



COUNCIL – AGENDA REPORT

Meeting Date: 6 June 2022

Subject: Bylaw No B-01/2022 - Our Core Strategy: A Revitalization Plan for Downtown Airdrie

Boards Routed Through: Community Services Advisory Board |
Municipal Planning
Commission

Date: 9 May 2022
11 May 2022

Issue:

Council is being asked to give First and Second Reading to Bylaw No. B-01/2022, an Area Redevelopment Plan comprising part of “Our Core Strategy: A Revitalization Plan for Downtown Airdrie”.

Background:

On October 3, 2016, Council asked Administration to conduct a Downtown Visioning exercise and voted to develop a new Downtown Plan based on the results of that exercise on April 18, 2017. Administration indicated that they would conduct extensive consultation with the public and stakeholders to create a plan with complementary actions that would allow for immediate implementation in completing that direction of Council.

In May 2018, Council included *Revitalizing Downtown* as one of its six strategic priorities for 2019-2022. In October 2018, Council endorsed the *Economic Strategy (2018-2028)*, which cited ‘Downtown Revitalization’ as one of four foundation pieces to shift the economic tax base of the community.

Establishing downtown revitalization as a strategic priority and entrenching it as part of overall community economic strategy evidenced Council’s belief that downtown is a critical part of municipal success. It also built on best practices, which view central locations in cities as:

- Key economic generators from their densities and land uses relative to infrastructure
- Areas with multiple destinations capable of supporting transit and reducing sprawl

- Iconic locations, often with historical elements and key civic institutions
- Central places for community gathering and establishing an ‘experience economy’
- Places with quality-of-life offerings that are marketable for businesses and talent

To develop an effective downtown plan, Administration completed a *Downtown Parking Study* and a *Downtown Servicing Strategy* in 2018 and 2019, respectively. The Downtown Parking Study identified that only about 50% of the +/-2,700 parking stalls within the plan boundary are typically required by existing land uses, but with shortages in the core. The Downtown Servicing Strategy identified servicing capacity for up to 5,300 residents or 8,880 jobs.

On December 16, 2019, Council authorized Administration to reach out to downtown property owners and land development professionals to discuss options for redevelopment incentives. Administration met several times with this group and included actions in the plan to improve the downtown land economics and leverage available capacity (see Attachments 4-10).

On October 5, 2020, Council directed Administration to send a letter to Alberta Municipal Affairs to advocate to have the Community Revitalization Levy financing tool applied to direct provincial education tax into the downtown. On November 19, 2020, Council accepted the definition of ‘small town feel’ and placemaking principles to provide general direction for civic investment and development within the downtown.

Administration released the first draft of the Downtown Plan on February 1, 2021. It included policies typical of an Area Redevelopment Plan (ARP), but also included ‘municipal actions’ which built on the suggestions of the public, stakeholders, businesses, property owners, and development representatives, to improve the land economics in the downtown – especially in the core.

The vision included in the plan is that *Downtown Airdrie is the place that people love*, and the objective is to *accelerate the pace of redevelopment in support of downtown revitalization*. Policies and actions in the plan stem from the following ten principles to implement the vision:

- | | |
|-------------------------|---------------------------------|
| • Heart of the City | • An Investment in Our Future |
| • Everyone’s Success | • Lead By Example |
| • Reimagine Main Street | • The Right Rules and Processes |
| • Think Big | • Connected and Mobile |
| • The Place to Be | • Putting People First |

The ‘approach to redevelopment’ found in Section 1.05 acknowledges limited redevelopment success for downtown in the past and guides the policies and actions in the plan to recognize that *we will have to attract in order to accelerate* redevelopment. Expecting to have to be proactive gave rise to actions for development incentives and changes in municipal processes to make redevelopment quicker, easier, and/or less costly. Discussion on the cost implications of this approach can be found later in this section.

Throughout the development, release, consultation and revision of the Downtown Plan drafts, Administration took an “issue-based approach” to creating policies and actions that

would best achieve revitalization. For each issue, Administration used the following structure to ensure that the approach aligned with the plan vision and principles, as well as Council's statements of success for the 2019-2022 Strategic Priority of *Downtown Revitalization*:

- Preamble (Description of Current State/Issue)
- Objective (Issue Resolution or Desired End State)
- Principles (Correlating Plan Principles to Achieve the Issue Objective)
- Policies (Parameters to Create Change in the Direction of the Objective)
- Municipal Actions (Direct Steps by the Municipality Supporting the Objective)

On February 1, 2021, Council accepted the plan for information and requested an increase to the public consultation period from 30 days to 90 days. Administration presented the draft plan to several stakeholder groups, including property owners, business owners and the BILD Calgary Region Commercial Committee. Administration presented it to the Airdrie Public Library Board on February 23, 2021, Municipal Planning Commission on March 4, 2021, and the Airdrie Main Street Square (AMSQ) Board on March 10, 2021.

Citizens, stakeholders and the Boards and Committees of Council referenced above, provided comments on the draft plan and Administration revised for presentation at the Council meeting on July 5, 2021. Citizens and stakeholders then provided comments on the second draft until September 1, 2021.

On February 22, 2022, Administration presented the third version of the Downtown Plan to Council along with a series of draft downtown redevelopment incentives designed to improve competitiveness. The philosophical approach of these resolutions matches the 'approach to redevelopment' by recommending use of public funds only for leveraging private investment to support *bona fide* proposals and developments that achieve the degree of density and public activity cited Council's Strategic Priority of *Revitalizing Downtown*. Using this approach, funds would only be released when merited and any replenishing of funds would be addressed in future as the results from the investment are determined.

At the time of releasing the third draft, Administration estimated that **\$860,000** should be internally restricted within the General Operating Reserve to implement the incentives and achieve new assessment value and activity in the downtown, not including in-kind support or future staff resources. Administration noted that the approach and amount described for initial investment were in keeping with the downtown development incentives offered in comparable cities. Like the approach taken with the previous drafts of the Downtown Plan, Administration sought feedback from stakeholder groups on the proposed incentives on the following dates:

- Downtown Incentive Forum (March 8, 2022)
- BILD Calgary Region Commercial Committee (March 9, 2022)
- Airdrie Chamber of Commerce (March 16, 2022)
- Downtown Business Owners (March 17, 2022)
- Downtown Property Owners (March 22, 2022)

Administration also held one-on-one meetings with two other key landholders on March 14 and April 11, respectively.

Administration used the feedback from these stakeholders (see Attachment 3) and estimates for parking structures on key properties to amend the incentives, as shown in the redlined versions in Attachments 4 to 10. Critically, Administration now recommends the removal of defined amounts for each resolution, and instead, advocates for an overall amount to be set aside for all incentives from the General Operating Reserve.

As of December 31, 2021, the City's General Operating Reserve balance is approximately \$29M. Considering the estimates of potential use, Administration recommends **\$2M** be internally restricted for downtown revitalization incentives. Allocating the funds would provide the needed flexibility to apply funds as merited to applications deemed to meet the objective of accelerating redevelopment. Potential replenishment of these funds will be addressed in future years and is expected to be substantiated with analysis of the return on investment.

Administration has also noted in the "Supporting Information and Project Completion Analysis" (see Attachment 11) that grants can provide an opportunity to increase the total reserve and lessen the impact of restricting a small portion of the reserve to achieve this Strategy Priority. Ultimately, Council is being asked to provide two readings to the ARP based on these revised resolutions but is not being asked to decide on the resolutions directly. Further opportunity to direct Administration to revise the incentive resolutions can be provided concurrently with the public hearing and requested readings.

Finally, Administration recently branded the comprehensive approach as "Our Core Strategy" to reflect the following aspects of the Downtown Revitalization and the ARP specifically:

- the use of the possessive word "our" describes the collective community ownership for revitalization, starting with the community Downtown Visioning exercise in 2017 and ending with the review of the ARP and redevelopment resolutions in 2022;
- the use of "core" evokes a reference to being central, geographically, and to the heart of an issue;
- using "core" reflects the results of the Downtown Visioning exercise that trimmed the boundaries of Airdrie's downtown from ~205 acres to ~100 acres;
- calling downtown the "core" of the community aligns with the placemaking principles that would make this area the primary place for community gatherings;
- describing the plan area as the "core" distinguishes it from frequent references to "Downtown", colloquially meaning the central area in the City of Calgary; and,
- this plan functions more like a "strategy" than a typical plan envisioned under Section 634 of the *Municipal Government Act*, which generally assumes that municipalities will use statutory powers to regulate future development rather than actively attract it.

Collectively, *Our Core Strategy* comprises of a background policy report, supporting studies to confirm development capacity, an Area Redevelopment Plan and

redevelopment incentive resolutions. It represents the municipality's best effort to attract investment, development, and energy to the central area of a rapidly growing city posed to become the third-most populated urban area in Alberta within the next 30 years.

Alignment with South Saskatchewan Regional Plan and AirdrieONE:

There are no direct policy connections within the South Saskatchewan Regional Plan (SSRP). However, SSRP Principle 3 of "Appendix 1: Efficient Use of Land" suggests that a municipality:

Increase the proportion of new development that takes place within already developed or disturbed lands either through infill, redevelopment and/or shared use, relative to new development that takes place on previously undeveloped lands.

The SSRP goes on to indicate that making more efficient use of sites like these through redevelopment reduces the need to utilize previously undeveloped land to accommodate growth. Council has aligned the Airdrie City Plan with the SSRP in that the City Plan promotes successful downtown redevelopment with policies in several sections. Further, Council has described a *revitalized downtown* as part of what "overall success looks like" for the AirdrieONE Sustainability Plan, specifically under the "Built Environment" pillar.

Boards Routed Through:

Administration brought *Our Core Strategy* to the Community Services Advisory Board (CSAB) on May 9, 2022. CSAB noted that the plan addressed the issues within its profile effectively and had a few questions limited to the incentives, especially the waiver of fees for mixed-income and mixed-use units. The Board voted unanimously in support of Council adoption of Bylaw No. B-01/2022 as part of *Our Core Strategy*.

Municipal Planning Commission (MPC) received *Our Core Strategy*, including Bylaw No. B-01/2022 as the Downtown Area Redevelopment Plan on May 11, 2022. The members of the Commission had questions and suggestions, including:

- consideration of a single incentive resolution and funding source, including municipal debt financing for private initiatives;
- recommendation to concentrate incentives and public initiatives in the downtown core;
- concern of the commercial impact of these incentives on other areas within the city;
- appropriate location and treatment of multi-storey buildings permitted under the land use district (M3 – Mixed Use Downtown Core District) that applies to most of the ARP;
- careful attention to the target number and potential concentration of affordable housing units in the downtown core;
- options for reimagining Main Street with central turning lanes to reduce asphalt;

- consideration of forgoing parking requirements all together in the downtown core;
- consideration of public art subsidy throughout the downtown;
- confirmation of consultation with the new owners of the Towerlane Centre; and
- clarification of the proposed change to Resolution 03/2022 to allow for use of funds to improve development treatments along the southern portion of Jensen Drive.

Per the notes in the “Background” section and the “What We Heard Report” in Attachment 2, Administration recommends full availability of the funds earmarked from Operating Reserve for any of the purposes found in the proposed redevelopment incentive resolutions.

Responses regarding the logic for the proposed policies in the ARP and the existing language in the plan addressed most of the questions and comments posed by MPC. However, Administration noted that MPC may wish to make amendments part of their recommendation to Council for the following topic areas raised as part of the discussion:

- potential subsidy for public art; and
- comprehensively reviewing the parking ratios in the Land Use Bylaw for downtown have not been included in proposed amendments.

Municipal Planning Commission ultimately voted unanimously to recommend the Downtown Area Redevelopment Plan as part of *Our Core Strategy* for a public hearing and two readings by Council, as presented.

Alternatives/Implications:

Alternative 1: Council could choose to give First and Second Reading to Bylaw No. B-01/2022, “Our Core Strategy: A Revitalization Plan for Downtown Airdrie”.

Council could also choose to accept the “What We Heard Report” on the proposed revitalization bylaws and incentives as well as the “Supporting Information and Project Completion Analysis”, for information.

Implications: Holding a public hearing on Bylaw No. B-01/2022 and giving it at least one reading allows Administration to complete the Regional Evaluation Framework (REF) and demonstrate compliance with the Regional Growth Plan adopted by the Calgary Metropolitan Regional Board (CMRB).

CMRB Administration review the REF for completeness in five working days, a third-party reviewer completes a regional compliance check in 20 business days, and the member municipalities then have 21 calendar days to appeal the recommendation of the third-party review.

A successful regional compliance review and an absence of an appeal from a regional member would allow Council to consider third and final reading as early as the Council meeting on September 6, 2022. At that time, Council would be asked to consider adoption of the complementary resolutions and bylaws to implement “Our Core Strategy”.

Alternative 2: Council could choose to table Bylaw No. B-01/2022.

Implications: Selecting this alternative indicates that there are parts of Bylaw No. B-01/2022 that Council would like to have addressed prior to giving any readings. Under this alternative, Administration would prepare requested information and/or complete requested revisions prior to returning to Council for potential readings and submission to CMRB.

Alternative 3: Council could choose to defeat Bylaw No. B-01/2022.

Implications: Defeating Bylaw No. B-01/2022 means that Council does not support the policy framework of “Our Core Strategy”. Administration would review the comments of Council to determine whether or not to pursue work in Council’s other “Areas of Focus (2023-2026)” or make revisions to the plan for subsequent decision.

Public Engagement and Communications Plan:

Administration conducted extensive consultation on what comprises “Our Core Strategy”, especially the Downtown Area Redevelopment Plan boundary, policies, and proposed incentives since January 2017. The public hearing on the ARP has been advertised according to the requirements of the *Municipal Government Act* and Administration has reached out to past participants, landowners, and other key stakeholders to advise of the public hearing date.

Should Council give two readings to Bylaw No. B-01/2022, then it will be circulated to the eight municipal members of the Calgary Metropolitan Region Board (CMRB) for compliance review with the Regional Growth Plan.

Should Council give third reading to Bylaw No. B-01/2022 after determination of regional plan compliance, then it will be advertised in the “New Bylaws to Know” section of City Connection and the municipal website. Administration would also advise landowners and stakeholders of plan adoption, as well as any resolutions adopted by Council concurrent with the ARP as redevelopment incentives.

Recommendation:

That Council:

1. endorses the recommendation of the Municipal Planning Commission and gives First and Second Reading to Bylaw No. B-01/2022, “Our Core Strategy: A Revitalization Plan for Downtown Airdrie”; and
2. accepts the “What We Heard Report” on the proposed revitalization bylaws and incentives, as well as the “Supporting Information and Project Completion Analysis” for information.

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Department: CAO Office & Community Growth and Protective Services
Reviewed by: P. Schulz
Attachments: 1: Bylaw No. B-01/2022: Our Core Strategy
(Downtown ARP)
2: Background Report and Supporting Study Summary
3: What We Heard Report - Downtown
Resolutions/Bylaws
4: Resolution 01/2022 (Revised)
5: Resolution 02/2022 (Revised)
6: Resolution 03/2022 (Revised)
7: Resolution 04/2022 (Revised)
8: Resolution 05/2022 (Revised)
9: Resolution 06/2022 (Revised)
10: Resolution 07/2022 (Revised)
11: Supporting Information and Project
Completion Analysis
12: Financial Impact Assessment
Appointment: N/A



Airdrie Downtown Revitalization Background Report

June 2022 | Final Draft



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CITY of
AIRDRIE
COMMUNITY & OPPORTUNITY



Council's Statement of Success for Downtown Revitalization

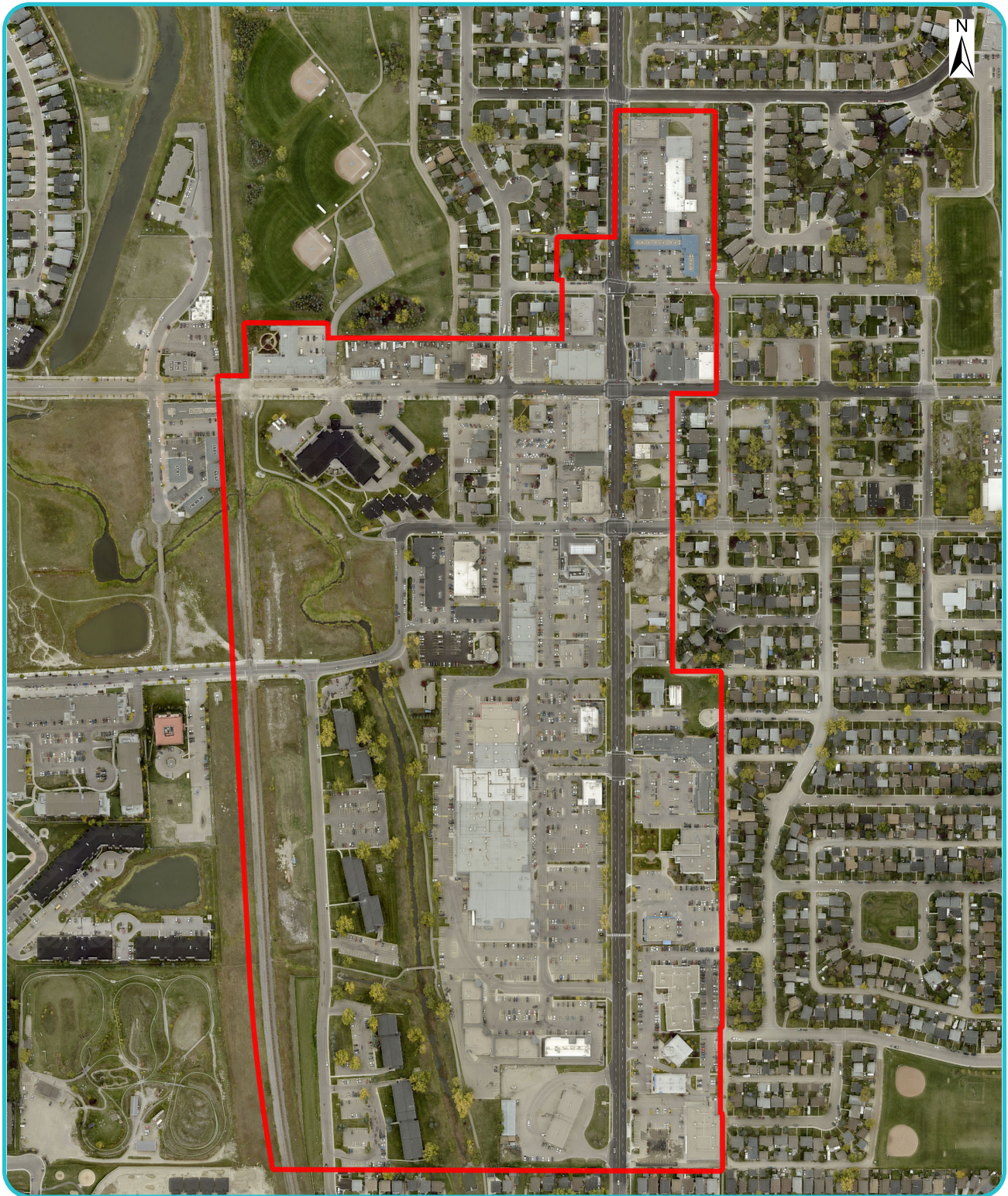
A revitalized downtown has more people living, shopping and spending money there. Businesses stay open in our downtown. Residents are proud of downtown Airdrie. It is an important part of Airdrie's brand, identity and economic development.

Airdrie Downtown Revitalization Background Report

June 2022 | Final Draft

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Airdrie Downtown Aerial Photo





Introduction & Administration



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» Introduction & Administration

Foreword

This Background Report is intended to consolidate information on established policies, guiding documents, public input and engagement, and supporting cross-department work and research that contributed to the Downtown Area Redevelopment Plan (ARP). This report is supplementary to and supports the policy content of the ARP, and it is intended to be read as a companion document without adding all the supporting background, context, and analyses to the ARP itself.

In addition to this Background Report, City staff are preparing supporting documents to implement various aspects of the ARP as part of a larger coordinated Downtown Initiative. The initiative overall is broken into four elements:

- Background Report
- Area Redevelopment Plan
- Implementation Actions & Incentives
- Supporting Reports

Together these documents will guide redevelopment in Airdrie's downtown and directly support Council's Strategic Priority of downtown revitalization.



Location & Context



Airdrie } downtown

»»» Location & Context

The Downtown ARP consists of 90 acres located centrally in Airdrie and is bound by Bowers Street NE and a back lane of houses fronting onto Albert Street SE to the east, the rear of the houses fronting onto Elk Hill SE and Ridgeway Way SW to the south, Jensen Drive NE and the commercial back lane north of 1 Avenue NW to the north and the rail line to the west. The Plan Area is surrounded by the residential communities of: Old Town to the north, the Village to the northeast, Airdrie Meadows to the southeast, Ridgeway to the south, Iron Horse to the southwest, MacKenzie Point to the west, Station Crossing and Willow Brook to the northwest.

Physical Attributes

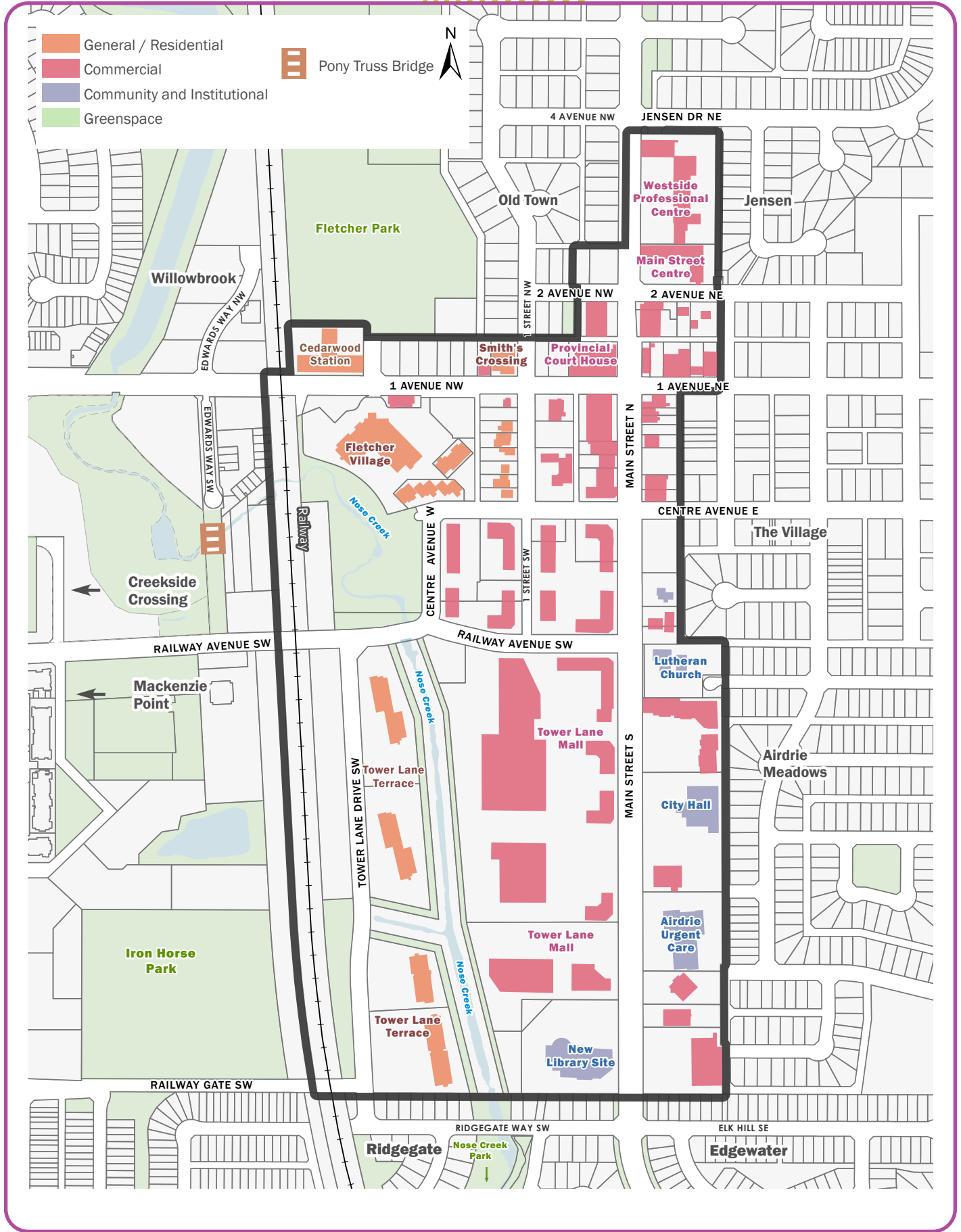
Currently the Plan Area has a strong east west connection along 1 Avenue which crosses the rail line and connects with 8 Street to the west and Edmonton Trail to the east. Centre Avenue is another strong east connection, which transitions into Tower Lane Drive SW and then Railway Avenue SW, ultimately connecting with 8 Street to the west and Edmonton Trail to the east. Main Street is the north-south connection which intersects to Yankee Valley Boulevard approximately 1.5 km south of the plan boundary and Veterans Boulevard, approximately half a kilometer to the north of the plan boundary.

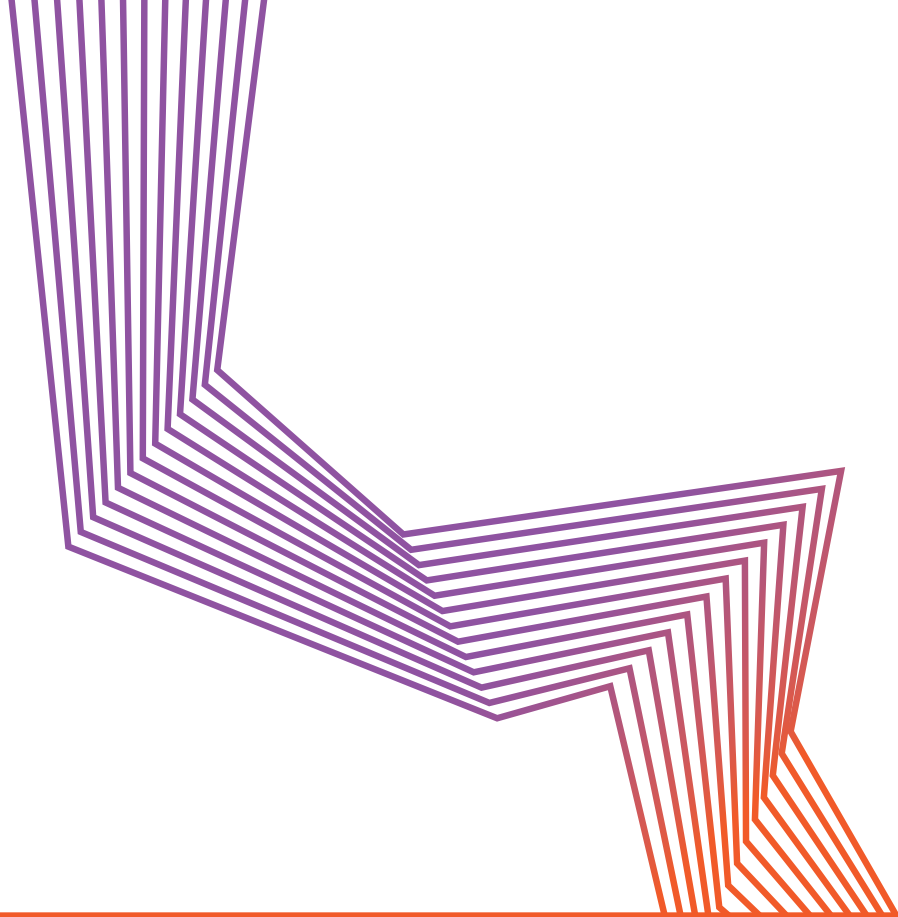
The CP rail line along the western edge of the Plan area is a barrier to connectivity between the Downtown and the neighbourhoods to the west. Nose Creek is an amenity and an opportunity for the Downtown but does prevent connectivity to a certain extent. The Flood Way and Flood Fringe associated with Nose Creek must be respected when evaluating proposals for development in the area.

The Downtown core contains a mixture of different types of developments including residential, commercial retail, office, health care, municipal and provincial government uses. Main Street transitions into single-detached residential developments north of 2 Avenue North, south of Ridgeway Way/Elk Hill South, and east along Bowers Street and Albert Street. To the west, the site is firmly defined by Nose Creek and the CP Railway tracks.

The Downtown consists of some undeveloped land, surface parking, privately owned commercial development, and provincial and City –owned properties. The Tower Lane Centre site is the single largest site within the Downtown Plan Area, covering five separate parcels and totaling 22 acres in area. Higher density multi-family development exists along Nose Creek and to the north of 1 Avenue in the northwest portion of the Plan Area.

Plan Boundary and Local Context



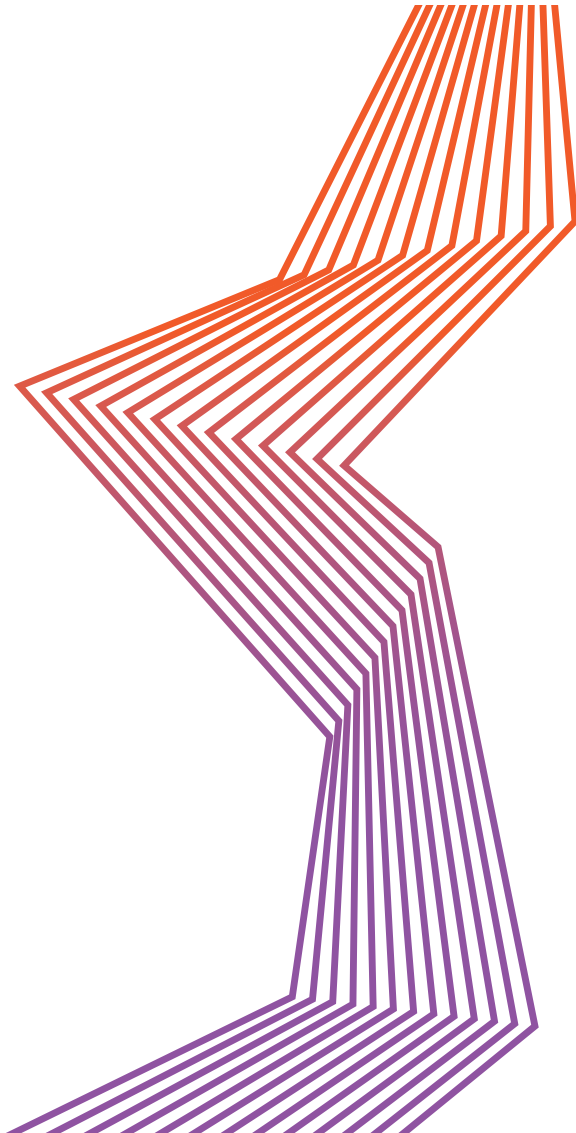


Policy Framework



»» Policy Framework

The Downtown ARP must be consistent with all statutory plans above it in the hierarchy of plans. These include the South Saskatchewan Regional Plan (SSRP), Calgary Metropolitan Regional Growth Plan, the Intermunicipal Plan, and the Municipal Development Plan. Other important non-statutory documents that influence policies of the Downtown ARP are Council's Strategic Priorities, the Economic Strategy, and the Great Spaces Plan. Policies in the Downtown ARP are also based on recommendations contained in the Airdrie Downtown Parking Study and the Downtown Servicing Study. These documents are described in the following section beginning with the legislative framework.





Calgary Metropolitan Regional Board Interim Growth Plan

The Calgary Metropolitan Region Board Interim Growth Plan was adopted in 2018 by the Calgary Metropolitan Region Board (CMRB) to manage growth on a regional scale while the final growth plan is being prepared. The Interim Plan is mandated to promote the long-term sustainability of the Calgary Metropolitan Region, of which Airdrie is a member municipality. Overall, the Plan:

- Ensures environmentally responsible land use planning and growth management;
- Coordinates regional infrastructure investment and service delivery; and
- Promotes the economic wellbeing and competitiveness of the region.

The Plan provides direction related to regional population and employment growth, land use, infrastructure, and services. Of relevance to Airdrie's Downtown, Principle 3 encourages efficient growth and strong sustainable communities by ensuring existing communities (i.e., downtown or central core areas) are planned and designed to encourage higher densities while considering local scale and context.

Section 3.4 of the Interim Growth Plan provides direction on intensification and infill in terms of increasing population and employment densities within existing communities. (i.e., downtown or central core areas).

Policies influencing development in Downtown Airdrie include:

- achieving efficient use of land and higher density development in the downtown within transit station areas and transit corridors, as well as a mix of uses such as employment and community services and facilities, and
- ensuring cost-effective use of existing infrastructure and connecting to existing, planned and or future local and / or regional transit and active transportation networks.

Overall, the document encourages government bodies with regional interests working together and potential exists for various collaborative initiatives to be included in the final Growth Plan. As such, the final Growth Plan may have more direct implications for development in the Downtown if discussions involving, for example, regional transit stations and transportation corridors are pursued.

Rocky View County / City of Airdrie Intermunicipal Development Plan (IDP)

The statutory Rocky View County / City of Airdrie Intermunicipal Development Plan, adopted in 2001, contains policy that guides land use and development matters of mutual interest within inter-municipal transition areas. The IDP notification zone has four specific zones. Of these, the Nose Creek zone is the only zone within the Downtown (see Map 9 – natural area). This zone extends 200m on either side of the bed and shore of the Creek and is deemed as a Special Area within the IDP. Policies within the Nose Creek Zone do not address land use, rather they are designed to address water quality and quantity. Land directly adjacent the Nose Creek is encouraged to be protected through the dedication of Environmental Reserve or Municipal Reserve.

Airdrie City Plan (Municipal Development Plan) (MDP)

The Airdrie City Plan is the City's Municipal Development Plan (MDP) and was adopted in 2014. The MDP is a statutory plan and is required for all municipalities in Alberta. It is a long-term planning document that establishes the development pattern for the City and transportation network. Downtown Development is included as one of the seven overall strategies in the City Plan. It promotes the Downtown area as a significant business, cultural, and civic centre of the city that contains a viable retail district with a unique sense of place. Residential uses are also included in the desired mix of land uses.

Downtown development is to be supported by high quality streetscape design and built form. As such, the MDP encourages certain pedestrian-oriented uses to promote / enhance / reinforce the Downtown as a unique sense of place. These include:

- Specialty retail
- Civic and cultural uses;
- Entertainment; and
- Professional services and offices.



Under the Generalized Land Use Concept & Future Growth Area Map, the Downtown is designated as the Downtown Core where it is represented as the commercial, civic, and cultural center of the City. To realize the Downtown Strategy, section 5.23 of the MDP recognizes the need to develop a new Downtown Plan with the following objectives:

- Establishing a boundary that creates a clear identity and a critical mass for activity and investment;
- Creating comprehensive site planning goals and guidelines
- Developing guidelines for downtown events, festivals, and markets
- Enhancing connectivity between the downtown and surrounding areas
- Management of downtown parking
- Exploring the potential for civic and cultural facilities in the downtown

Direction from the MDP has guided many other aspects of the overall Downtown Plan process. Section 8.25 and 14.11 of the City Plan states that an ARP in Airdrie must, in addition to the minimum requirements of the Municipal Government Act (MGA), address the following:

- Location and area of all parks, open space, and pathways
- Amount and location of reserves including area intended for schools
- Rationale and purpose of parks and open spaces
- Integration of parks and pathways into the City system
- Land use concepts
- Urban design and built form, including compatibility with adjacent uses.
- Transportation and accessibility considerations
- Community engagement
- A fiscal impact assessment
- A servicing strategy that addresses any proposed replacements or improvements to municipal infrastructure.

Of note, in terms of density, the City recognizes the benefits of promoting a compact form to achieve density that will support mass transit including multi modal access along Main Street and locating transit stops in key areas.




Downtown Area Redevelopment Plan [1999]

Airdrie City Council adopted a Downtown Area Redevelopment Plan in 1999 and subsequently amended it in 2002 and again in 2008. This plan included the current downtown boundary and extended west to 8 Street, capturing a larger plan area of approximately 200 acres.

Policies within the 2008 ARP specifically encourage commercial and residential mixed-use development, streetscape enhancement projects, and underground parking, and the ARP's general vision and objectives are still relevant considerations. The ARP Vision for the downtown states:

Downtown Airdrie will become the retail, office, financial and entertainment centre of the City. Development in the downtown will create a friendly multi-functional pedestrian environment where building and site design combined with street furniture, landscaping and economic activity invite residents and visitors into the area.



The 2008 ARP splits the plan area into four separate character areas; Old Town, the Market, Iron Wood, and Mackenzie Pointe, and sets out general policies and specific design standards for each in the body of the plan.

The project team reviewed the 2008 ARP to determine if the document could simply be updated to serve the current Downtown Strategy and address relevant MDP Policies and considerations from Council. The following considerations made it evident that a more fulsome rewrite was required here:

- The larger plan area of the 2008 ARP does not align with the area that most people recognize as part of Airdrie's downtown - established in the 'visioning' exercises during the first phase of engagement (discussed in more detail later in this report).
- A large section of the 2008 ARP is dedicated to detailed design guidelines which include standards for sidewalks, landscape design, signage, street furniture, parking design, and heritage markers. Many of these are too specific and contain out-of-date references to individual material components (e.g., specific manufacturers and models for benches, tree grates, bicycle racks, bollards, and paving materials).
- The 2008 ARP policies are not well-suited to address specific needs and issues facing redevelopment initiatives for Airdrie's downtown, including how to address Main Street, how to accommodate redevelopment in underutilized sites and parking areas, how to address gateway features and civic development catalysts, and more general policy approaches to consider and include temporary land uses, affordable housing, health promotion, and placemaking.

Land Use Bylaw No. B-01/2016

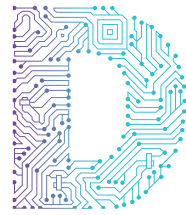
The Land Use Bylaw is a statutory document under the MGA that regulates land use and development in a municipality. It is generally comprised of a series of land use districts which each contain a list of supported Permitted and Discretionary uses. Each district also contains development standards that regulate matters such as height, setbacks, area, and lot coverage for such uses. Airdrie's Land Use Bylaw was adopted in 2016 and designates approximately 54 acres within the Downtown Plan area within the Downtown Core Mixed Use (M3) District. Institutional sites in the plan area are zoned under the Public Facilities (P2) District and there is residential development between Nose Creek and Tower Lane which is zoned under the Low-Rise Multifamily Residential (R3) District. Other specific sites include a mixed-use Direct Control (DC) parcel at the northwest side of the plan and a block of properties on the west side of 1 Street NW that are zoned under the Neighbourhood Mixed Use (M1) District.

The M3 District is generally intended to accommodate development within the downtown and to support this it allows development at the highest residential density, height, and site coverage of any district within the Land Use Bylaw. It provides for a range of residential, commercial, and institutional land uses and emphasizes a more street-oriented and urban form of development, with a required maximum front setback to ensure buildings are brought out close to front property lines and face the street.

While the M3 District is broadly permissive of many land uses and high-density development, there are requirements that developments must provide 10% of their Site Area as landscaping and are limited to 80% of the Site Area that can be covered by buildings. This, together with the maximum building height of 8 storeys creates an effective allowable Floor Area Ratio (FAR) of 6.4 for most of the downtown which should support any prospective development proposal within Downtown Airdrie. However, the coverage and landscaping requirements may still be limitations on some potential developments as they would prevent a building from covering the entire area of a downtown site.

There are also general requirements that accessibility for pedestrians, transit, personal vehicles and service vehicles are all considered and addressed "to the satisfaction of the Development Authority" which is intended to ensure these details are addressed with site design at the Development Permit stage without being prescriptive of any specific design elements in the Land Use Bylaw. However, it should be recognized that leaving these to the Development Authority's judgement can introduce uncertainty in the initial stages of prospective redevelopment applications.

In general, the Land Use Bylaw broadly supports the range of land uses and the intensity of development that would be desired throughout the downtown, but specific elements (coverage, parking, landscaping, and site design considerations) could be adjusted if needed to support policies in the new ARP. Other parcels with more specific or narrow-focused land use districting could also be adjusted by redistricting or direct control as the context may require to support specific redevelopment plans.



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Non-Statutory Plans & Guiding Documents



»» Non-Statutory Plans & Guiding Documents

In addition to the Policy Framework established around the Downtown Plan, the Downtown ARP was prepared in consideration of several supporting non-statutory City of Airdrie plans. An overview of the Plans and their implications for the Downtown Plan are provided below.

Economic Strategy

The Downtown Plan plays an important role in implementing the recommendations from Airdrie's Economic Strategy 2018 – 2028. The Strategy is based on extensive public input and describes how the City of Airdrie can realize its economic development potential. The Plan proposes place-based initiatives which include investing in the downtown, enhancing events and facilities, and nurturing grassroots organizations. Revitalizing the Downtown is a 'foundational piece' of the Strategy. This foundational piece is grounded in the overall objective of making Airdrie 'The Place to Be.' The Downtown has potential to draw visitors through specialty retail, amenities, events, etc. in other words, by taking a comprehensive approach to placemaking and using it as a filter for downtown development and civic investment decisions.

Great Places Plan

The Great Places Plan is a Council-approved document that guides development and preservation of open space for the City as a whole. The Plan proposes a downtown park and gathering place to attract visitors to the downtown and its businesses. The Plan also promotes the creation of active and passive areas where city events can be held in the downtown. It references using heritage, cultural and modern themes to create a sense of place in the downtown. The Plan also mentions enhancement of the current linear pathway system to include linkages to destinations and areas in the downtown. A range of neighbourhood parks, urban parks, pocket parks, plazas and small squares in the downtown and other commercial nodes are considered important in the plan along with a wide range of civic squares and parks. A high-quality public realm, multi-use trails, wider sidewalks are some of the areas listed for further work in the Downtown.



Growth Management Plan | 12 Thousand Acres Plan

The Twelve Thousand (12K) Acres Plans was approved by Council in 2018 as a high-level land use document which helps guide growth management decisions for lands most recently annexed land into Airdrie. The 12K Plan identifies potential land constraints, proposed land uses and servicing in the context of timing and population projections for the subject lands. As such, the analysis contained in the 12K Plan helps to inform the development of the CASPs and NSPs. However, there is no mention of how densification in the Downtown would affect growth in these 'greenfield' areas of development.

Council Strategic Priorities

Revitalization of the Downtown is one of Council's six adopted priorities under its document Council Strategic Priorities (2019 – 2022). Success will be measured by more people living, shopping, and spending money in the Downtown. The other priorities are indirectly related to the downtown but still connected. For example, expansion of Community Facilities is a strategic priority with a key facility being the proposed library and recreational facility. Council has made the library in the Downtown a priority and is expected to be a catalyst for future projects in the Downtown. Another related Council strategic priority is working towards a target tax base of 25% non-residential by attracting new business and supporting existing businesses. Part of this tax base will be located in the Downtown.

Transportation and Transit Master Plans

The Transportation Master Plan (TMP) was approved in 2020 for the City of Airdrie. It identifies the skeletal road network up until the build out population of 140,000. Of direct relevance to the Downtown Plan includes the guidelines for increasing pedestrian connectivity. The TMP references a need for pedestrian access across the rail and waterbodies. By the 80,000-population threshold, the TMP calls for increased attention to transit and active transportation to accommodate pedestrians and cyclists.

The TMP models project approximately 12,000 vehicles-per-day along Main Street which would generally support current levels as well as prospective redevelopment and intensification in the downtown area. The TMP further confirms that Main Street does not have to be a major north-south corridor within the entire system to accommodate total demand. Effective use of other north-south arterial corridors, such as Edmonton Trail and 8 ST, would allow for the possibility for Main Street to carry less traffic, and to be reimagined and redesigned accordingly.

Parking Study

The purpose of the study is to understand the existing parking conditions in the Downtown area and to provide the City with related parking recommendations based on the existing parking situation. The study concluded that there is sufficient parking available in the Downtown. However, there are peak times when parking is at capacity in specific areas, such as court days around the courthouse. Recommendations from the parking study include shared parking and instituting a cash in lieu policy. (Money from cash-in-lieu could go toward public parking or transit in the Downtown) The Study also discusses potential for parking reductions.

Servicing Study and Utility Master Plan

To support redevelopment of the Downtown, a servicing report was prepared in 2018. Growth and redevelopment areas and intensities were determined collaboratively and distributed according to the City's Downtown Visioning Map from 2017 and based on the existing water demands. Enhancements were identified that would serve to increase the capacity of the infrastructure in Airdrie's downtown to support growth and redevelopment.

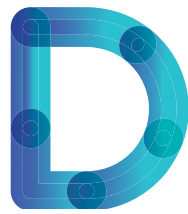
Retail Gap Analysis

A Retail Gap Analysis completed in 2018 provides an assessment of the retail environment in the City of Airdrie and was subsequently updated in 2020 to account for impacts of the COVID-19 pandemic. The Study states that the Downtown is often seen as the "face" of the City when marketing Airdrie. The Analysis recommends that the Downtown continue to build upon its existing strengths including multi-family residential, Banks, Grocery Stores, Entertainment, Personal and professional services, and Civic services. Opportunities include smaller format independent restaurants and retail boutiques making the Downtown a unique destination. In support of this objective, the Analysis report notes several specific items for consideration applicable to Downtown Revitalization and the City's approach to Planning and Development more generally. These include:

- There are opportunities in the downtown to provide a significant amenity base for Airdrie's growing population, anchored around retail and office, and for Downtown Airdrie to become a major destination for specialty retail and food & beverage.
- Downtowns should include a mix of high-quality, independent restaurants serving a variety of cuisines to attract from a wider customer base
- Downtowns with a higher total number of stores (i.e., more smaller format stores rather than fewer large format stores), generally experience higher total retail sales because they offer more opportunities for cross-shopping among stores
- The City should be careful to ensure that retail growth does not come at the expense of redevelopment efforts, where continued growth and expansion of retail in other areas of the city may attract tenant interest and result in tenants leaving the downtown to relocate.
- The City should keep in communication with banks, entertainment, and other key industries to be aware of their needs and customer base and place a continual focus on growing the downtown residential base to better support such businesses staying in the downtown area.
- Civic functions should be retained and expanded within the downtown along with other cultural initiatives.

AirdrieONE Sustainability Plan

The AirdrieONE Sustainability Plan identifies several Pillars that contribute to a healthy and complete community. Under the Built Environment pillar, the Downtown is considered an important component in terms of providing a node for density and transit. The Governance pillar is another area that relates to development in the Downtown. This pillar focuses on local government engaging the community when making decisions that affect them such as those related to finances and initiatives.



Airdrie } **downtown**

Engagement Strategy



»» Engagement Strategy

The Downtown Area Redevelopment Plan was created to guide development in the downtown toward implementation of a community-endorsed vision. The data and findings from the “Airdrie, let’s connect downtown” visioning in 2017 formed the foundation of the plan. Further engagement was undertaken throughout the planning process to clarify feedback, and to guide the plan’s design, policies, and implementation strategy.

Throughout the planning process, the project team engaged with five strategic stakeholder groups: landowners, business owners, community groups, City stakeholders and the general public. This work proceeded through four phases, which are outlined below.

Phase 1: Aspirations, Values, and Visioning

The first phase of engagement on this initiative began in early 2017 and focused on visioning for the downtown area; how to define it, what it provided, what it was missing, and what residents would most like to see to make it a more complete and attractive area. The visioning exercise was presented as “Airdrie, Let’s Connect: Downtown”. The project team asked community members to share different perspectives on downtown Airdrie through workshops, focus groups, an online survey and via emails.

Between January 31, 2017, and March 1, 2017, Administration engaged with residents and stakeholders in the following formats:

- Two workshops (105 total participants);
- Two mobile workshops (Airdrie Youth Committee and Cedarwood Station);
- Five focus groups (97 unique participants)
- Online surveys (434 total survey participants); and
- Six one-on-one meetings, small group meetings or major e-mail submissions.
- Through the visioning exercises participants provided thoughts on:
 - The geographic boundaries of downtown;
 - The current state of downtown and vision for its future development;
 - The land uses and services people expect within downtown, including civic facilities; and
 - The strengths, weaknesses, opportunities, and threats facing the downtown.
- Following this initial phase of data collection and analysis, the findings were presented to City Council on April 18, 2017, and Council voted to develop a new Downtown Area Redevelopment Plan.

Phase 2: Design Charettes

The second phase of engagement began in early 2019 which included the formal launch of the project and a series of design charettes. On February 20, 2019, an open house was held in the City of Airdrie Council chambers. The purpose of the open house was to provide background information on the Airdrie Downtown project; provide a summary of the public feedback that was collected from the 2017 Downtown visioning; collect additional feedback on the downtown vision; and promote interest in a design charrette for the public that was subsequently held in March 2019.

One of the open house exercises included a SOAR (Strengths, Opportunities, Aspirations and Results) analysis to help confirm the direction established following the 2017 visioning program, as well as solidifying a strategic planning framework enabling the downtown vision.

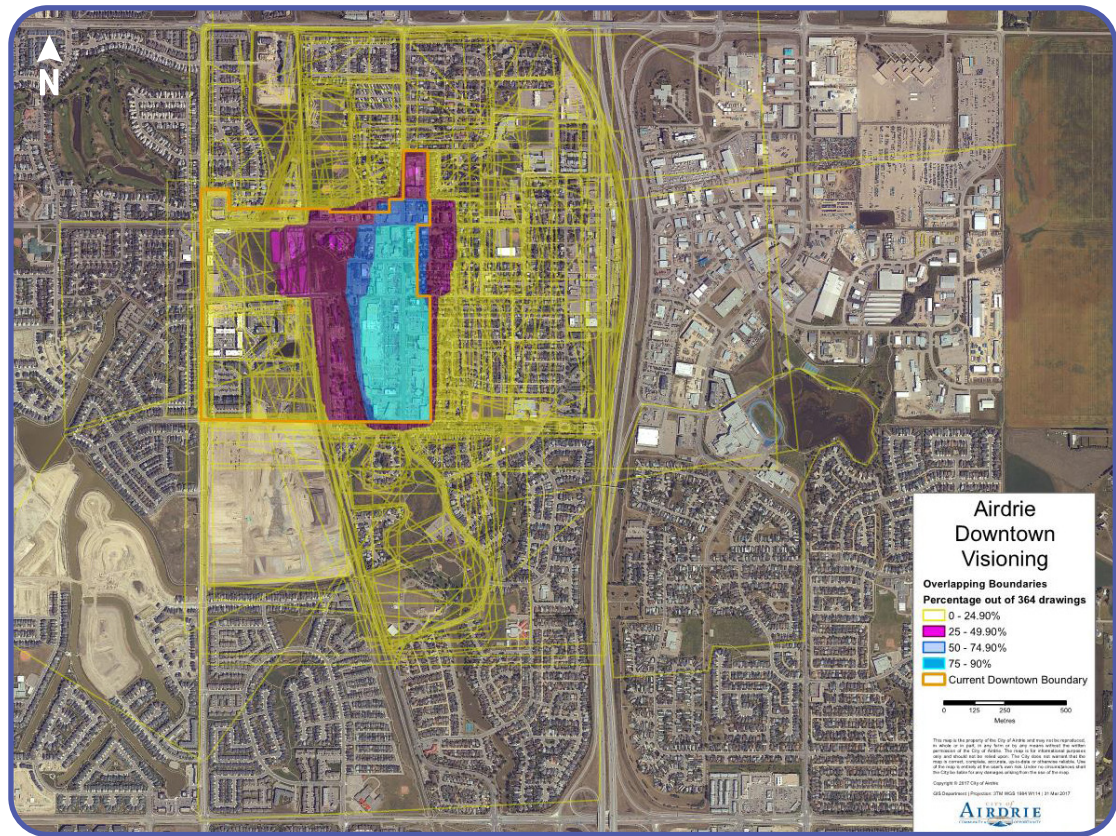
The project team hosted several design charrettes in February and March 2019. The charrette was intended to gather feedback on not just the types of uses that are desired for downtown, but where geographically the uses should be located and at what height and form. Participants were asked to develop their own Downtown Plan in collaboration with a team of approximately 6 – 10 people. The concept plans were intended for a 20-year horizon.

The various concept plans were analyzed, compared, and consolidated by the project team into a 'Consolidated Concept Plan.' This Plan was presented at the second open house on April 23, 2019, held at Airdrie City Hall. The purpose of the open house was:

- to present the results of the design charrette,
- to present the analysis of the concepts that were prepared during the design charrette, the consolidated concept plan that was prepared based on the charrette results,
- to present a 3D massing model representing the building heights and form, and
- to collect feedback on the information presented.

The summaries of the design charettes provided several pieces of grounding information for the development of the ARP, including an analysis of the types of uses that were suggested within subsections of the downtown as well as opportunities for improvements to transportation connections and open space. Common elements expressed throughout the design charettes were brought into a consolidated concept plan.

Preliminary Engagement | Downtown Visioning Boundary Map



Phase 3: Targeted Outreach

The third phase of engagement began in late 2019 and included more focused discussion with business owners and commercial landowners in the downtown area. Gathering the feedback from previous phases, the project team prepared the Vision that emerged throughout the planning process to date.

At the same time, the project team conducted a workshop in December 2019 with Downtown stakeholders to gather feedback for the development of an implementation plan. An implementation strategy and a series of tools were subsequently developed to help make the vision a reality. Key policies were also developed to support the overall land use strategy, servicing, public realm, and open space aspects.

Specific engagement opportunities during this period included specific meetings and discussions with business owners as well as an in-person forum with downtown property owners in April 2019 and October 2019. The project team also completed workshops with a Development Incentive Group in December 2019 and February 2020 and presentations to the Building Industry and Land Development Association – Calgary Region (BILDRCR) in January 2020 and January 2021.

These initiatives provided a sense of the main barriers to redevelopment in the downtown, as well as prospective ways that the City and other stakeholders could address them. This informed a Philosophical

Approach to address downtown planning and downtown revitalization in Airdrie, focused on proactive municipal action to attract and incentivize investment in the downtown. This approach, as well as the vision statement, principles, and outline for the Area Redevelopment Plan portion of the project were presented to Airdrie's City Council on December 21, 2020, and a complete draft of the Downtown Plan was released on February 1, 2021.

Phase 4: Draft Plan and Incentives

The fourth and final phase of engagement began with the public release of the draft Downtown Plan on February 1, 2021 and included gathering and analysis of comments on the draft plan and further discussions with property and business owners, the development industry, and the general public.

With the public release of the plan, the project team placed the highlight report, executive summary and full version of the draft plan on the project webpage, allowing users to self-direct the level of detail on the plan for their participation. All interested residents and stakeholders were invited to provide comments via e-mail. This was further supported with presentations to stakeholders and committees as well as social media posts on the City of Airdrie's accounts to raise awareness of the plan and direct traffic to the website. Presentations to stakeholders included:

- Downtown Development Incentive Committee/Property Owners
- Airdrie Library Board
- Municipal Planning Commission
- Airdrie Main Street Square
- Bow Valley College
- Airdrie Chamber of Commerce
- BILD Calgary Region, Commercial Committee, and
- Community Links

In total, there were 302 comments received from all combined sources during an initial 90-day engagement period. These included 138 comments that had been considered as part of the original plan content, 62 comments that led to edits within the document or the for the maps/figures, and 61 comments that were statements that were noted or acknowledged for information but did not require actual edits to the body of the plan.

A revised Draft Downtown Plan which included all changes made to date in a red-lined format was also posted online and remained available for public review, questions, and input through the end of 2021. The project team completed a final series of edits to the draft Downtown Plan to make the document more accessible for the public, and prepared drafts of seven resolutions and two bylaws that were planned for concurrent adoption with the ARP. These drafts were presented to Council for information on February 22, 2022.

Following this, the project team completed a last series of meetings with landowners and stakeholder groups to gather any final comments on the draft plan and to discuss the prospective incentive resolutions before preparing the final documents that would be sent through Committees and Council for adoption.



Issues & Opportunities



Airdrie } **downtown**

»»» Issues & Opportunities

Through review of existing policies and guidelines, public engagements, and visioning processes, several key issues and opportunities were identified. These provide the foundation of the Downtown Plan and highlight several key policy directions which are addressed through the Downtown ARP. These are all summarized below:

Key Issues

Improve Downtown: Most residents want the Downtown to be something more, and to be better overall. Eighty-seven percent (87%) of online survey participants used a negative word or phrase when describing the current state of the downtown and over 40% of the survey respondents found there to be nothing unique about the Downtown.

Small-Town Feel: There is a general desire to tie to the past and to retain some degree of “small town feel” in an authentic and appropriate way. Residents want the improvements to Downtown to represent a “made in Airdrie solution”.

Walkability and Accessibility: The general desire is to make Downtown more walkable and accessible, while reducing or eliminating certain site and time-specific parking issues.

Boundary: The areas on which 75% - 90% of residents agree to be “downtown” is much more related to the Main Street core than the 2008 Downtown Plan boundary and could be used as an area of focus for future planning and civic improvements.

Leadership Role: the primary role for the City of Airdrie in the minds of the participants is to “set a clear vision and to stick to it”. Other roles, beyond that of strong leadership, include facilitation, negotiation and creating incentives. However, participants were generally not in support of having the City act as a developer.

Opportunities

Main Street: Participants in the design charrettes identified an opportunity for Main Street to be a “complete street,” supporting pedestrians, bikes, landscaping, cars, parking, and public transit.

Potential Development Catalyst Sites: Catalyst sites can be used to help start / encourage future development by others. Recommendations from the design charrette process included a few potential catalyst sites:

City-Owned Lands: Property owned by the City of Airdrie may provide an opportunity to catalyze/initiate private investment. The City could undertake the redevelopment of a City-owned site to set the stage for future development and showcase the type of development form and streetscape desired in the Downtown Plan area. City owned lands could include City Hall, the library and the old fire hall. In June 2019, City Council announced the new library location to be incorporated into the development of the Downtown Plan.

Policy Directions

The development of a new Area Redevelopment Plan provides opportunities to:

- Support the overall policy goal and Council priority of balancing the mix between Airdrie's residential and non-residential assessment base.
- Increase the overall assessment value within this key geographic area of the City.
- Strengthen the identity and renew a sense of pride in the downtown by maintaining a 'small town feel' and providing local commercial services to residents.
- Arrange land uses and improve sidewalks and pathways within the plan area to enhance walkability and aesthetics in the downtown.
- Provide a central gathering location for civic and cultural uses and events in the City.
- Focus redevelopment efforts on Main Street and the immediately surrounding area as a smaller Downtown Planning boundary.
- Identify and plan for key catalyst sites that have potential to spur redevelopment efforts along Main Street and adjacent areas.
- Integrate the natural system and amenity along Nose Creek with the urban fabric in adjoining developments.
- Provide long-term utility and transportation upgrades to ensure that capacity exists to accommodate anticipated future redevelopment and increased density.
- Develop a comprehensive implementation strategy inclusive of incentives and other potential tools.



Implementation Strategies

In addition to the opportunities and policy directions already highlighted, there are potential strategies and tools that can aid in the implementation and success of the Downtown Plan.

- **Offer developer incentives:** Developer incentives may help to encourage the private sector to invest in the downtown area. Examples of developer incentives include tax incentives, grants, density bonuses, reduced City application fees and streamlined application processes (e.g., Development Permits, Variances, Land Use Amendments).
- **Coordinate revitalization initiatives:** The City can coordinate with downtown business organizations as well as other civic and quasi-civic institutions (e.g., Bow Valley College, Rocky View School Division). Examples of actions that can include coordination are communicating with institutions on their needs and potential location opportunities, supporting the creation of a Downtown Revitalization Zone, Business Improvement Association (BIA) or Events Committee, coordinate shared parking opportunities between property owners, and working with landowners and developers to identify proactive changes to LUB standards and supporting guidelines.
- **Establish infrastructure and civic uses:** As part of taking a leading role to support downtown revitalization, the City can (and in some cases already has) lay groundwork to support future development projects. These include the servicing upgrades that have already been completed as outlined in the 2018 Servicing Study, as well as further opportunities to pursue parking facilities on municipally owned properties, Capital Projects for new pedestrian connections and improvements, a detailed redesign for Main Street, updated design standards and operational practices, and new gateway entrance features within the downtown.

Conceptual Renderings for Downtown Revitalization



These conceptual images build on the public and stakeholder participation in the design charrettes to present the aspirational outcome of the ARP redevelopment concept.

What we heard

The City of Airdrie has proposed a series of incentives to accelerate downtown redevelopment and build vibrancy in the heart of downtown. On Feb. 22, 2022, Administration presented these draft resolutions to Council. In March, we invited over 200 business owners, downtown property owners and developers, including (BILD Calgary Region), for feedback on the resolutions.

Overall, we received positive comments and stakeholders saw the incentive package as a proactive commitment to downtown redevelopment.

Specific Changes to Proposed Resolution or Bylaw:

[Resolution 01/2022 \(Parking Structure Subsidy\)](#)

- Use parking studies and discretion to determine parking counts.
- Fix the value of the subsidy at no higher than 10 years' worth of future tax revenue.
- Allow discretion for an FAR (Floor Area Ratio) of less than 2.50 if the development is the highest practical use in a location and meets general intent of Our Core Strategy: Airdrie's downtown revitalization plan.
- Provide clarity that parking stalls and aisles must meet LUB (land use bylaw) standards.
- Recommend that parkades subsidized under this incentive package contain spaces for alternate forms of transportation (i.e. bike racks, electric vehicles, carpooling locations).

[Resolution 02/2022 \(Public Street Interaction\)](#)

- Remove specific dollar value and references to "first come, first served."
- Amend schedule map to include portion of road ROW (right-of-way) on north side of SW parcel at intersection of Main Street and Jensen Drive.

[Resolution 03/2022 \(Downtown Organization Support\)](#)

- Separate façade improvement program and BIA (business improvement area) development (start-up fund).
- Strengthen requirements to subsidize placemaking improvements.

[Resolution 04/2022 \(Mixed-Use and Mixed-Income\)](#)

- Reduce minimum to "commercial" or "non-residential" along a municipal street thoroughfare as 20 per cent commercial area requirement would be difficult to achieve.

[Resolution 05/2022 \(ESA \[Environmental Site Assessment\] Phase I Grant\)](#)

- Undertake a comprehensive ESA Phase I for all of downtown, rather than site-by-site applications. Administration will present alternative policy during the public hearing for the Plan (proposed for June 6).

[Resolution 06/2022 \(Main Street Design Supports\)](#)

- No feedback

[Resolution 07/2022 \(Expedited Application Review\)](#)

- Allocate more resources for implementation

[Bylaw B-03/2022 \(Nose Creek Restrictions\)](#)

- No feedback

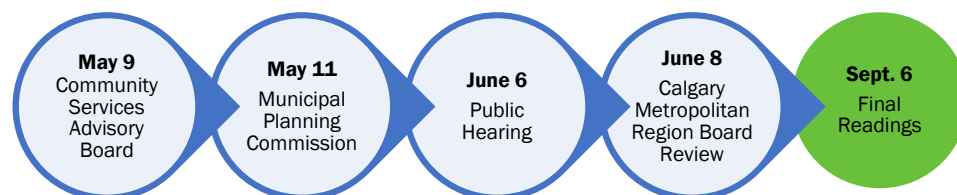
[Bylaw B-06/2022 \(Change of Use Parking Variance\)](#)

- Increase parking variance waiver from less than 100m² to less than 200m².

Overall feedback:

Based on feedback, Administration has amended the budget request to Council. Instead of assigning a specific dollar amount to each resolution, we will remove caps on incentives in each category and have an overall cap/value for the incentive package. A property with proposed development may qualify for multiple incentive categories.

Next steps



Supporting Information and Project Completion Analysis

External Fiscal Support Opportunities

As described during the release of the third draft on February 22, 2022, Administration pursued grant opportunities to assist with project implementation and anticipates that it may be possible to provide further information at the time of the public hearing.

In early May 2022, the Province of Alberta announced changes to the *Municipal Government Act* making it easier to amend existing Community Revitalization Levy Bylaws. Administration has continued dialogue with Provincial Administration and has lobbied for application of this key financial development tool with the support of the Town of Cochrane and other mid-size cities.

Internal Financial Impact Assessment (FIA)

Per Section 14.11 of the MDP, Administration selected IBI Group to complete a Fiscal Impact Assessment (FIA) of the Downtown ARP and proposed resolutions. IBI Group reviewed a low and a high redevelopment scenario against the direct resolution costs only, concluding that the low scenario may not fully recover initial public expense within the first 10 years. However, it would recoup the public investment shortly thereafter and provide property assessment revenue above the subsidy values in perpetuity. The high redevelopment scenario would provide more new assessment revenue than initial expenses within the first 10 years, primarily due to enhanced redevelopment of the Towerlane Centre. Neither scenario contemplates the capture of redevelopment levies for any planned capital projects within the planned boundary, in keeping with the current Off-Site Levy Bylaw and to enhance area competitiveness. Also, neither scenario analyzes the relative cost of development and maintenance of infrastructure to support growth in brownfield parcels against greenfield locations – a critical distinction for downtown planning.

Internal Project Budget Review

Council allocated \$100,000 to Downtown Revitalization as part of the 2017 Operating Budget to complete visioning and determine whether to create a new Downtown Plan. Administration used only \$13,000 for visioning and received a CARES Grant for \$62,000 to assist with public consultation and supporting studies for the development of a Downtown Plan.

Save for minor elements of work completed through funding support from the Tourism and Economic Development Departments, Administration has remained within this budget. All maps, figures, and graphic design for the plan have been completed internally – except for the Conceptual Images found at the start of Section 3 in the ARP.