

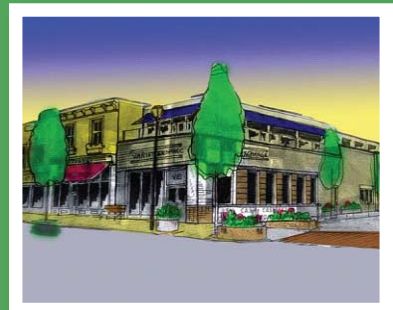
Avenue

Initiative



Revitalization

Strategy



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Thank you to everyone who participated in the meetings and workshops.
Your time and involvement is very much appreciated.

Thank you to the Advisory Committee and Integrated Services team for leading the community consultation, taking the community recommendations and writing the Avenue Initiative Revitalization Strategy.

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Executive Summary

INTRODUCTION

Strong neighbourhoods equal quality of life for everyone

Building the Capital City starts one neighbourhood at a time. Quality physical environment, vibrant neighbourhoods, a culturally rich and welcoming society — these attributes contribute to quality of life for all of us.

They are equally applicable in neighbourhoods that struggle to maintain clean, safe streets, quality employment opportunities, and good housing options. The people who live and work in the neighbourhoods of Parkdale/Cromdale, Alberta Avenue, Spruce Avenue, Eastwood and Westwood (referred to as the “Area” or the “Avenue” in this report) envision a bold future for their neighbourhoods, and have expressed their vision through these outcomes:

What is the Area?

Avenue Initiative
geographic area:

North – 122 Ave
South – 115 Ave
East- Northlands
West - NAIT

① **Safe Streets and Spaces** — personal and community safety are taken for granted, as they are part of every day life. Pedestrians have safer roads to cross. In parks and open spaces, children play freely. Crime, prostitution and drug trading are activities of the past. This area is known as a safe community in which to live, and attracts people from outside of the area to live, work, shop and dine.

② **Community Life** — a unique community that is built on history and character. The area is recognized as a place neighbours know each other, work together to resolve issues and have fun together through community events. Ethnicity, income levels and ages of people reflect the richness of community diversity. Residents and business owners take shared responsibility in contributing to community vibrancy.

③ **Thriving Economy** — 118 Avenue is ‘the’ place to have a business. The store fronts are well kept, clean and bring character to the area. The variety of products and services mean there is something for everyone. Pawn shops, cash stores and porn shops are only one small component. The Avenue also draws NAIT students and patrons of Northlands, contributing to the customer base for the area. A plaza or town centre along 118 Avenue serves as a gathering place for special events and community celebrations.

④ **Environmental Well-Being** — a walkable community that has the feel of a ‘village.’ Traffic is lighter because people walk more and commute using the dedicated bikeways. Business owners and residents take pride in their properties and are committed to greening efforts like flower beds, street-corner planters and trees along 118 Avenue. The theme for 118 Avenue bridges tradition with future development through intelligent urban design.

These outcomes describe a vision that is not only desirable, but highly attainable. They reflect the results of residents, businesses and governments working together to revitalize a mature neighbourhood with much potential.



There is no status quo

The area has one of two future realities. The area will not remain the same. If nothing is done to create change, the area will continue to slide, falling further into an undesirable area. However, if time and attention is paid to the area, it has the potential to undergo a renaissance — a rejuvenation that will restore it to a vibrant, welcoming neighbourhood.

The people who live and work in the area have identified four key areas on which to focus: safe streets, beautification and cleanliness, development and revitalization, and programs and services.

In particular, residents and business owners are candid about the poor image of their community. They know that significant, visible changes will need to start happening soon if that image is to change. They also know that they must overcome societal issues like prostitution, drugs and crime. Most importantly, they know that it will take a coordinated effort, and the implementation of all components of the Avenue Initiative Revitalization Strategy, in order to effect real change.

Don't give crime a home

Where does crime live? It lurks in the shadows of a poorly lit street. It skulks in vacant lots and crawls inside abandoned properties. It feeds on disrepair, disinterest and disintegration. It lives in places where people don't feel a sense of community. Where neighbours don't know each other. Where run down buildings are accepted with a shrug. Crime lives in dark places in urban centres across North America.

Many of the strategies identified through the Avenue Initiative deal with making the streets safer, eliminating crime and prostitution in the area, and encouraging strong revitalization of the area. Better street lighting; traffic calming measures to make streets safer to cross; streetscape improvements that are bright and inviting; clean, green properties; a mix of housing that maintains low density and affordability; zoning that limits liquor stores and pawn shops; and enhanced community recreation opportunities to bring neighbours together. It's an integrated approach that addresses all social, environmental and economic aspects of the community.



It's time to turn things around

An enthusiastic and dedicated group of stakeholders — residents and businesses — have identified their goals and ideals for the area. **It is nothing more — and nothing less — than any of us dream.** Clean, safe streets. A mix of housing that welcomes everyone. Shops and stores unique to the neighbourhood. A sense of community and pride.

Who lives in the area? Most have lived in the area for about 10 years. Many are small business owners. Most are families and seniors. Yes, there are prostitutes, drug dealers, and gang members. But it's time to help prostitutes find a better life. It's time to close the drug houses, arrest the bad guys, and stop crime in the neighbourhoods.

Building on assets

It's time to build on the many assets of the community and re-create the hometown feeling that this centrally-located area deserves. Conveniently located, the area is close to downtown, NAIT, Kingsway and Northlands...a diverse mix of educational, shopping and entertainment amenities. Affordable, quaint single family homes — many recently renovated — dot tree-lined streets...signs of hope for the future. Small businesses struggle to survive along 118 Avenue — once a bustling commercial area. Although the area is worn down, it has the potential to shine.





REPORT SUMMARY

Background

In Fall, 2004, the Alberta Avenue Business Association requested funding from City Council to install pedestrian-level lighting along 118 Avenue from Northlands to NAIT. Instead, Council decided that a comprehensive planning process needed to be completed before they decided on the request for lighting. City Council approved spending up to \$100,000 from the 2004 Council Contingency to develop the 118 Avenue plan. Council also adopted the special initiatives portfolios, with Councillor Janice Melnychuk taking the lead on the Neighbourhood Revitalization portfolio.

In January, 2005, Councillor Melnychuk pulled together an advisory committee with representation from the Alberta Avenue Business Association, adjacent neighbourhood representatives, and City of Edmonton already working in this area. The general geographic boundary for the strategy is 115 Avenue to 122 Avenue, and from NAIT to Northlands. The commercial strip along 118 Avenue comprises 27 blocks.

The Avenue Initiative Revitalization Strategy is the result of this process. It reflects the community's vision, and includes a streetscape plan, community recommendations, leadership and financing plan.

Part 1 – What should happen?

Community Consultation, Vision, Streetscape Plan

Community Consultation

A number of activities were undertaken to hear, understand and document the concerns of the people who live and work in the area. Active involvement from residents and businesses in the area achieves two things: first, it ensures that all concerns and ideas are reflected in the final plan; and second, it allows for the community to take ownership of the plan. Having the residents and businesses work together on all aspects of the plan was a unique approach. Residents had the opportunity to influence changes to the 118 Avenue commercial area, while business had the opportunity to propose initiatives, programs and services to improve life in the five adjacent neighbourhoods.

Consultation took two main forms: community meetings and workshops, and surveys. Seven meetings and workshops were held to develop the future vision for the area, and to understand and contribute to the design charette.

Several research initiatives were completed, including a telephone survey of residents, a telephone survey of businesses, an on-site survey of shoppers on 118 Avenue and a written survey. The results of all consultation efforts were used to develop the design charette, and to develop community recommendations.



Vision

The area residents and business owners created a vision for its future – encompassing social, environmental and economic aspects of community life. Their vision is expressed through strong, dynamic statements about the kind of community they want to see in the near future. Safe streets and spaces, strong community life, thriving economy, and environmental well-being.

Having this vision in mind, the community was able to develop the Avenue Initiative Revitalization Strategy.

Streetscape Concept Plan

Dan Burden, an internationally recognized authority on designing walkable communities, was engaged to help stakeholders envision the possibilities for the area. The result was the creation of the 118 Avenue Streetscape Concept Plan.

Streetscape Concept Plan for 118 Avenue has seven components:

- Streetscape improvements and beautification along 118 Avenue
- Lighting and safescape improvements along 118 Avenue and through the alleys
- Curb extensions on all streets fronting on 118 Avenue to help calm traffic
- Pedestrian crossing improvements at all intersections
- People places to create gathering places and put more ‘eyes’ on the Avenue
- Housing that is compatible with the community; and
- Villages spaced about every 1,400 feet along 118 Avenue, with one near NAIT another near Northlands, and one in between.

Part 2 – How should it happen?

Community Recommendations, Leadership and Funding

Community Recommendations

Along with the very tangible outputs of the streetscape concept plan, the community identified four areas of focus:

- Safe streets
- Beautification and cleanliness
- Development and revitalization
- Programs and services

These four areas of focus, with the physical improvements recommended through the streetscape plan, will help revitalize and achieve true change in the area. Previous one-off efforts to improve the area failed because they did not address the complex issues and intertwined factors affecting the community. The Avenue Revitalization Strategy incorporates a holistic approach to improving the area to achieve long-term results.

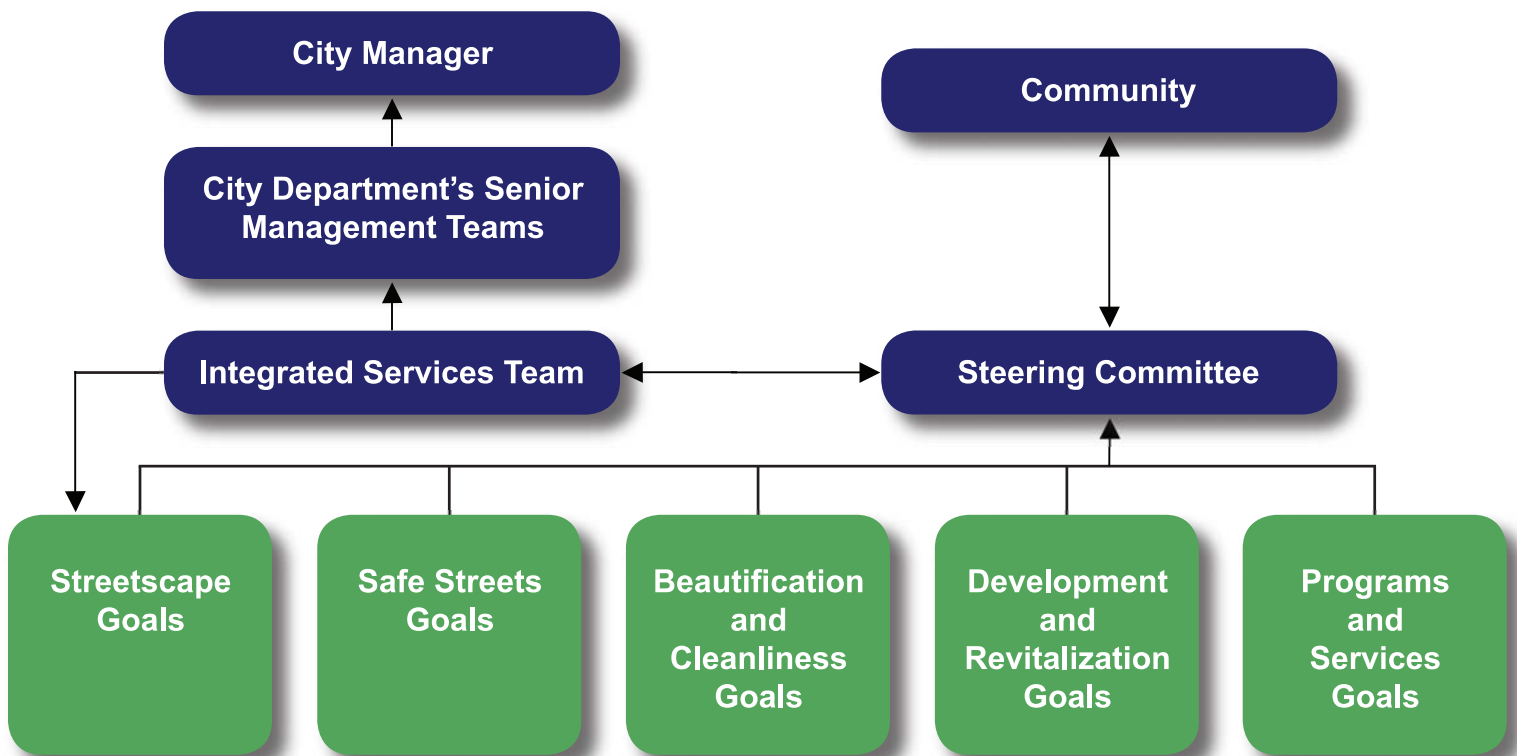


Avenue Initiative Revitalization Strategy



Community Leadership

A committee structure is recommended to manage the implementation of the strategy. A Steering Committee, supported by five working groups and the City's integrated services team, will enable and enact the strategy. Membership in each working group is fluid; allowing participants to choose the projects or activities in which they wish to participate. Members can choose their areas of interest and contribute in whatever way works best for them.



For the City of Edmonton's part, this structure makes more effective use of existing City resources that are already assigned to the geographic area. Departments have the opportunity to work together in a coordinated manner to achieve the goals outlined by the community. In this way, a coordinated approach ensures that all departments are at the table to contribute to the success of the Initiative.

Funding

2006 Funding Requirements

To move the Avenue Revitalization Strategy into an action plan, \$190,000 is being requested from the City's 2006 Operating budget and \$400,000 from the 2006 Capital budget. These funds will provide for 'staged lighting*', funding for commercial property owners to improve the fronts of their buildings, and a coordinator for the project.



Police will increase its presence by re-allocating staff for a Community Action Team. (*Lighting fixtures will be put on existing poles along 118 Avenue to improve illumination on sidewalks. These fixtures will be transferred to the permanent light poles when road construction begins in 2008)

The funding is the catalyst for revitalization of the area. There is an expectation that, during 2006, the working groups will apply for grants to help pay for the various initiatives in the strategy.

2007-2010 Funding Requirements

To fully implement the components of the Strategy over the subsequent four years, \$27.3 million is required for streetscape, roadway and sidewalk improvements, lighting improvements and other rehabilitation.

Transportation & Streets Department has identified that \$7.3 million would be required for the road rehabilitation component of the project. This amount is identified in the unfunded portion of the Department's Capital Program. The balance, \$19.8 million, needs to be secured through traditional and new ways. Under the current practice for local improvement, the commercial property owners would normally pay the \$19.8 million through Local Improvement Levies. However, from the beginning of this project, the Alberta Avenue Business Association was clear that commercial property owners would not agree to pay another levy. During 2006, therefore, it is incumbent on the Administration to complete a business case to apply for Provincial and Federal grants and other funding, to share in the payment for these improvements.

CONCLUSION

Unique Approach for a Unique Area

This initiative goes beyond public consultation — it is true community participation and engagement. Community members envisioned their future, identified key issues to be addressed, decided on important elements and opportunities for change, and are ready and willing to carry out the implementation.

The Avenue Initiative process is building capacity in the community to determine its own future and to be the stewards of their neighbourhoods.

To gain a full and rich understanding of the community's insights and contributions, and the process to develop the Avenue Initiative Revitalization Strategy, please read the full report, which follows.



1.1 INTRODUCTION

Edmontonians living, shopping and working within the 27 blocks of 118 Avenue from Northlands to NAIT, and in the five adjacent communities want change. They want a safer community without crime, prostitution and a run-down commercial strip. Many of the approximately 200 Community workshop participants and 783 respondents of surveys expressed this opinion. They also want it known that their neighbourhoods are not all bad! Central location, affordable housing, shops close to home, outstanding tree canopy, and commercial property with reasonable rents are some of the pluses.

However, decline over the last 25 years is eroding even these assets. Evidence of the daily decline includes: prostitution, drug trafficking, litter, vacant stores with broken windows, vacant lots, and derelict houses. Crime rates have risen higher, or fallen less, than city-wide rates in the last decade. (source: Edmonton Police Services, 2005; Change in Crime Statistics 1994-2004) A range of stakeholders representing residents, businesses, community organizations, faith community and agencies came together between April and July 2005 to develop recommendations to turn this area around and stop the decline. They came together through the Avenue Initiative.

At the outset of the Avenue Initiative, stakeholders focused on developing ideas that would lead to the following **outcomes**:

- Street improvements from Northlands to NAIT which take into account future population growth, traffic and intensification pressures over the next 20 years;
- Community residents that feel safe and have a “sense of community”;
- Physically attractive neighbourhoods and commercial zones;
- A vibrant place where community members gather, live, conduct business and play;
- Better integration with City of Edmonton services and projects; and
- New businesses and positive development of the Avenue.

In previous years, various planning efforts have tackled many of the current problems. The Avenue Initiative stakeholders asked that a summary of past plans be pulled together so that they could see the plans’ objectives, the planned actions and how these actions met the objectives. The stakeholders’ intent was to learn from the past and see what has worked, and not worked.

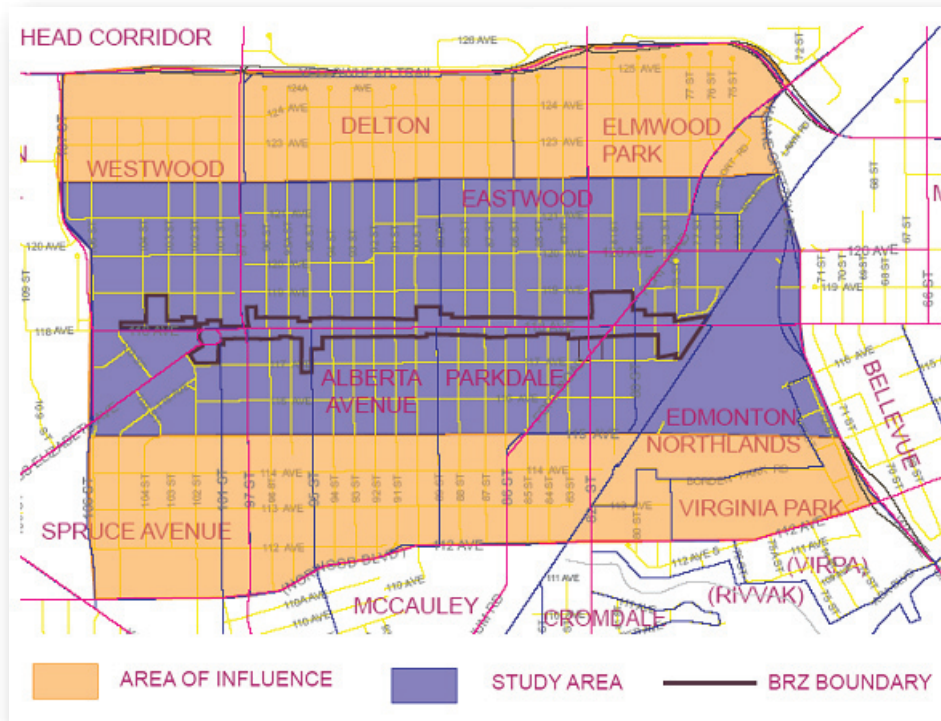
The Avenue Initiative Revitalization Strategy proposes that City Council approve a different approach for revitalizing the geographic area from 122 Avenue south to 115 Avenue, and from Wayne Gretzky Drive west to 106 Street. This approach is based on a review of other Canadian cities where private development failed to move into distressed areas despite planning efforts to attract developers. With this lack of private investment, these areas have also seen deteriorating commercial strips, more derelict houses and increased crime. These cities have decided to leverage their funding with other sources of funding to revitalize and build capacity in the targeted neighbourhoods.



1.2 AVENUE INITIATIVE PLANNING CONTEXT

The geographical scope of the planning area of the Avenue Initiative is: 122 Avenue south to 115 Avenue; Wayne Gretzky Drive west to 106 Street. The commercial strip along 118 Avenue comprises 27 blocks.

Avenue Initiative Geographical Area



Although the Study Area was the primary geographical focus of the Avenue Initiative, it was understood that issues and future actions also impact the Area of Influence. The BRZ (Business Revitalization Zone) is the boundary of the commercial properties.



1.3 PLANNING HISTORY

Originally 118th Avenue was the east-west gateway to our city. No longer used as a highway, it has become a major arterial road that is flanked by mature communities. The earliest construction in this area occurred in the early 1900's. A significant number of houses were constructed between 1910 to 1929, many of which have considerable potential to be added to the Register of Historic Resources in Edmonton, if they have not been already. (Alberta Avenue-Eastwood ARP) The construction geared up again in the 1940s after the end of World War II. In the 1970s, many older houses along the main roadways were purchased and demolished. Duplexes, 3-storey apartments and commercial buildings were constructed on these sites.

Various planning efforts have occurred over these years to address commercial and residential pressures impacting the area. In summary, the following have not stopped or even slowed down the deterioration of the area:

- one Neighbourhood Improvement Plan (NIP) for Norwood Neighbourhood, 1976;
- five Area Redevelopment Plans (ARP) for: Alberta Avenue/Eastwood (Bylaw 5748, 1979), Coliseum (Bylaw 6929, 1983), Parkdale (Bylaw 6765, 1983), Northlands (Bylaw 9259, 1990), and Montrose (Bylaw 6767, 1983)
- a 118th Avenue Economic Revitalization Study;
- formation of the Alberta Avenue Business Revitalization Zone; and
- adoption of the Avenue of Champions Conceptual Design theme.

This lack of improvement is a cause for skepticism amongst the commercial property owners who are currently paying off the Local Improvement Levy required to purchase the Avenue of Champions streetscape amenities such as the sports figurines, benches and murals.





1.4 OBJECTIVES AND ISSUES

The above plans have common objectives and identified similar issues:

Common Objectives

- To maintain the low density and family oriented residential character.
- To improve the economic viability of the commercial strip and make it more appealing.
- Improve existing housing stock and commercial buildings (rehabilitation).
- Alleviate parking and traffic problems.
- Minimize land-use conflicts.
- Encourage appropriate and compatible redevelopment and infill development.

Common Issues

- Poor condition of infrastructure (housing, buildings, sidewalks etc.).
- Redevelopment pressures -higher densities, encroachment of non-residential uses.
- Economic viability of the commercial strip.
- Aesthetics of the commercial strip and functionality for pedestrians.
- Shortage of parking for commercial and residential areas.
- High volume of traffic, congestion, truck traffic.
- Land-use incompatibilities (commercial, industrial, Northlands).

Additional / Plan Specific Issues

- Arterial roads fragment community (Parkdale).
- Shortage of park space (Parkdale).
- Declining school enrolment (Montrose).
- Community security – petty crimes and vandalism (Montrose).
- Appeal and image of Northlands as a world class facility.

1.5 AVENUE INITIATIVE STRUCTURE

During budget deliberations in December 2004, City Council approved spending up to \$100,000 from the 2004 Council Contingency fund for the development of an 118 Avenue Plan. Councillor Melnychuk, in her Neighbourhood Renewal Initiative portfolio, took on the council project champion role. She assembled an Advisory Committee comprising: two community residents, two business members and four City of Edmonton staff members representing Police Services, Planning and Development, Transportation and Streets, and Community Services. The primary role of the Advisory Committee was to develop an inclusive process for developing a plan. The Advisory Committee titled this planning effort, the Avenue Initiative.



With the challenge of augmenting past planning efforts, the Advisory Committee framed the Avenue Initiative as:

- Including three components: social, environment and economic life. Residents would have the opportunity to influence the design of 118 Avenue, just as business owners could propose initiatives, programs and services to improve life in the five neighbourhoods. Actions that support the financial stability of families would mean more money in resident's pockets and more revenue for business owners.
- Needing to bring stakeholders together to build a plan that meets many needs. The stakeholders would need to come together through the Avenue Initiative to speak as "one voice" to City Council when seeking approval of the strategy.

1.6 AVENUE INITIATIVE APPROACH

The Avenue Initiative was planned and implemented using a project management framework:

Phase 1: Project Concept;

Phase 2: Consultation and Research;

Phase 3: Development of the Avenue Plan; and

Phase 4: Termination and Transfer Ownership.

This document, titled the *Avenue Initiative Revitalization Strategy* is a synthesis of the work accomplished through Phases 1 to 3. This document is called a strategy and not a plan because the recommendations are written at different levels. Some recommendations are concrete projects while other recommendations are broader initiatives, which need to be further detailed and evaluated before implementation is possible.





2.0 Vision & Planning

2.1 VISION

During the April 2 and 4, 2005 community workshops, 125 people started with the end in mind. They described what they want to see in the near future to know the Avenue Initiative Revitalization Strategy moved everyone in the right direction.

The people of the Avenue Initiative Area envision :

① Safe Streets and Spaces — personal and community safety are taken for granted as they are part of every day life. Pedestrians have safer roads to cross. In parks and open spaces, children play freely. Crime, prostitution and drug trading are activities of the past. This area is known as a safe community in which to live, and attracts people from outside of the area to live, work, shop and dine.



② Community Life — a unique community that is built on history and character. The area is recognized as a place neighbours know each other, work together to resolve issues and have fun together through community events. Ethnicity, income levels and ages of people reflect the richness of community diversity. Residents and business owners take shared responsibility in contributing to community vibrancy.



③ Thriving Economy — 118 Avenue is “the” place to have a business. The store fronts are well kept, clean and bring character to the area. The variety of products and services mean there is something for everyone. Pawn shops, cash store and porn shops are only one small component. The Avenue also draws NAIT students and patrons of Northlands contributing to the customer base for the area.

④ Environmental Well-Being — a walkable community that has the feel of an “village.” Traffic is lighter because people walk more and commute using the dedicated bikeways. Business owners and residents take pride in their properties and are committed to greening efforts like flower beds, street-corner planters and trees along 118 Avenue. The theme for 118 Avenue bridges tradition with future development through intelligent urban design.



2.2 HOW THE COMMUNITY ARRIVED AT ITS VISION

2.2.1 COLLABORATIVE PLANNING

Collaborative planning means that the community revitalization strategy must take root in the community and be driven by the stakeholders. The key advantages are stronger ownership by community stakeholders, and greater “outside” pressures on government to make the needed changes.

In a supervised research project for a Master of Urban Planning at McGill School of Urban Planning, the author, Colton Kirsop, analyzed past planning efforts in Eastwood and Alberta Avenue. One of his suggestions for future planning was... “In Alberta Avenue-Eastwood collaborative planning should be embraced because it leverages the local knowledge of citizens, channels the energy of community empowerment and respects the big picture need for balancing regional infrastructure needs with the desires of local community. By working collaboratively, building consensus, and making compromise where necessary, more progress is achieved rather than a stalemate where opponents stare each other down, forming a paralysis that benefits no one.” (page 32)

To demonstrate their desire for collaborative planning, the Advisory Committee members decided to:

- Send updates or communiqués to stakeholders after every Advisory Committee meeting summarizing the minutes of the meeting. The communiqué list grew after each community meeting as the participants were added to the stakeholder list. Stakeholders were encouraged to contact Advisory Committee members if they had any questions or concerns;
- Provide background information and details whenever any stakeholder requested the information, or had concerns with how the strategy was unfolding;
- Record the suggestions developed during the community meetings and send them as reports to all participants.





2.2.2 CONSULTATION METHODS

Two methods were used to develop the Avenue Initiative Revitalization Strategy:

i) Community meetings and workshops;

All residents, businesses, public and not-for-profit organizations in the geographical area were invited to be involved.

ii) Surveys.

Surveys were conducted to reach people who did not have the time or feel comfortable attending the meetings and workshops. Surveys also provided a statistically valid representation of people's views. The Banister Executive Summary is in Appendix A. The full report is available from the City Clerk's office.



The people who participated in the consultation process hold differing views and opinions of how effective the Avenue Initiative consultation has been. While these sometimes diverse views can be challenging, the stakeholders found that there was also common ground. Most who participated in the consultation process agreed that it is time to revitalize the area and provide the support it needs to reach its potential to be a vibrant place to live and conduct business.

A summary of the consultation methods, objectives and participation rates is attached as Appendix B.



2.2.3 CONSULTATION RECOMMENDATIONS

Common directions emerged from the stakeholder meetings/workshops and surveys. These include:

Physical Components:

- Increase sidewalk lighting,
- Improve the condition and look of the fronts of the buildings along 118 Avenue,
- Limit the number of adult-only businesses, and
- Landscape along 118 Avenue.

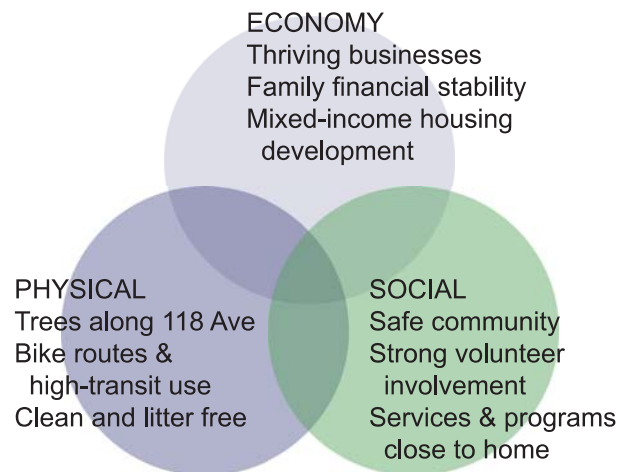
Community Components:

- Increase programs, initiatives or activities that address crime and safety, recreation, and family support,
- Attract more positive businesses,
- Reduce the presence of prostitutes, drug dealers and crime in general.



2.2.4 THE AVENUE INITIATIVE REVITALIZATION STRATEGY

To move toward the community's vision, the Avenue Initiative Revitalization Strategy balances recommendations for addressing social needs, environmental responsibility and economic vitality. These three areas are interdependent and each area is equally important as the others. For example, while streetscape improvements to 118 Avenue will increase business for retailers, the improvements will enhance the environment with the addition of trees and landscaping, as well as bring more people to 118 Avenue making the area safer and improving social conditions. The next two chapters of the Avenue Initiative Revitalization Strategy contain recommendations for a Streetscape Concept Plan for 118 Avenue (Chapter 3) and Community Recommendations (Chapter 4).





3.0 Redesigning 118 Avenue

3.1 CHALLENGES

As community stakeholders developed the 118 Avenue streetscape plan, they did so with the following challenges in mind:



- There are wide intersections along 118 Avenue which impact pedestrian safety.
- 118 Avenue has high volume traffic with vehicles often traveling above the posted speed limit making it unsafe for pedestrians.
- The street is unattractive and the building appearances are decaying.
- These conditions reflect the disinvestment in the streets and buildings.
- There is insufficient density in close proximity to support retail success.
- Crime, prostitution and drugs means less people shopping and a poor image.
- Broken windows and bars across windows mean “anything goes”.

Stakeholders developed the follow streetscape concept plan to address these challenges.

3.2 118 AVENUE STREETScape CONCEPT PLAN

The streetscape master plan for 118 Avenue and the adjacent communities has seven components (see Appendix D):

- *Streetscape* improvements and beautification along 118 Avenue,
- *Lighting and Safescape* improvements along 118th Avenue and through the alleys;
- *Curb Extensions* along all streets fronting on 118 Avenue;
- *Pedestrian Crossing* improvements at all intersections;
- *People Places* to create gathering places and put more “eyes” on the avenue;
- *Housing* that is compatible with the community;
- *Villages* created along 118 Avenue so people can walk to programs and services.

Together, these components could transform 118 Avenue into a livable, vibrant street.





3.2.1 STREETSAPES

Concept: ‘Green up’ 118 Avenue and make it an inviting place to shop, take your family and visit with friends. The area should have its own character through its look and feel.

The recommended improvements are:

- Plant trees along 118 Avenue.
- Add public art through utility art (e.g., decorating utility boxes), sewer grates, tree grates, banners, art walks, flowers.
- Put in attractive transit shelters that fit with the design of the area.
- Add interesting street furniture like park benches, trash receptacles, bicycle racks.

3.2.2 LIGHTING AND SAFESCAPES

Concept: Make 118 Avenue a safer place during all hours of the day. More people, better lighting and more living units above retail spaces will put more “eyes” on the avenue deterring crime and prostitution. Slowing down traffic and improving pedestrian safety without impeding the traffic volume requirements during peak commuter times. The recommended improvements are:

- Increase the lighting along 118 Avenue with pedestrian-level lighting. Enhance this lighting by encouraging retail owners to keep their lights on in their windows later in the evening.
- Put lighting in the alleys in the higher-crime areas.
- Build housing and eateries that face the alley. Alleys provide opportunities for new housing, some service centres, outdoor cafes, utility access and provide for other utilitarian needs.
- Reduce traffic from the current 4 to 3 lanes along 118 Avenue between 106 Street and 101 Street. Limit parking to one side only on 118 Avenue and alternate parking from the north side to the south side at each intersection.
- Add ground cover and undercut trees to aid motorist attentiveness and have the effect of slowing traffic to distances of up to 200 feet.



3.2.3 CURB EXTENSIONS

Concept: Reduce motorists’ speed and make the pedestrian crossings safer by narrowing the corner width of the streets fronting 118 Avenue with curb extensions. By landscaping in this space, the streetscape can be enhanced.

- Add parking along the streets that intersect with 118 Avenue from 97 Street to 79 Street.
- Change angle parking to right-angle parking with straight pull-in or back-in parking along the streets that intersect with 118 Avenue. This will allow for easy exit to 118 Avenue and minimize traffic entering the adjacent neighbourhoods.



- Narrow entrances to residential roads intersecting 118 Avenue into the residential areas as this will slow traffic coming toward 118 Avenue and make it safer for drivers pulling into or out of the parking along the streets.

3.2.4 CROSSINGS

Concept: As speed of vehicles along 118 Avenue is an issue, the plan keeps the four lanes from 97 Street east to Wayne Gretzky Drive due to the need to accommodate the high-volume commuter traffic. Take the lower traffic volume area from 101 Street to NAIT and reduce the number of lanes from four to three.

- Re-construct crosswalks using decorative concrete to make them visually noticeable.
- Reconfigure the crosswalks at the corners where the two streets are not aligned north and south.
- Increase the pedestrian crossing safety at the 97 Street intersection by modifying the existing islands on 97 Street to improve pedestrian refuge.



3.2.5 PEOPLE PLACES

Concept: Make 118 Avenue a destination place - a place where friends can sit in cafes and visit, or families can play in the park.

- Encourage outdoor cafes in the area. Since the sidewalk along 118 is too narrow in many places, put the cafes at the corners along the streets, or added to the sides of the alleys.
- Work with community leagues to enhance existing facilities and parks.
- Make current parks safer and more inviting. Have signage along 118 Avenue showing families where the playgrounds and playing spaces are located.





3.2.6 HOUSING

Concept: Most of the residential areas adjacent to 118 Avenue contain single family dwellings with concentrated areas of walk-up apartments. Put higher density housing closer to 118 Avenue and discourage infill development of over-sized housing.

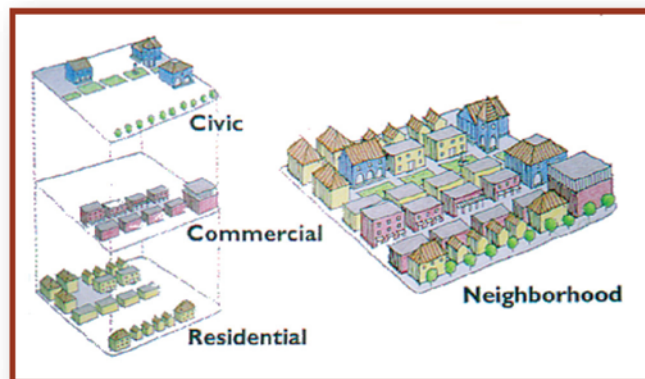
- Put upscale units along 118 Avenue above retail spaces. These can be built as work/loft units and be built a maximum of three or four stories. Since these units will be on 118 Avenue, they should be constructed for soundproofing from the external noise.
- More townhouses can be added just north and south of 118 Avenue. Different sized units will result in an attractive development with housing affordable even to low-income earners.
- Build housing that encourages residents to be outside, for example, porches in the front.
- Develop workforce housing. These are units closer to 118 Avenue with small backyards, attached, or detached, of medium size and close to pocket parks.



3.2.7 VILLAGES

Concept: As people have a tendency to walk 3 or 4 blocks, develop 3 villages along 118 Avenue with a mixture of retail space, housing, plazas and parks.

- Divide the length of 118 Avenue into development areas.
- The areas bordering the corridor are primarily mixed use- ground level retail, then commercial and residential up to four stories. The mix of uses provides many “eyes” on the Avenue 24 hours per day. These buildings create sound walls, helping protect and buffer single-family households further in the neighbourhood from noise.
- The areas set back two levels from the corridor are lighter density.
- Single-family units make up the remaining area of the neighbourhood, as is characteristic of the area.





3.3 HOW THE COMMUNITY REDESIGNED 118 AVENUE

3.3.1 DESIGN CHARETTE

On April 29 and 30, 2005, community stakeholders participated in a “Design Charrette” workshop to develop a streetscape plan for 118 Avenue from Northlands to NAIT. Dan Burden, an internationally recognized authority on designing walkable communities, led the participants through this “hands-on” workshop. The foundation for the workshop was based on the following:

- building trust;
- building hope;
- building cooperation and collaboration;
- building a great model for others to follow;
- achieving informed consent;
- achieving success.



The consultants’ goal for Walkable Cities is: “to develop quality communities, using a holistic-design approach that merges the economic, environmental and social elements of communities. We carry out this approach with high energy, passion and excitement with a commitment to explore the full range of opportunities, to propose creative solutions and to foster multi-party collaboration that creates and enhances quality communities.” The design principles recommended by the consultant fit with SMART Choices which is the Council-approved direction for development in Edmonton. (Appendix C) The consultants familiarized themselves with the area and the community’s input, and held two meetings to gather further input from the community. About 110 people were involved in a Design Charrette Workshop, which includes the following steps:

Step ① — Train Community Volunteers and City Staff

A community host workbook was provided to the Community Services Department so that organizers could plan the details required for a successful design charrette. It was important that they understand the Design Charrette process and how it works.

Step ② — Gather our Thoughts

On April 28th and 29th, the consultants talked with six focus groups which included: Junior High students from Parkdale School, NAIT and Northlands, neighbourhood leaders, retail owners, City administration and Banister Research. The first five focus groups were asked what is working and not working along 118 Avenue and in the adjacent communities. Banister provided a summary of their survey findings.



Step ③ — Envision the Possibilities

Community members came together on April 29 to list their issues and set priorities for 118 Avenue. On April 30, four separate groups walked along different sections of 118 Avenue to assess the area by completing a walking audit. Then the consultants led participants through streetscape design training by showing them such concepts as how to “green up” 118 Avenue, how to draw people to the street, and how to turn the area into three villages. In the afternoon stakeholders applied these concepts and drew their solutions on aerial maps to develop their streetscape plans.

Step ④ — Put it all Together

On May 1st, the consultants had a working day to consolidate the design ideas developed in the small groups into one streetscape concept plan for 118 Avenue from Northlands to NAIT. The consolidated plan was presented to the community at an evening meeting on May 2nd. Stakeholders had an opportunity to ask questions and the majority of those in attendance expressed support for the recommendations taken from this presentation.

3.3.2 DESIGN PRINCIPLES

During the Design Charrette, the consultant talked about urban designing tools for improving quality of life. These ideas concurred with the following City of Edmonton SMART Choices elements.

Walkability and Transit Oriented Development:

There is more demand for communities that support walking, bicycling and transit. People want to live closer to services and have shorter trips to community services by time and distance.





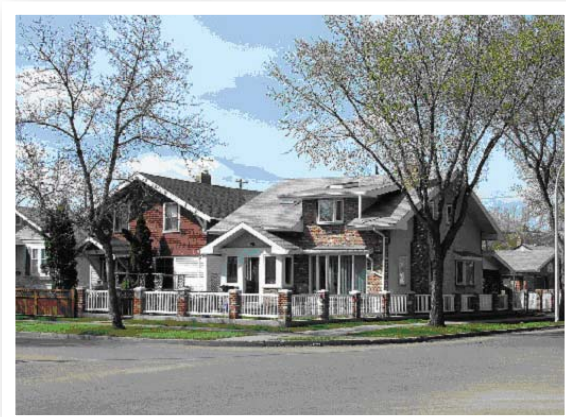
Residential Infill:

In a national survey, 6 out of 10 prospective homebuyers chose a higher density, mixed-use community (Source: Smart Growth American and National Association of Realtors). Today's fastest growing households are: young professionals, empty nesters, single parents, couples without children, and senior citizens. They create the demand for the Live/Work/Walk experience — apartments, condos, live/work units and townhouses.



Commercial Redevelopment:

Densities of 8 to 12 dwelling units per acre can create low-rise centres that can support a lively business district, mixed uses, and public transit nodes. It is estimated that between 1,000 to 2,000 new houses and apartments within a 10-15 minute walk can support new retail areas. (Sources: Massachusetts Citizens Housing and Planning Association; Byrne, McKinney & Associates and Goody Clancy Architecture, Planning and Preservation)



Urban Design:

Strong, healthy communities have a rich mix of homes for a wide range of residents, many conveniences, green space, home ownership and pride, strong economies, low crime and balanced budgets.





4.0 Community Recommendations

4.1 OVERVIEW

While the 118 Avenue Streetscape Concept Plan will influence the economic, environmental and social elements of this area, this section contains recommendations for augmenting these elements. This section focuses on building and strengthening communities, including the people who own businesses and work along 118 Avenue. The suggestions from the community meetings and from the surveys are grouped into four focus areas:

- Safe Streets;
- Beautification and Cleanliness;
- Development and Revitalization;
- Programs and Services.

The high participation by residents and retailers during the consultation demonstrated the commitment by the local community for making changes. During the community meetings they talked candidly about the poor image of their neighbourhoods. They know that significant, visible changes will need to start happening soon if that image is to change.

They also know they must overcome large societal problems like prostitution, drugs and crime. Local efforts alone have little impact on these problems other than moving them to another location. Coordinated efforts and adequate resources will be needed to reach the goals described in this section.

4.2 SAFE STREETS

Collaborative law enforcement and community efforts are integral to reaching the goals described below. By working together, community members can provide better reporting information to Edmonton Police, strengthening their enforcement role. Information provided by Police can help the community be more proactive about what they can do to prevent crime. When tackling prostitution and drugs, the Avenue Initiative stakeholders will need to connect with the following initiatives:

- Prostitution Working Group for Wards 2, 3 and 4;
- The Edmonton Community Drug Strategy; and
- Community Solution to Gang Violence.

The goals for Safe Streets are as follows and the activities, timeline and responsibilities for each goal are described in Appendix D.

4.2.1 Goal: Strengthen community policing

4.2.2 Goal: Ensure safe communities through better enforcement of city bylaws



4.2.3 Goal: Ensure safe parks

4.2.4 Goal: Eliminate prostitution along 118 Avenue and in the adjacent neighbourhoods

4.2.5 Goal: Achieve safer streets through coordinated, community efforts

4.3 BEAUTIFICATION AND CLEANLINESS

A community effort for cleaning up the area will also help change the image. It is important that clean-up efforts be made easy for people so that they can dispose of large items, such as old furniture found in alleys. Block parties and community barbecues can be part of these regular community clean-up efforts to thank people for their work and to build community spirit.

The goals for Beautification and Cleanliness are:

4.3.1 Goal: Increase the number of clean and green properties

4.3.2 Goal: Enhance beautification through coordinated efforts

4.3.3 Goal: Make streets litter-free and reduce clutter

4.4 DEVELOPMENT AND REVITALIZATION

As this area begins to re-develop, the community wants to be involved. This means reviewing zoning for residential and commercial uses and updating Area Redevelopment Plans as needed. The community also wants to work with developers early in the development process so that developers understand the goals of the revitalization. To promote home ownership, developers will be encouraged to building higher-density housing that will be affordable to a range of income earners.

The goals for Development and Revitalization are:

4.4.1 Goal: Review and revise plan policies as required

4.4.2 Goal: Develop criteria ensuring new development fits with the theme of the area

4.4.3 Goal: Improve tenant safety including apartment buildings



4.4.4 Goal: Maintain a variety of housing stock that promotes affordable home ownership

4.4.5 Goal: Create a sustainable community

4.4.6 Goal: Implement zoning that will control liquor stores, pawn shops, fringe financial businesses, and used car lots in the area

4.5 PROGRAMS AND SERVICES

Community cohesiveness is supported through a range of programs and services close to home. More recreation programs for people of all ages are wanted in this area. There also needs to be a way to let residents know what is happening in their community. The goals for Programs and Services are:

4.5.1 Goal: Create an “In Your Community” resource booklet

4.5.2 Goal: Initiate centralized, regular information outlining the programs, special events, etc., in a community calendar

4.5.3 Goal: Develop community resource centres along 118 Avenue and in the neighbourhoods

4.5.4 Goal: Build community through recreation opportunities

4.5.5 Goal: Develop a range of planned recreation opportunities throughout the year

4.5.6 Goal: Build Family Economic Success

4.5.7 Goal: Increase Community Investment





5.0 Implementation Strategy

5.1 COMMUNITY LEADERSHIP

This chapter contains a description of the recommended Community Leadership Structure, which will have the role of further developing the Avenue Initiative Revitalization Strategy into an Action Plan. The steering committee and working groups in this structure, along with City staff, will also be responsible for implementing the actions. The Strategy Implementation Timeline is in Appendix D.

There are three parts to Community Leadership:

- 5.2 Committees’ compositions with roles and responsibilities;
- 5.3 the Reporting Structure; and
- 5.4 Measuring Change.

5.2 COMMITTEES’ COMPOSITIONS WITH ROLES AND RESPONSIBILITIES

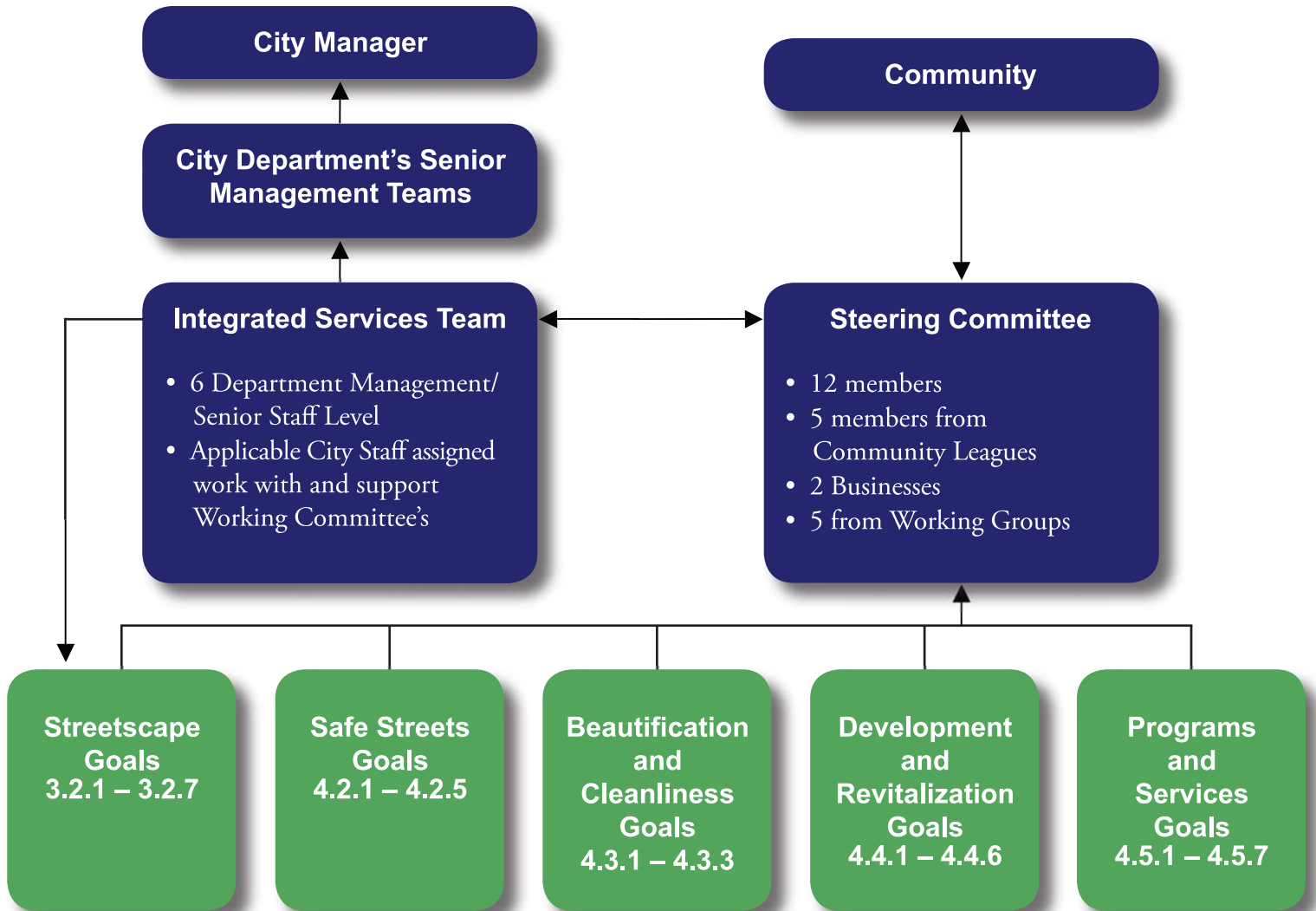
<p>Steering Committee Membership</p> <ul style="list-style-type: none"> • 12 members • 5 members from Community Leagues • 2 Businesses • 5 from Working Groups (1/group) 	<p>Roles and Responsibilities</p> <ul style="list-style-type: none"> • Liaise with City Integrated Services Team. • Monitor and facilitate the implementation of the Avenue Initiative Goals and Strategies. • Ensure community involvement through public consultation and regular. • Ensure open communication between working groups and community. 	<p>Why is this approach unique?</p> <ul style="list-style-type: none"> • Supports community leadership capacity. • Supports ownership and pride in the community. • Community strongly influences changes in the community.
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<p>City of Edmonton Integrated Services Team Membership</p> <ul style="list-style-type: none"> • Project Coordinator • Community Services • Planning & Development • Edmonton Police Services • Transportation & Streets • Asset Management • By Law Enforcement • Waste Management 	<p>Roles and Responsibilities</p> <ul style="list-style-type: none"> • Resource to the Avenue Initiative Steering Committee. • Provide staff time and resources to assist with the implementations of the Avenue Initiative Implementation Plan. • Provide support to the 5 Avenue Working Committees by completing work within the scope of each department’s mandate. For example, Edmonton Police works with Community Safety Working Group. 	<p>Why is this approach unique?</p> <ul style="list-style-type: none"> • Provides a more integrated delivery of city services. • Connects community with City Staff. • Maximizes the impact of City resources. • Increases City Staff ability to understand and respond to community needs.
<p>Five Working Groups</p> <ul style="list-style-type: none"> • Community Safety • Development and Revitalization • Beautification and Cleanliness • Programs and Services • Streetscape <p>Membership</p> <ul style="list-style-type: none"> • Community Volunteers • City of Edmonton Department Representative 	<p>Roles and Responsibilities</p> <ul style="list-style-type: none"> • Develop actions for the goals and strategies in the Avenue Initiative Revitalization Strategy. • Work with city staff to implement the actions. • Ensure that community is aware and involved in the programs and initiatives. • 1–2 Members of each Working Group will be identified to sit on the Steering Committee. • Group membership is fluid — size and composition of groups will change as people choose specific activities in which to be involved. 	<p>Why is this approach unique?</p> <ul style="list-style-type: none"> • Allows for a variety of ways for residents to contribute to their community. • Maximizes human and financial resources through partnership with city, and other organizations. • Builds leadership skills and community capacity.



5.3 REPORTING STRUCTURE



5.4 MEASURING CHANGE

In 2002, the Community Services department began to conceptually plan the processes to establish high priority neighbourhood service-delivery targets. The team was tasked with selecting indicators that would identify neighbourhoods requiring targeted efforts and innovative approaches to address significant social, economic, and environmental issues. They then conducted “Best Practice Research” by collecting information from other North American cities, New Zealand, and England that have adopted this targeted approach.



Community Services Management Team approved a list of high priority neighbourhood indicators. Census and local data were collected and tabulated to determine the score for each neighbourhood in Edmonton. Twenty-one neighbourhoods were identified as ‘highest need.’ Four of these neighbourhoods are within the geographic scope of the Avenue Initiative. Indicators measure six domains:

- Economic and Employment
- Social Health and Wellness
- Personal and Community Safety
- Education
- Housing
- Physical and Natural Environment

Indicators will be measured so that stakeholders and City staff can determine how well the Avenue Initiative Revitalization Strategy is improving safety, economic viability and environmental well-being. Another source that may be used to measure change is the Banister Survey Results. In two or three years time, many of these questions can be used again to see if stakeholders views have altered as a result of implementing the Strategy.





6.0 Financial Strategy

6.1 OVERVIEW

To “kick start” implementation of the Avenue Initiative Revitalization Strategy, public sector investment is needed. Other Canadian Cities trying to revitalize deteriorating urban areas have used public funds to improve the area with a goal of attracting private developers as they see improvements being made to the area.

This chapter is divided into two sections:

- 2006 Funding; and
- 2007–2010 Funding

6.2 2006 FINANCIAL REQUIREMENTS

To move the Avenue Initiative Revitalization Strategy into an Action Plan, \$190K is being requested from the 2006 Operating budget and \$400K from the 2006 Capital budget.

The 2006 financing requests are based on the community priorities as identified through consultation:

Physical Improvements	Community Improvements
<ul style="list-style-type: none"> • Increase sidewalk lighting — improved safety and less crime will occur along 118 Avenue if the sidewalks are well lit. 	<ul style="list-style-type: none"> • Programs, initiatives or activities that address crime and safety, recreation, and family support — a stronger police presence will mean improving community safety, which is a priority.
<ul style="list-style-type: none"> • Improve the condition and look of the fronts of the buildings along 118 Avenue — more attractive buildings will bring more shoppers. 	<ul style="list-style-type: none"> • Reduce the presence of prostitutes, drug dealers and crime in general — stronger enforcement will show that illegal behavior will not be tolerated.

As shown in the previous chapter, community members will be volunteering significant time implementing the Avenue Initiative Revitalization Strategy. They will be part of the Steering Committee or Working Groups, as well as taking part in community efforts like clean ups, graffiti removal and special events.

Stakeholders also identified the need for City staff to take on work so that the community does not buckle under the volume of work that will evolve when Strategy details are worked out and implemented. The 2006 request from the City of Edmonton is as follows.

Avenue Initiative Revitalization Strategy



2006 Actions	Cost
<p>Increase Sidewalk Lighting — Increase pedestrian-level lighting along the entire stretch of 118 Avenue from Northlands to NAIT. Install staged-lighting fixtures on existing trolley and street poles. Re-use these fixtures on the permanent pedestrian light poles when streetscape improvement construction begins in 2008/2009.</p>	<p>\$400K from 2006 Capital Budget</p>
<p>Increase Police — Add a Community Action Team. This will mean the addition of a Community Liaison Constable who will work directly with the community groups and businesses in reducing crime and improving safety. Since this constable will be a reallocation of existing staff, additional funds will be needed to fund an Intelligence Analyst who will work with the Beat Constables and Community Liaison Constable. If the evaluation of the Community Services Officer Pilot is positive (results available late October 2005), review the potential for a Community Services Officer to be assigned to 118 Avenue to increase visibility of Police.</p>	<p>Intelligence Analyst and systems expenses</p> <p>Allocation of existing resources</p>
<p>Improve the Fronts of Buildings — Create a 118 Avenue Special Façade Improvement Program. This will remove the Alberta Avenue BRZ from the current Façade Improvement program for 3 years. This will promote façade improvements on up to 5 businesses per year who will be required to match the City funding.</p>	<p>\$100K per year, for 3 years — 2006 Operating is first year</p>
<p>Coordinator for the Avenue Initiative — One full-time staff with community development expertise to provide the logistic support to the community leadership committees and to ensure City-department support is provided through an Integrated Services Team. Funding is to be used for 1 FTE salary and to cover program expenses. It is anticipated that the Coordinator will be confirmed for a minimum of 3 years up to a maximum of 5 years dependent on the Implementation Plan requirements.</p>	<p>\$90K from 2006 Operating</p>
<p>Dedicated staff from City of Edmonton Departments — Identify existing staff to be members of the Avenue Initiative Integrated Services Team. Staff will provide resources to successfully implement projects, initiatives and special events. Add Waste Management (to support clean-up efforts) and Bylaw Enforcement to the Integrated Services Team.</p>	<p>Allocation of existing staff</p>



6.3 2007–2010 FINANCIAL REQUIREMENTS

In 2006, the members of the Community Leadership structure will be identifying funding sources for specific initiatives and activities arising from the goals described in chapter 4. They will likely apply for grants such as the Alberta Community Crime Prevention Grant Program (ACCP) to fund community safety initiatives.

Members of the Streetscape Committee will also be deciding the details for the 118 Avenue Streetscape Plan. This planning is needed to develop a detailed budget for completing the improvements along 118 Avenue. For now, a preliminary cost estimate has been completed by Transportation and Streets to set a target for capital costs.

The 118 Avenue Streetscape Plan developed by the community at the Design Charrette workshop is estimated to cost \$27.3M. Transportation and Streets Department has identified that \$7.3 million would be required for the road rehabilitation component of the project. This amount is identified in the unfunded portion of the Department's Capital Program.

Alberta Avenue Initiative Capital Program Cost Estimate

Planned Projects

- 118 Ave. Rehabilitation (Base repair, asphalt overlay, sidewalk repair) \$7.3M

Rehab Sub-total \$7.3M

Alberta Avenue Initiative Proposed Project

- Streetscape (Decorative Component – bulbs, banners, poles) \$16 M
- Streetscape Associated Drainage \$0.5M
- Streetscape Associate Water Utility Work \$0.3M
- Decorative Street Lighting and Pedestrian Lighting \$2.0M
- Trolley Pole Replacement \$1.0M

Streetscape Sub-total \$19.8M

TOTAL PROJECT COST \$27.3M

Following current practices, the property owners within the Alberta Avenue BRZ boundary should be paying the balance of \$19.8 M through a Local Improvement Levy. From the beginning of the Avenue Initiative, the Alberta Avenue BRZ has said property owners will not assume another Local Improvement Levy. The property owners are currently paying off a balance of \$806,074 for other Avenue of Champions Streetscape work. The 2005 balance would normally be \$911,319, but a number of property owners have paid out their future local improvement charges.



6.4 BUSINESS CASE

6.4.1 FINANCING OPTIONS

To research the different funding strategies for revitalizing distressed areas, Deloitte was contracted to complete a preliminary assessment of financing requirements for the Avenue Initiative Revitalization Strategy. Refer to Appendix E for this report. Three funding sources were identified:

- *Local Improvement Levy* — the current practice of funding improvements from city debentures and then recovering this debt from the property owners.
- *Urban Development Agreement* — a partnership between the federal, provincial and municipal governments when addressing broad urban development and revitalization issues.
- *Tax Increment Financing (TIF)* — used as the primary funding approach for urban renewal projects in the United States. Recent amendments to the Municipal Government Act have opened the door for the use of TIF-based financing in Alberta. The projects will be known as Community Revitalization Levys (CRL).

6.4.2 BENCHMARKING REVITALIZATION FUNDING IN OTHER CANADIAN MUNICIPALITIES

Deloitte looked at four Canadian cities that have pursued funding revitalization efforts: Winnipeg, Vancouver, Regina and Calgary. All but Calgary have been accessing revitalization funding through Urban Development Agreements. Calgary is pursuing an Urban Development Agreement as one source for funding infrastructure improvements in the East Downtown area. Calgary's financing strategy also includes: strategic use of City-owned land, development levies and TIF/CRL districts. City staff are committed to a multi-source funding strategy that they hope will include Federal and Provincial support.

6.4.3 BUSINESS CASE REQUIREMENTS

To be able to access other sources of funding, the City will need to complete a business case. The business case is a key management tool to define, assess and evaluate the best approach to either proceed or not with a project or initiative. Once the business case is completed, community stakeholders will need to review the information to ensure completeness and accuracy.



6.4.4 RECOMMENDATIONS

To further the funding strategy for the Avenue Initiative Revitalization Strategy (\$27M), Deloitte recommends the following:

- (1) Due to the size of the project, no one funding source can/should fund the project and the City should be considering all possible options/sources for funding. As well, given the nature of the revitalization work and the programs established in other Canadian municipalities, we believe that both the Federal and Provincial governments have an obligation to be involved. Therefore, we recommend that the City of Edmonton pursue a multi-source funding strategy similar to the approach taken by the City of Calgary on the Rivers Revitalization Project. This strategy would seek Federal, Provincial, and Municipal funding through a jointly-funded UDA as well as look at the creation of a CRL district to pursue TIF-based financing for a portion of the project costs.
- (2) This will be a complex and time-consuming process that will require a significant investment of City resources and dollars to complete. As such, we recommend that the City adopt a phased approach to evaluating and advancing the project. The first phase would allow for the completion of the business case document and evaluation of the document by Project staff, City Planning Department staff, other Project stakeholders and City Council. If Council and the project's stakeholders approve the business case and believe that the project has a high probability of attracting funding from one or more of the potential funding sources, the project would move to the next phase — due diligence. Additional resources and dollars must be invested to support these activities. Once this work has been completed, a further review/validation of the project is done. Council and stakeholders must again evaluate the project's likelihood of success, and if positive, a further investment of resources and dollars is made to take the project forward to the funding partners for formal consideration. Given this phased approach, we recommend that the City approve funding to develop a first-phase business case that will further evaluate the 118th Avenue Initiative.
- (3) We recommend that the City of Edmonton adopt a hybrid business case template based on the Government of Alberta and WD templates for gathering, evaluating and presenting the business case information for the 118th Avenue Initiative. This will provide a clear and comprehensive format for presenting all of the critical cost/benefit and “alignment” information that will be necessary to garner funding support from the various sources.



6.4.5 COST ESTIMATE AND TIMELINE

Business Case Completion \$100,000–\$150,000 January 2006–April 31, 2006

Completing the business case will take approximately four months. If external contractors are used to complete this work, the cost will be approximately \$100,000–\$150,000. If City Council approves the business case and believes that the Avenue Initiative Revitalization Strategy has a high probability of attracting funding, the project will move to the next phase.

Due Diligence \$50,000–\$100,000 May 2006–June 30, 2006

In this phase project staff will develop the governance and performance-reporting processes and structures that are required by funding partners. For example, the TIF-based financing would require the creation of a Special Purpose Vehicle (corporation) to implement the project. Under a UDA, the Federal Government will require the identification of specific performance reporting criteria and structures to ensure project accountability.

Funding Request

During this phase of the project, the business case and formal request for funding are presented to funding partners. Multiple rounds of meetings and presentations are typically required to build up political and administrative awareness for the project and advance the project towards funding approval. This phase can take anywhere from 3-18 months presenting the project and answering all questions and concerns.

6.5 CONCLUSION

Building a future based on hope, not fear

Stakeholders recognize that they face many day-to-day problems that residents living in other parts of the city never experience. They could have complained about these problems during the community meetings, but they did not. Instead, they developed a direction out of hope for a better quality of life. They want to build on the positive aspects of their community, and they base their dreams on hopes for improvement — not fear of further decline.

They realize this Strategy is an ambitious plan that will take a minimum of five years to implement. However, with the commitment of the City of Edmonton to provide support and funding, and the resources of the community, they know they can transform their community described in the Vision.



With a Vision there is a dream



With a plan there is hope



With a team there is achievement



Avenue Initiative Revitalization Strategy



Defintitions

Affordable Housing

Provides permanent accommodation to low-income individuals and families who earn less than the median income and spend more than 30% of their income on housing. Typically, these households do not require on-going support services or operating subsidies. Rents tend to be 10% to 30% below average market rents [typical of unites that have received capital funding commitments under the Canada-Alberta Affordable Housing Partnerships Initiative (AHPI)] Another example would be “Habitat for Humanity” Housing.

Area Redevelopment Plan (ARP)

- Inner city neighbourhoods, designate neighbourhood(s) for preservation or improvement, rehabilitation or relocation of services
- Extensive community consultation
- Address land use, development, social & community development, infrastructure, environmental protection etc.
- Approved by Bylaw by City Council

Business Revitalization Zone (BRZ)

A Business Revitalization Zone, or BRZ, is a unique opportunity for businesses to work together to accomplish mutual goals. Customers want safe, interesting and attractive places to shop, dine and conduct business. To attract these customers, a BRZ can enhance an area through:

- Streetscape improvements
- Joint promotions and festivals
- Economic development initiatives

Though set up and governed by a combination of provincial legislation and City policy, a BRZ is initiated at the request of a business community. When a BRZ is created, City Council establishes a business association, sets the BRZ boundary, and approves a Board of Directors and annual budget. The budgeted amount is collected through a special tax levy of BRZ members. Once established, City Council annually approves the BRZ’s budget, Board of Directors, and special tax levy. All monies collected by the City are returned to the Business Association in quarterly installments to fund the BRZ’s initiatives.

Design Charrette

A public process leading to a shared vision. Charrettes vary in duration from mini-charrettes of 2-3 hours (sufficient for many neighbourhood traffic-calming events) to 7-day events. Charrettes focus on a specific geographic area, commonly a quarter mile walking radius, and use physical design principles to make an area more welcoming, walkable, safer and attractive.

Land Use Studies and Design Concepts

Address particular land use issues and urban design enhancements within a portion of a neighbourhood(s).



Neighbourhood Improvement Plan (NIP)

- Federally (and Provincial and Municipal) funded program to conserve, rehabilitate and protect older neighbourhoods
- Addresses primarily infrastructure needs
- Passed by a resolution of Council

Stakeholder

Anyone impacting or be impacted by a decision or direction. The Avenue Initiative stakeholders were defined by the following stakeholder grouping: Business, Community Leagues/Community Organizations, Not-For-Profit Organizations, Schools, Faith Groups, Recreational/Event Facilities, Crime and Community Safety Initiatives, Property Owners (commercial and residential), Governments and General Public.

Streetscape

Refers to all the elements that constitute the physical makeup of a street or avenue and that, as a group, delineate its character. A streetscape includes building frontage, street paving and furniture, street tree planting, lighting and signage.

www.wadetrtrim.com/resources/glos.htm

Avenue
Initiative
Revitalization
Strategy

APPENDICES

Avenue
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APPENDIX A
Banister Research
Executive Summary

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APPENDIX E
Business Case

For more information call 780-496-7275

