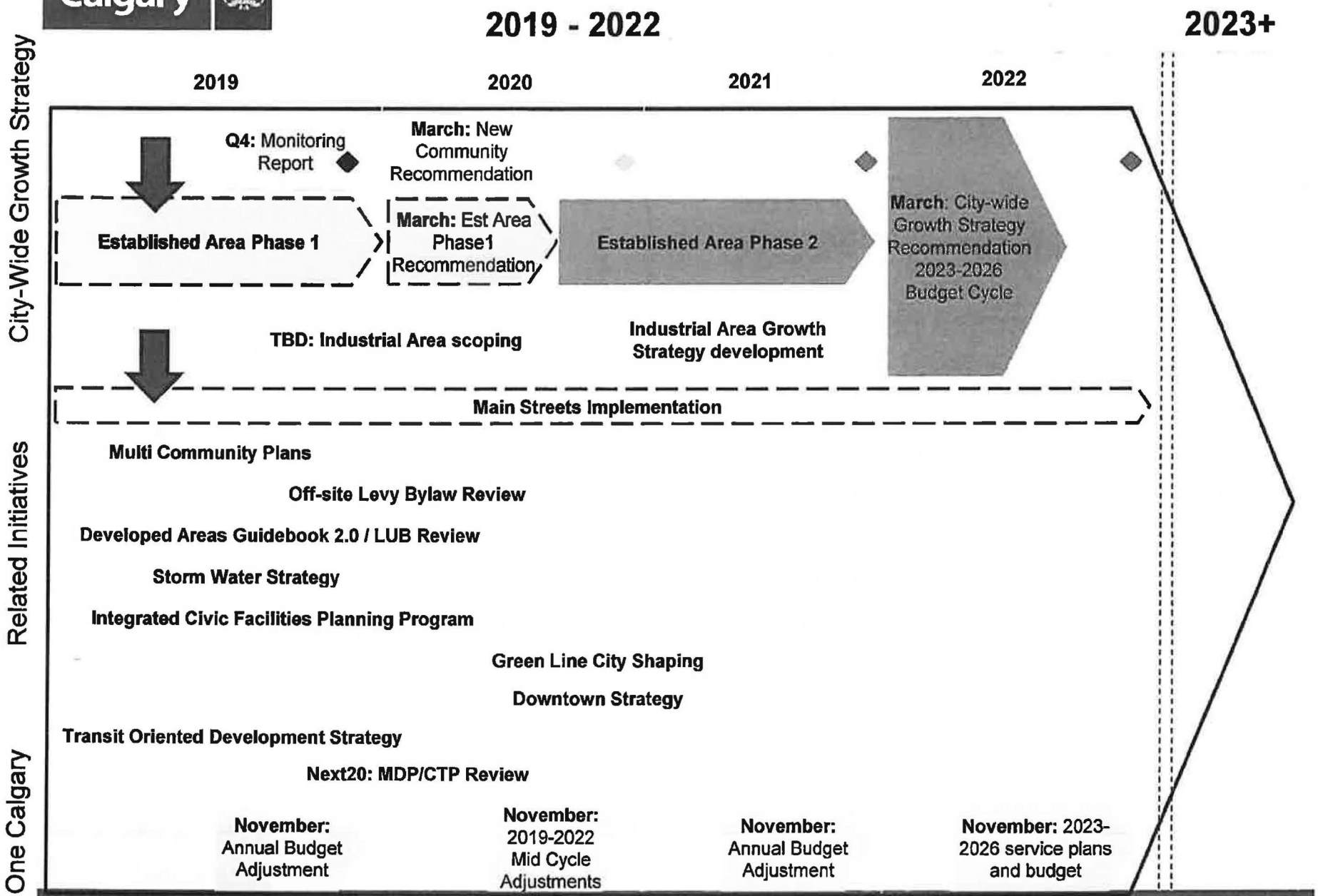
Phased Project Timeline



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Risks

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

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Report Recommendation

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.

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Thank you