

Airdrie Downtown Community Revitalization Levy Area Plan

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Airdrie Downtown Community Revitalization Levy Area Plan

Executive Summary

Proposed Airdrie Downtown Community Revitalization Levy Area Plan

A community revitalization levy (CRL) is a funding initiative that allows a municipality to redirect the provincial tax revenues coming from the increased value of a designated revitalization area to proposed municipal expenditures in that area. The Province and the municipality work collaboratively to define an area that will benefit from the redirection of education tax revenues to create sustainable tax revenue from the area.

Airdrie has developed a Downtown Area Redevelopment Plan, known as [Our Core Strategy](#), to incentivize investment to this area, for which the municipality has not previously had redevelopment success. The proposed CRL Plan area roughly parallels the boundary of [Our Core Strategy](#). It is ~130 acres in size and represents 2.01% of taxable property value and 2.77% of assessment tax revenue. There is only one municipal historic resource within the proposed CRL Plan boundary, and it will not have redevelopment pressure on, or adjacent, to it.

Airdrie has assumed the following redevelopment scenarios based on the development incentives proposed to complement [Our Core Strategy](#) and the potential redirection of education tax:

Low Redevelopment Scenario (Proposed CRL Boundary)	Moderate Redevelopment Scenario (Proposed CRL Boundary)	High Redevelopment Scenario (Proposed CRL Boundary)
<ul style="list-style-type: none">• 7 properties• 17.46 acres of redevelopment• 985 new residents and jobs• \$58.0M assessment value increase• \$10.2M CRL revenue; \$3.0M province	<ul style="list-style-type: none">• 12 properties• 34.62 acres of redevelopment• 2,170 new residents and jobs• \$115.7M assessment value increase• \$18.3M CRL revenue; \$5.0M province	<ul style="list-style-type: none">• 21 properties• 41.80 acres of redevelopment• 2,460 new residents and jobs• \$215.3M new assessment value• \$25.6M CRL revenue; \$7.6M province

The funds from the CRL are proposed to be used in the following ways:

1. Undertaking a comprehensive environmental site assessment of the downtown area.
2. Evaluating and potentially initiating soil contamination clean-up, in partnership with motivated landowners.
3. Constructing portions of the future Library and Multi-Use Centre, with a focus on complementing education and creating a knowledge-based economy.
4. Construction of municipal parking structures in strategic locations
5. Constructing pathways, outdoor exercise equipment, plaza spaces, and bridge viewpoints along Nose Creek; with tie-in points to the outdoor amenity construction with the amenity spaces at the library and multi-use centre.
6. Evaluating beautification and transportation options for Main Street within the downtown core to achieve the desired combination of economic supports (i.e., on-street parking) and amenity supports (i.e., temporary event closures, plaza spaces).

The projects are listed in general order of priority, relating the potential funding from a CRL to the two civic projects deemed to have the greatest impact on improving development certainty (environmental assessment and/or remediation), creating a knowledge-based economy, and addressing public parking as a barrier to private investment for redevelopment projects. These civic improvements also stand to make the most impact on the previous barriers to successful redevelopment.

The breakdown of fund allocation to the respective projects can be found here:

No.	Project Name	Cost Estimate Range (2022 \$)	Proposed Project Commencement
1	Environmental Site Assessment(s)	\$0.2	2023
2	Environmental Remediation Work	TBD, as CRL revenues allow	TBD (est. 2023-2028)
3	Library and Multi-Use Amenity Space	\$5.4M	2025
4	Municipal Parking Structures	TBD, as CRL revenues allow	TBD (est. 2023-2028)
5	Nose Creek Pathways/Amenity Spaces	\$1.4M	2028
6	Public Parking and Main ST Redesign	\$3.4M	2033

Airdrie will adhere to the public hearing requirements of the CRL Regulation, if approved by the Lieutenant Governor in Council. Airdrie has used only 34% of its provincially mandated debt limit, and has room to advance projects within the CRL Plan area ahead of revenues if desired. However, Airdrie anticipates financing projects in the order of prioritization listed above, and as revenues are generated.

A term of 20 years is assumed for the regulation, with annual reporting requirements and a 10-year term review. Under certain circumstances, the term of a CRL can be extended.

Airdrie Downtown Community Revitalization Levy Area Plan

Section 1: Description of CRL Legislation and Processes

1.1 Description of a Community Revitalization Levy

A community revitalization levy (CRL) is a funding initiative that allows a municipality to redirect the provincial tax revenues coming from the increased value of a designated revitalization area to proposed municipal expenditures in that area. It is not a municipal or provincial tax rate increase, nor an additional tax. It applies only to increases above the baseline value for the properties as established on December 31st of the year in which the plan is adopted municipally and provincially.

The expenditures funded by the redirected revenue must have a direct role in fostering redevelopment of the area, and therefore tend to be capital improvements or one-time investments. Since the levy redirects the provincial education into the plan area, this funding mechanism does not require tax revenues from other areas in the municipality to pay for the infrastructure improvement projects for the area that the municipality wishes to rejuvenate. Such municipal improvements often encourage property owners to invest in their properties, resulting in a renewal and revitalization of an existing area.

The Government of Alberta amended the *Municipal Government Act* in 2005 to allow municipalities to adopt Community Revitalization Levy (CRL) for certain geographic areas within its boundaries, and approved five Community Revitalization Levy plans between 2008 and 2013:

- Calgary Rivers District CRL (2008)
- Edmonton Quarters Downtown CRL (2010)
- Edmonton Belvedere CRL (2010)
- Cochrane South-Central CRL (2012)
- Edmonton Capital City Downtown CRL (2013)

Between 2014 and 2022, the Government of Alberta placed a moratorium on CRL approvals, pending review of the financial impacts of the program. On July 4, 2022, the Government of Alberta reintroduced the Community Revitalization Levy program, where:

- The area has significant redevelopment potential, but not had success through other measures; and,
- The combined CRL areas in a municipality represent less than 3% of total land assessment value

In its entirety, a Community Revitalization Levy consists of a provincial regulation endorsed by the Lieutenant Governor in Council, followed by a local bylaw and plan adopted by municipal council for approval by the Minister of Municipal Affairs.

1.2 Authorizing Legislation

Airdrie City Council may pass a Community Revitalization Levy (CRL) Bylaw in accordance with Part 10, Division 4.1 of the *Municipal Government Act*, M-26 R.S.A. 2000 (MGA). The MGA authorizes Council to impose a levy in respect to the increased assessed value of property within a Community Revitalization Levy area to raise revenue that can be used toward the payment of infrastructure and other costs meant to encourage redevelopment in the Community Revitalization Levy Plan area. Adopting a CRL Plan requires approval of a Regulation by the Lieutenant Governor in Council, and subsequent approval of the CRL Plan and Bylaw by the Minister of Municipal Affairs. An approved CRL Plan comes into effect on the start of the year after the Community Revitalization Levy Bylaw was approved by the Minister of Municipal Affairs, but sets the base assessment value for the Plan area on December 31 of the year that it receives Ministerial approval. A CRL Plan remains in force for twenty years, unless otherwise set out in the provincial regulation, or on request to be repealed at an earlier date by the municipality.

The province and the municipality with the CRL work in partnership for the development of the CRL Regulation and Plan. Approved CRL Plans are reviewed after 10 years in keeping with the process described in Section 8.2 of this Plan, and may have extension in term length for mutually agreeable outcomes (see Calgary Rivers CRL extension to 2047).

1.3 CRL Adoption Process

The preparation and adoption of a CRL Bylaw requires considerable communication between municipal and provincial staff to work through the following key steps:

Step 1	A municipality evaluates the financial viability and objectives for a potential CRL area.
Step 2	A municipality advises Municipal Affairs of its intent to establish a CRL area and submit a CRL Bylaw.
Step 3	The municipality and Municipal Affairs work together to establish the regulation for the proposed Community Revitalization Levy Bylaw and Plan area.
Step 4	The Lieutenant Governor in Council establishes the Community Revitalization Levy Regulation for the specified area.
Step 5	Municipal Council approves the CRL Bylaw, thereby sending the CRL Plan to Municipal Affairs for review.
Step 6	Minister of Municipal Affairs grants approval or amendment of the CRL Bylaw prior to decision.

Airdrie City Council endorsed a letter to the Minister of Municipal Affairs on October 5, 2020, advocating for the reopening of the Community Revitalization Levy program and gave third reading to [Our Core Strategy: A Revitalization Plan for Downtown Airdrie](#) on September 6, 2022, including reference to Community Revitalization Levies as a potential financing tool that would complement local redevelopment initiatives. Council endorsed a draft Community Revitalization Levy Bylaw and Plan for submission to Municipal Affairs on August 26, 2022, and a resubmission on September 16, 2022, which set a boundary of ~130 acres and established a value of \$221,741,690 or 1.77% of the taxable properties in Airdrie, 2.01% of all properties, and 2.77% of annual municipal tax revenue:

Category	CRL Area		Entire Municipality		Percentage of municipal value/revenue
	Parcel Count	Total Assessed Value (2022)	Parcel Count	Total Assessed Value (2022)	
All properties (incl. exempt and linear)	335	\$269.925M	30,344	\$13.424B	2.01%
Taxable properties only (incl. linear and DIP) ¹	302	\$221.742M	29,778	\$12.552B	1.77%
Taxable properties only (excl. linear and DIP) ²	300	\$219.485M	29,732	\$12.462B	1.76%
Municipal tax revenue generated	302	\$1,903,966	29,778	\$68,745,474	2.77%

If created, the CRL Regulation would follow the template of requirements of the MGA, requiring municipal council to:

- a) approve a Community Revitalization Levy Area Plan (i.e., this document);
- b) hold a minimum of one public hearing regarding the proposed Community Revitalization Levy Area Plan;
- c) make and keep a record of public hearing(s) on the proposed Community Revitalization Levy Area Plan, and;
- d) make such results available to the public

Once sent to the province, the Lieutenant Governor in Council has the authority to change any aspect of the proposed Regulation, and the Bylaw and Plan for the Community Revitalization Levy can be amended by the Minister of Municipal Affairs. Constant dialogue between the provincial and municipal governments is essential in this regard to ensure that the initiative will be appropriate for both parties.

When the Regulation, Bylaw, and Plan are amended or approved by Lieutenant Governor in Council, then the City of Airdrie can hold a public hearing and provide up to three readings to adopt the CRL Bylaw. The CRL Bylaw only comes into effect once it has received approval from both the municipal council for the subject lands, as well as the Minister of Municipal Affairs.

¹ Grant-in-lieu accounts are not included in the analysis for this category.
² Grant-in-lieu accounts are not included in the analysis for this category.

Section 2: Provincial and Municipal Policy Alignment

2.1 Alignment with the South Saskatchewan Regional Plan (SSRP)

The purpose of the South Saskatchewan Regional Plan (SSRP) is to set the stage for robust growth, vibrant communities, and a healthy environment within the region over the next 50 years. The vision is to see Southern Alberta remain as a diverse, healthy, vibrant, and prosperous region where the natural beauty is managed so that citizens feel connected to the land and its history.

The SSRP has the following desired outcomes:

1. The region's economy is growing and diversified
2. Air quality is managed to support healthy ecosystems and human needs through shared stewardship
3. Biodiversity and ecosystem function are sustained through shared stewardship
4. Watersheds are managed to support healthy ecosystems and human needs through shared stewardship
5. Land is used efficiently to reduce the amount of area that is taken up by permanent or long-term developments associated with the built environment
6. The quality of life of residents is enhanced through increased opportunities for outdoor recreation and the preservation and heritage of the region's unique cultural and natural heritage
7. Aboriginal peoples are included in land use planning
8. Community development needs are anticipated and accommodated

Appendix I of the SSRP contains a list of principles for the efficient use of land described in the plan outcomes. Principle 5 of this list holds that land use planners and decision-makers in the provincial and municipal planning processes should *reclaim and/or convert previously developed lands that are no longer required in a progressive and timely manner*, noting that:

On private lands, the reclamation or conversion of previously developed lands to alternative productive uses often takes the form of redevelopment of brownfields sites, or the adaptive reuse of abandoned buildings. In both cases, lands that are no longer needed for their original use are brought back into productive use, thereby reducing development pressures on undeveloped lands.

Inciting redevelopment within the proposed CRL boundary meets the principles of this provincial integrated land-use framework plan by creating opportunities for redevelopment and adaptive use in areas that are underutilized, and which may have limited contamination or other fiscal constraints to overcome to reach their maximum economic potential.

2.2 Alignment with Intermunicipal Collaborative Framework & Regional Growth Plan | Broader Consultation

The City of Airdrie is a member municipality within the Calgary Metropolitan Regional Board (CMRB). The CMRB adopted a Regional Growth Plan in May 2021 and all Intermunicipal Development Plans (IDPs), Municipal Development Plans (MDPs), Area Redevelopment Plans (ARPs), and Area Structure Plans (ASPs) must be submitted under the Regional Evaluation Framework (REF) and not be appealed successfully by a member municipality.

Airdrie submitted a REF for [Our Core Strategy: A Revitalization Plan for Downtown Airdrie](#), as an ARP for a large portion of the proposed CRL Plan boundary in June 2022. CMRB Administration confirmed approval of the REF submission on August 26, 2022. The ARP on which the redevelopment aspirations and the supporting pieces of infrastructure rely has received regional approval, and City Administration will ensure that the CRL Plan aligns with the Regional Growth Plan.

As a member municipality in the CMRB, Airdrie is exempt from the requirement to establish an Intermunicipal Collaborative Framework (ICF) with the adjacent municipality of Rocky View County (RVC). However, Airdrie City Council and Rocky View Council hold intermunicipal meetings and the proposed CRL Plan will be shared with RVC, if adopted.

Airdrie has begun a path to reconciliation and will ensure broader consultation in keeping with that path and the protocol established provincially to respect and engage Indigenous Peoples.

2.3 Alignment with the AirdrieONE Sustainability Plan

The City of Airdrie adopted an Integrated Community Sustainability Plan (ICSP) in 2012, with 10 pillars to direct us to a more socially, economically, and environmentally sustainable future. Certain goals, objectives, and strategies under these pillars align with the endeavour to create a Community Revitalization Levy for Downtown Airdrie:

Built Environment

- Objective to enhance the environmental sustainability of Airdrie by promoting small growth, less sprawl, and green development.
- Objective to enhance the fiscal sustainability of Airdrie by facilitating a development pattern that uses less infrastructure.
- Success looks like a downtown that is recognizable, compact, and vibrant with a mix of uses; that serves as a key community gathering place, inviting to residents and visitors alike.

Governance

- Achieve success by continually improving opportunities to engage citizens in local government initiatives and decision-making.
- Enhance use of the triple bottom line (social, economic, and environmental) approach to decision-making.
- Research innovative ways of providing growth-related infrastructure and services that are efficient, equitable, and sustainable over the long-term.
- Educate citizens on the “actual” costs of services, infrastructure, and programs.
- Ensure ongoing fiscal stewardship through long-range financial planning, responsible asset management, and budgeting practices.

Encouraging redevelopment in Airdrie’s downtown through a CRL would direct a larger portion of the growth that Airdrie attracts to areas with existing infrastructure. This meets several sustainability goals for the built environment, including a reduction in sprawl and an increase in development value per linear metre of road and pipe infrastructure. The projects proposed to be funded from a CRL would increase community spaces for higher learning, and create placemaking opportunities along Nose Creek and Main Street, making Airdrie’s downtown a more dynamic and attractive environment.

Airdrie believes in a well-engaged citizenry, and Council defined *Increased Civic Engagement* as a strategic priority for this electoral term. Robust public consultation was conducted for the development of [Our Core Strategy: A Revitalization Plan for Downtown Airdrie](#) and is planned for a CRL regulation supported by the province. City Administration will use consulting opportunities with citizens as an opportunity to evidence the value of a CRL as an incremental tax financing tool and to explain the true costs of providing the types of civic amenities desired for the downtown. Ultimately, a CRL completes a partnership arrangement between the province and the municipality that further entrenches our practices of long-term financial planning and responsible asset management.

2.4 Alignment with Airdrie City Plan (Municipal Development Plan)

Council adopted the Airdrie City Plan as the Municipal Development Plan (MDP) for the community in September 2014. The City Plan fully aligns with the preceding AirdrieONE Sustainability Plan, and Chapter 13 shows the alignment with the SSRP. The Airdrie City Plan contains several policies that speak to the focus on redevelopment potential, especially in the downtown area where the CRL is proposed:

2.10 Urban Expansion Land Supply

The City shall ensure the provision of a 10-20 year planned (CASP) land supply in each major land use category to accommodate medium-term growth, while taking active steps to reduce the demand for greenfield land development by encouraging development completion of lands already approved through area structure plans, and by encouraging infill, redevelopment, and more compact urban form.

5.22 City Centre

The City shall promote the downtown as the civic, cultural, entertainment and business centre of the city by:

- a) Ensuring that the provisions of the Land Use Bylaw support the concepts of mixed land use and compact urban form in the downtown;
- b) Considering the effects on the downtown in the evaluation of new developments, commercial policies, and transportation priorities;
- c) Ensuring that City-owned properties reflect development and urban design objectives established for the downtown;
- d) Promoting the downtown as the location of choice for any major arts, culture, and entertainment facilities;
- e) Accommodating innovative projects, including temporary projects and events, designed to animate the downtown and encourage better placemaking;
- f) Accommodating outdoor cafes, food trucks, and other similar uses that create pedestrian activity on the sidewalks and adjoining courtyard areas; and
- g) Taking advantage of external grants and programs that support public investment in downtown improvements.

5.23 Master Planning

The City will create a strong and implementable vision to re-establish Airdrie's downtown as the city's main focal point by developing a new Downtown Plan which includes:

- a) Defining logical spatial boundaries for the downtown which creates a clear identity and a critical mass of activity and investment;
- b) Creating comprehensive site planning goals and guidelines;
- c) Developing guidelines for supporting downtown events, festivals, and markets;
- d) Improving the pedestrian and vehicular links between the downtown and other parts of Airdrie;
- e) Address the management of downtown parking; and
- f) Explore the potential for additional civic and cultural facilities in the downtown.

5.24 Civic Buildings

The City will locate and/or maintain civic buildings in the Downtown to reinforce the function and focus of the downtown centre.

5.25 Mixed-Use Development

The City will encourage strategically located mixed-use residential development in downtown Airdrie that integrates offices, retail establishments, service businesses, residential uses, and institutional uses.

5.27 Enhancing Access

The City will support efforts to protect and improve access to the Downtown by:

- a) Providing for multi-modal access along Main Street;
- b) Providing clear pedestrian linkages to the downtown from surrounding neighbourhoods;
- c) Enhancing access and reducing barriers along the sidewalk and pathway systems; and
- d) Planning for effective transit routes and locating bus stops at key activity and employment areas.

The Airdrie City Plan directs municipal attention to the development of a new plan for the downtown that creates a vibrant, mixed-use centre with a distinct identity. Specific actions in line with the intent of a Community Revitalization Levy include

locating and focusing civic and cultural facilities in the downtown, enhancing access to/destinations within the downtown, and seeking external grants and programs that encourage public investment to the central area.

2.5 Alignment with Our Core Strategy: A Revitalization Plan for Downtown Airdrie

On September 6, 2022, Airdrie City Council gave third reading to [Our Core Strategy: A Revitalization Plan for Downtown Airdrie](#). This is an Area Redevelopment Plan (ARP) drafted in accordance with Section 634 of the *Municipal Government Act*. The ARP is complemented with a series of fiscal incentives for redevelopment, as shown in the table below:

Our Core Strategy pairs with an intention to restrict the use of \$2M from General Operating Reserves to fund the incentives and evidence Council’s support for downtown revitalization.

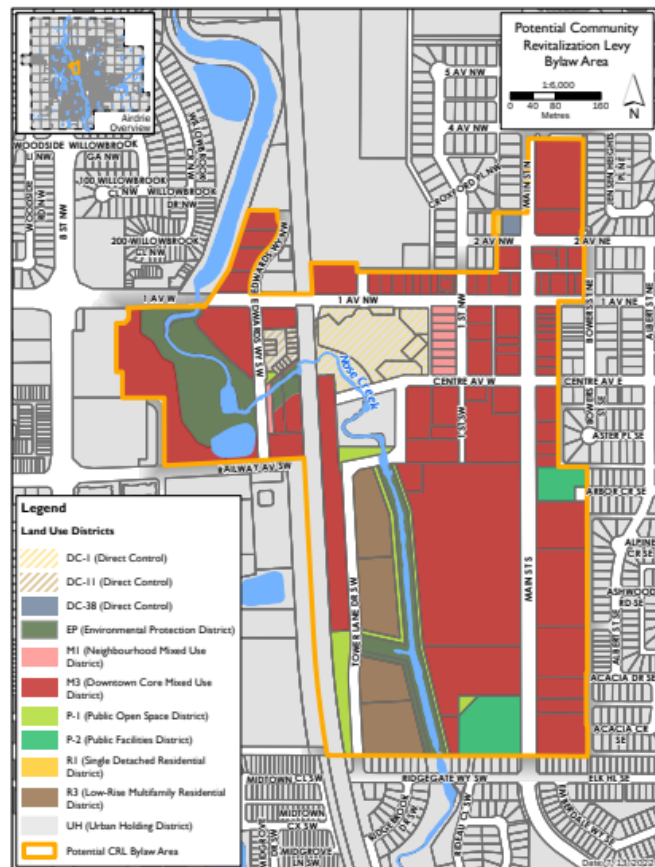
Incentive	Purpose and Description
Resolution 01/2022	<ul style="list-style-type: none"> • Incentivizes construction of onsite parking structures for development with a minimum 2.50 floor area ratio (FAR), by waiving up to 10 years of municipal tax revenue up front.
Resolution 02/2022	<ul style="list-style-type: none"> • Pays for insurance and furniture costs associated with activating public street rights-of-way.
Resolution 03/2022	<ul style="list-style-type: none"> • Provides funds for private site and building placemaking measures, as well as seed money for future business association(s).
Resolution 04/2022	<ul style="list-style-type: none"> • Waives the development and building permit fees for developments that provide a minimum number of rent supplemented housing units.
Resolution 05/2022	<ul style="list-style-type: none"> • Completes a comprehensive Phase 1 Environmental Site Assessment (ESA) for downtown and pays for a Phase 2 ESA where a Development Agreement has been signed.
Resolution 07/2022	<ul style="list-style-type: none"> • Gives CAO discretion to spend on consultants or staff to provide DP decisions in 10 days.

2.6 Current Land Use Districts

The applicable land use districts for the proposed CRL Plan and Bylaw are shown in Figure 1, with the greatest portion falling under the M3 – Downtown Mixed-Use District.

The M3 land use district has the greatest number of permitted land uses in Land Use Bylaw B-01/2016. It has the greatest allowable height at a maximum of 8 storeys and the greatest amount of allowable site coverage (90%). The maximum floor area ratio without variance is 7.2. Properties in this land use district presently have a floor area ratio ranging between 0.25 and 0.8. There are few multiple storey developments in Airdrie’s downtown, but approximately 15 properties in the M3, or other high density land use districts, with great redevelopment potential.

Consultation with landowners in the area and private investors through BILD Calgary Region have indicated that changes in land use districting are not required for redevelopment to occur. Development incentives that increase competitiveness for the area, in line with those identified in Section 2.5, should be sufficient to realize significant development within the CRL Plan area.



2.7 Municipal Historic Resources

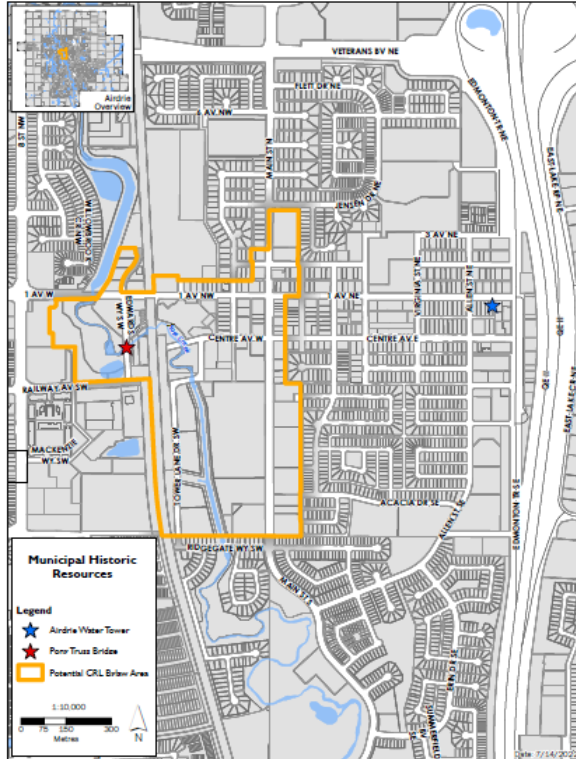
The City of Airdrie has only designated two assets as Municipal Historic Resources (MHR):

- Pony Truss Bridge (2019)
- Airdrie Water Tower (2022)

Per Figure 2, only the Pony Truss Bridge is in the proposed CRL Plan area. In July 2019, it received municipal designation based on the date of its construction (1928); its role in establishing local agricultural commerce; and its emblematic design and construction for bridges from that era.

The Pony Truss Bridge crosses Nose Creek in a north-south direction and connects two cul-de-sacs for pedestrian traffic only. It is otherwise surrounded by designated environmental reserve parcels under the care and control of the municipality. It will not be touched as part of any redevelopment within the proposed CRL area, there will be no pressure to incorporate it as part of private development or civic improvements.

The Airdrie Water Tower was constructed in 1959 and played an instrumental role in establishing services that would see the Village of Airdrie grow from a population of approximately 255 residents prior to its construction, to almost 80,000 at the time of historic designation in 2022. It is located just west of Edmonton Trail (a former alignment for Highway 2) and is not within the proposed CRL Plan area. It falls under a separate Area Redevelopment Plan (The Village ARP, 2007), and outside of the proposed CRL Plan boundary. It will not be subjected to private redevelopment pressure or incorporation as part of other civic improvements.



Section 3: Proposed Community Revitalization Levy Area & Purposes

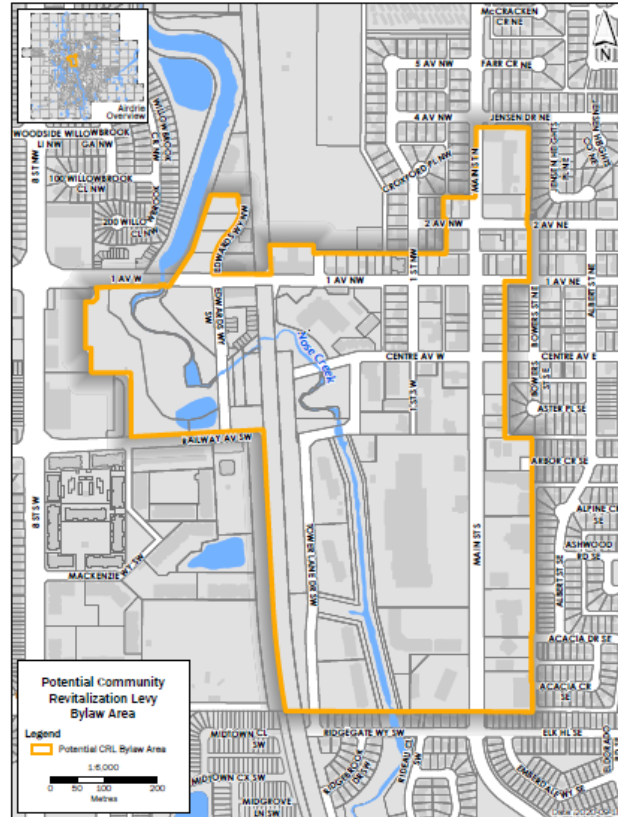
3.1 Proposed Community Revitalization Levy Area

The lands proposed to be part of the Community Revitalization Levy Plan area may be described in accordance with the map shown in Figure 3.

The total lands comprising the CRL Plan area amounts to 52.68 hectares (130.18 acres), including road allowances and portions of the CRL rail line. The approximate gross development land outside of road allowances and rail line rights-of-way is approximately 43.3ha (107 ac.). In the case of a discrepancy with respect to the delineation of the CRL Plan area boundary, the legal description of the boundary found in the CRL Regulation shall apply.

3.2 Barriers to Redevelopment

The lands within the proposed CRL Plan boundary have experienced soil contamination from previous land uses, such as automotive wreckers, gas stations, and industrial laundry services. Local financial professionals have identified the absence of concrete information about the location and extent of such contamination as a barrier to investment for redevelopment from an area that has strong economic growth factors, municipal support, and servicing capacity to experience redevelopment presently, and in the future.



Significant portions of Downtown Airdrie within the proposed CRL boundary have also suffered from challenging land economics relative to greenfield development lands. Airdrie's Downtown has a unique combination of suburban style commercial properties with relatively new building stock and individually owned, smaller parcels with varying degrees of vacancy, contamination, underutilization, or aging building stock. The size of many parcels in the core area along Main Street between Centre AV and First AV is less than one acre, making construction per square metre more expensive than other parts of the downtown and greenfield areas. The local development industry, represented by BILD Calgary Region, identified this during the development of the updated ARP for Downtown, referred to as: [Our Core Strategy: A Revitalization Plan for Downtown Airdrie](#). Accordingly, many of the development incentives that the City of Airdrie intends to pair with a CRL Plan are targeted at making high-density redevelopment project on smaller parcels fiscally viable (see Section 2.5).

Compounding the difficulties of redeveloping small parcels is the uneven distribution of parking within the proposed CRL Plan boundary. Airdrie commissioned Stantec to complete a parking study for Downtown Airdrie in 2018. This identified approximately 2,700 on-site and off-site parking stalls within the Downtown ARP ([Our Core Strategy](#)) area, which reflects about 90% of the CRL Plan area. The following points reflect the distribution and use of the 2,700 parking stalls available:

- Approximately 90% of the parking stalls are on private property
- Less than 10% of on-site and on-street parking stalls are in the core area with best redevelopment potential

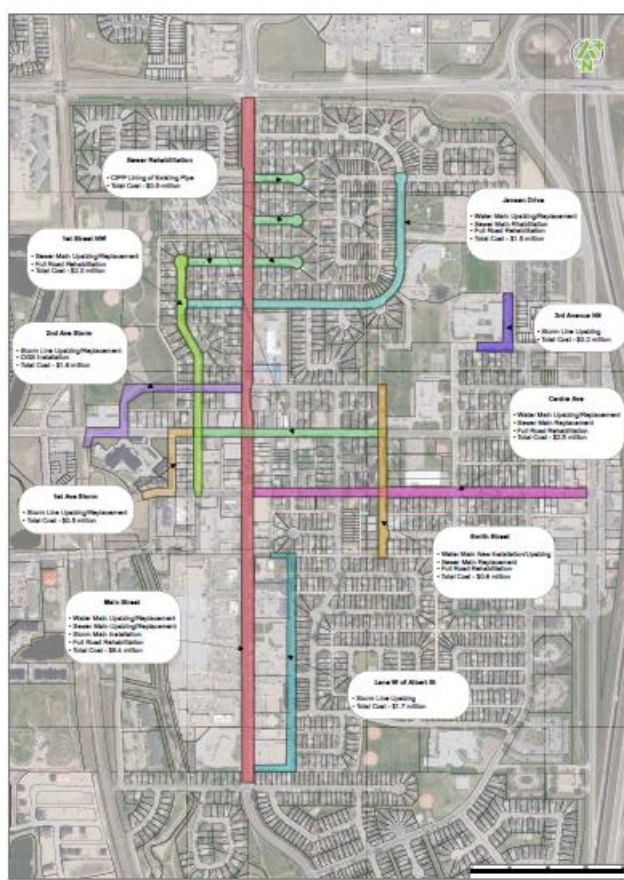
The use rate for all parking stalls in the downtown ranges between 47% to 53%. However, there is typically >85% usage of the on-street and on-site parking stalls in the core area during business hours. The imbalance of the location and use of parking stalls leads to the conclusion that strategically located municipal parking structures may provide incentive for redevelopment by allowing private property owners to leverage new parking capacity and increase yield from their respective sites.

3.3 Previous Efforts to Accelerate Redevelopment

Airdrie City Council adopted an Area Redevelopment Plan (ARP) for Downtown Airdrie in 1999. The plan identified geographic character areas and civic improvements to incite redevelopment to those specific areas. The City of Airdrie made investments in street lighting, furniture, and boulevard materials on Main Street, Centre Avenue, and First Avenue to attract public activity and patrons to businesses and future developments.

In 2003, Airdrie City Council invested in the relocation of the municipal building within the downtown, refurbishing a failed grocery store to house municipal staff and the civic library. The municipality financed this capital investment by purchasing adjacent land parcels and developing an arms-length corporation to collect rent from retail tenants.

In 2005, Airdrie City Council adopted a new Land Use Bylaw with regulations to enforce policy from the 1999 Downtown ARP to retain at least one branch of any financial institution in the downtown. Data pulled in 2017 indicated that this had retained approximately 90 full-time professional positions and 70 part-time professional positions. However, this has not made a substantive difference in retail spending, and the vacancy rates remain higher in the downtown than other commercial areas in Airdrie.



Airdrie also began offering municipal transit in 2005, with fixed local routes traversing the downtown area along Main Street. This provided an additional mode of transportation for residents, and increased access for the labour force required to serve the businesses in the area.

Airdrie has never charged off-site (i.e., redevelopment levies) for development within the greater downtown area. City Council reinforced this fiscal incentive for downtown redevelopment when they adopted the most recent off-site levy bylaw in April 2019. The same principles are being applied to the geographic boundary of the ARP in [Our Core Strategy](#), which occupies much of the proposed CRL Plan area.

The City of Airdrie made investments in water and wastewater servicing as part of lifecycling projects from 2019-2021, as shown in the figure to the right. This increases the servicing capacity for the area, allowing up to 5,300 new residents or 8,880 new jobs.

These previous attempts have yielded some incremental improvements to downtown properties and assessment values. However, Council and Administration believe that the combination of development incentives (see Section 2.5) and the infrastructure that can be financed from redirected municipal and provincial revenues from the proposed CRL area (see Section 4.1 and Section 4.2) will result in substantially more development than these previous efforts.

3.4 Evidence of Stagnant Development Pressure and Value in Proposed CRL Plan Area

Ideally, a downtown area should attain the highest rents, possess the lowest vacancy, and achieve the highest density within a city. The most desirable office and retail spaces should be downtown, which will attract high quality tenants. Current lease data, and historical trends, indicate lease rates in downtown Airdrie are approximately 20% to 25% lower than other commercial developments within the city. Downtown Airdrie has also experienced higher turnover and higher vacancy rates when compared to other areas.

The 2021 median lease rate for downtown is currently \$23psf and the 2021 median assessment is \$272psf. A significant number of downtown tenants are only paying \$10psf. Several downtown properties are exempt from paying property tax as there are nonprofits and churches occupying these spaces. Lease rates for these properties remain low, contributing to lower density and less desirable spaces. Having these spaces redeveloped into higher quality office or retail spaces which would capture the land value potential and likely raise all adjacent values.

The stagnation associated with the proliferation of tax-exempt properties has other, far-reaching impacts. Residential values near downtown are declining due to the lack of investment in some private properties and the large number of tax-exempt properties. Meanwhile, values in other residential communities continue to increase annually.

Current lease data demonstrates that rates are higher in suburban commercial centres away from the downtown core. For example, Coopers Crossing is a suburban commercial development on the outskirts of the city. The 2021 median lease rate for this suburban shopping complex is \$30psf and the 2021 median assessment is \$380psf. Creekside Crossing is another commercial complex toward the southeastern edge of the City boundary, and the 2021 median lease rate is \$24psf. The 2021 median assessment for this area is \$337psf. Both achieve consistently better lease rates, lower vacancies, and higher overall values than downtown.

However, Downtown Airdrie has strong potential for new and desirable properties. All major infrastructure is already in place (see Section 3.5) that would allow for private investment to capitalize on an underdeveloped area that does not have redevelopment levies (see Section 3.3), and which has recently adopted development incentives (see Section 2.5).

3.5 Community Revitalization Levy Boundary Rationale

The CRL Plan area has been defined to incorporate the lands where support for public infrastructure projects combined with development incentives to leverage private investment will allow up to 21 properties to achieve maximum potential.

In particular, the proposed CRL area has servicing, traffic, and parking capacity for redevelopment and dramatic increases in property values. The City of Airdrie commissioned CIMA+ to complete a Downtown Servicing Study in 2018, identifying opportunities to improve the water, wastewater, and stormwater systems servicing Downtown Airdrie (see figure above). Between 2018 and 2022, the City of Airdrie spent \$9M to lifecycle the pipes in this area and a further \$3M to alleviate capacity constraints and achieve servicing capacity equivalent to 5,300 new residents or 8,880 new jobs in the greater Downtown Area. This provides an ideal circumstance in which to adopt a CRL, as there is certainty of servicing capacity for even the highest redevelopment scenario.

The CRL boundary proposed in this plan outlines the portion of Airdrie that:

- Has clear servicing capacity for redevelopment;
- Has the greatest redevelopment challenges, despite previous municipal efforts to attract investment; and,
- Has enough potential property value increase to pay for the infrastructure deemed necessary to attract private investment to the area in the first place.

The boundary incorporates all lands found within [Our Core Strategy: A Revitalization Plan for Downtown Airdrie](#), and the lands for a partially completed commercial centre and office park to the west of downtown. The boundary proposed for the CRL has been influenced by the need to produce sufficient income to pay for the desired infrastructure improvement projects as well as the debt interest that may be required to finance them. The proposed boundary provides enough income to meet these financial obligations, even in the most conservative property value increase and municipal growth scenarios (see Section 5.1). Overall, the boundary also represents a balance between the City's annual operating budget needs and the opportunity to raise funds for specific capital investments in the CRL area.

On reintroduction of the Community Revitalization Levy program, the Government of Alberta stipulated that the combined areas falling under a CRL regulation in a community cannot exceed 3% of the total property tax assessment base. The proposed CRL area in Airdrie represents just 2.01% of the total tax assessment base and just 2.77% of the total municipal tax revenue received from assessment, per the table found in Section 1.3. These are both under the provincial requirement and strike an appropriate balance between creating revenue and retaining municipal financial sustainability over the course of the CRL, as well as financing and constructing the public infrastructure projects within the area.

3.6 Purposes and Benefits of Proposed Community Revitalization Levy

The goal of the proposed Community Revitalization Levy Area Plan is to use the unique funding opportunity provided by the province to build on the municipal efforts to attract private investment and accelerate the rate of redevelopment in Airdrie's Downtown.

It is anticipated that funding the public improvement projects proposed in this plan will complement the planning policies and financial incentives proposed as part of and [Our Core Strategy: A Revitalization Plan for Downtown Airdrie](#) and make its vision that '*Downtown Airdrie is the place that people love*' a reality.

Accordingly, the purposes for this funding mechanism are to fund the following public improvement projects³ that can best achieve this vision (see Section 4.2 for estimated spending):

- a) comprehensive environmental site assessment to determine the extent of any soil contamination or other hindrances to redevelopment;
- b) municipal financial assistance or action to address contaminated areas;
- c) space for community and education uses in the new, planned Downtown Library and Multi-Use Centre that strengthen a growing knowledge-based economy;
- d) construction of municipal parking structures in strategic locations to leverage private redevelopment;
- e) integration of the environmental amenity of Nose Creek as part of placemaking and public gathering efforts within the downtown; and,
- f) beautification and evaluation of Main Street within the downtown core to achieve the desired combination of economic supports (i.e., on-street parking) and amenity supports (i.e., temporary event closures, plaza spaces).

Comprehensive environmental site assessment is an action identified for incentivization in [Our Core Strategy](#) (see Section 2.5) and noted as a barrier to redevelopment in Section 3.2. Funding for environmental investigation and/or clean-up, as required, will do a lot to add certainty for private investment in redevelopment projects. The remediation costs required to allow for redevelopment on key sites within the CRL Plan area will be determined based on an environmental site assessment, estimated at \$0.2M.

Airdrie has had a historic issue in retaining the 18-30 age demographic, and enhancements to community and education spaces in the new Library and Multi-Use Centre could be an important first step in retaining our youth, their entrepreneurial spirit, and for establishing a stronger knowledge-based economy that will support future office spaces/tenants downtown.

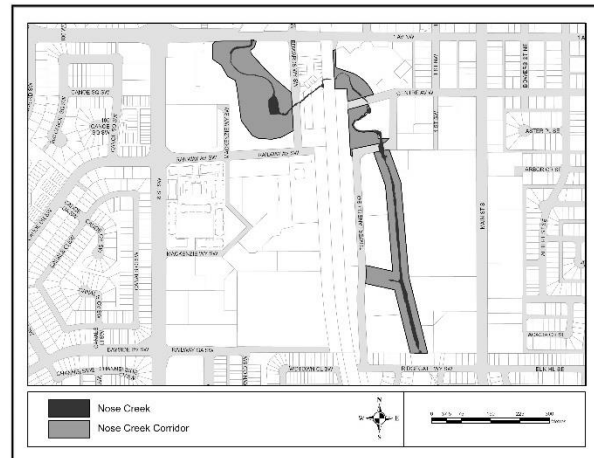
Nose Creek is an important tributary for lands north of Calgary into the Bow River, the drinking water source for millions of Albertans. Airdrie City Council approved \$1.4M as part of the 2022 Capital Budget to improve the quality of this natural amenity that runs along the west side of downtown by:

- Installing oil-grit separators in the East Lake Industrial Area flowing into Nose Creek;
- Removing cattails and other noxious weeds from the riparian edges; and,
- Replacing and upgrading pedestrian bridges in Nose Creek Park, just to the south of Downtown

City Administration has presented Council with a Land Use Bylaw amendment in concert with [Our Core Strategy](#) that would remove waste enclosures, utilities, and fences, when private development occurs adjacent to the Nose Creek corridor (see figure on the next page).

³ Public and stakeholder consultation may further refine this list, as well as the projected spending found in Section 4.2.

Public visioning exercises and design charrettes held in the process of creating [Our Core Strategy](#) confirmed the desire of the public to improve the relationship between the creek and private development, with a particular focus on recreation and public gathering opportunities. Finding means to bring additional life to the Nose Creek corridor through proposed infrastructure improvements (see Section 4.1) will reinforce the financial commitment of Council to improve the quality of the environment and the water for this important regional tributary while improving local placemaking and quality of life.



Municipal land purchases and/or construction parking structures in strategic locations could address the central issue for redevelopment of smaller parcels in the core downtown area. Using CRL revenue for these purposes could instigate private investment on adjacent properties.

Main Street bisects Downtown Airdrie in a north-south direction and is currently an undivided four-lane road that carries an average of 12,000 vehicles per day along this key 1,100m stretch. Review of Airdrie's [Transportation Master Plan: 140K](#) by Stantec confirmed that Main Street is not an integral part of the overall arterial road system required to move traffic throughout Airdrie to a population of 140,000 and beyond. Traffic growth on this road is not as likely to increase in proportion with the overall population. This provides a variety of options for the design of Main Street overall, especially between Centre AV and First AV. As part of the development of [Our Core Strategy](#), the public cited a desire to consider other ways of moving people and cars along this corridor. Land use planning consultants, BAPG, prepared a series of possible designs showing how this thoroughfare could look by placing the focus on either additional parking or additional public amenity spaces in the same block (see figures on previous page). In conjunction with [Our Core Strategy](#), Council reviewed Resolution 06/2022, which resolved to undertake stakeholder and public consultation on potential designs.



The design for this section of Main Street has not yet been decided, but ISL Engineering has provided preliminary estimates that place the potential redesigns at \$2.4M – \$3.4M, subject to the final decision. Overall, there is 40,000ft² of municipal right-of-way in this corridor that can be leveraged for other purposes, such as additional parking or temporary plaza spaces, that may offset the cost of parking on private sites and/or creating areas for public gathering.

Changing the design of this key block in either direction will leverage the full value of the asset in support of redevelopment by either reducing the number of on-site private parking stalls required for potential redevelopment projects, or supporting retail/other redevelopment tenants by introducing animated spaces and support for alternate forms of transportation

(walking, cycling) to this core area. Economic studies have shown that spending increases when potential purchasers are able to access businesses in means other than private vehicles. However, Airdrie may prioritize the municipal parkade construction in strategic locations within the downtown (see above), based on the timing of CRL revenues and the anticipated return on such an investment. Costs for this type of infrastructure would need to be determined.

Should Airdrie receive revenues from the CRL Plan in keeping with the high scenario, then the funds would likely be directed to the list of ancillary items provided in Appendix B.

Section 4: Proposed Public Infrastructure Projects

4.1 Description of Proposed Public Infrastructure Projects to Incite Redevelopment

Direct financial assistance to address challenges with the economics of land development on smaller parcels in Airdrie's Downtown have been addressed primarily as part of [Our Core Strategy](#). However, improvements to amenity, activity, and socio-economic retention require assistance that goes beyond municipal abilities in many cases. The funds from the CRL are proposed to be used in the following ways:

1. Undertaking a comprehensive environmental site assessment of the downtown area.
2. Evaluating and potentially initiating soil contamination clean-up, in partnership with motivated landowners.
3. Constructing portions of the future Library and Multi-Use Centre, with a focus on complementing education and creating a knowledge-based economy.
4. Construction of municipal parking structures in strategic locations
5. Constructing pathways, outdoor exercise equipment, plaza spaces, and bridge viewpoints along Nose Creek; with tie-in points to the outdoor amenity construction with the amenity spaces at the library and multi-use centre.
6. Evaluating opportunities to add municipal parking structures and undertaking a public process to redesign and construct Main ST between Centre AV and First AV to reflect the needs for economic supports (i.e., increased parking) and social supports (i.e., increased amenity spaces), as may be outlined by the community and stakeholders.

4.2 Estimated Cost and Timing of Proposed Public Infrastructure Projects

The City of Airdrie has estimated the total cost of the projects proposed in Section 4.1 in accordance with the following table⁴:

No.	Project Name	Cost Estimate Range (2022 \$)	Proposed Project Commencement
1	Environmental Site Assessment(s)	\$0.2	2023
2	Environmental Remediation Work	TBD, as CRL revenues allow	TBD (est. 2023-2028)
3	Library and Multi-Use Amenity Space	\$5.4M	2025
4	Municipal Parking Structures	TBD, as CRL revenues allow	TBD (est. 2023-2028)
5	Nose Creek Pathways/Amenity Spaces	\$1.4M	2028
6	Public Parking and Main ST Redesign	\$3.4M	2033 ⁵

The list of projects above is provided in relative order of priority and with known estimates, as available at the time of CRL Plan development. Cost estimates and prioritization are subject to refinement based on the public consultation process and public hearing requirements to be outlined in the CRL Regulation.

The value of the proposed projects with known estimates is \$10.4M, which may exceed the anticipated revenue from the CRL Regulation by \$0.2M in the low redevelopment scenario. All other scenarios provide at least this amount of revenue during the term of the CRL Plan and Regulation, allowing Airdrie to consider items in Appendix B in collaboration with the Province via annual reviews of redevelopment, and revenue collection.

⁴ Includes cost contingencies and escalations for Projects 1 and 2.

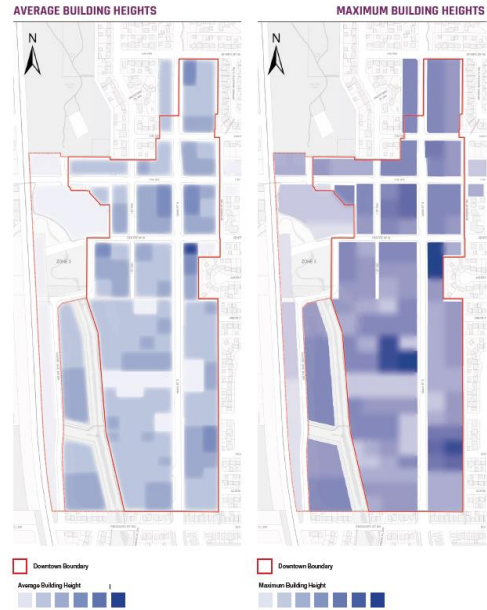
⁵ Based on public and stakeholder consultation, and as CRL revenues permit.

Section 5: Anticipated Redevelopment

5.1 Description of the Anticipated Redevelopment

The land use districts for the properties within the proposed CRL Plan area allow for a very high degree of density, up to 8-storeys in height in the M3 district (see Section 2.6). Public input from design charrettes held during the development of [Our Core Strategy](#) indicated a general acceptance of significant increases in development height, especially along Main Street, and generally throughout the M3 land use district area; except along interface boundaries with single-detached residential land uses (see adjacent figure). The proposed CRL Plan area also contains three Direct Control land use districts, of which two remain vacant (DC-1 and DC-48), with defined redevelopment potential of 3 storeys and 2 storeys, respectively. The latter has Development Permit approval from Airdrie City Council.

Residents provided their vision for redevelopment in Airdrie's downtown as part of visioning exercises, and then graphically as part of design charrettes. Administration selected Shugarman Architecture & Design Inc. to create renderings of the ultimate state of redevelopment in Airdrie's downtown. The drawings shown generally parallel the type and amount of development that is anticipated from this area in the next 20 years, by virtue of development incentives and financial tools like a CRL.



Participants from the downtown visioning exercise that underpinned [Our Core Strategy](#) identified several properties with significant redevelopment potential, and Administration determined there to be as many as 21 properties with redevelopment potential based on vacancy, underutilization, and/or aging building stock.

5.2 Redevelopment Scenarios

City Administration commissioned IBI Group to complete a Financial Impact Assessment (FIA) for redevelopment scenarios for the [Our Core Strategy](#) plan area, which forms a subset of the proposed CRL Plan area. The table below shows the low, medium, and high redevelopment scenarios within the proposed CRL Plan area:

Low Redevelopment Scenario (Proposed CRL Boundary)	Medium Redevelopment Scenario (Proposed CRL Boundary)	High Redevelopment Scenario (Proposed CRL Boundary)
<ul style="list-style-type: none"> • 7 properties • 17.46 acres of redevelopment • 985 new residents and jobs • \$58.0M assessment value increase • \$10.2M CRL revenue; \$3.0M province 	<ul style="list-style-type: none"> • 12 properties • 34.62 acres of redevelopment • 2,170 new residents and jobs • \$115.7M assessment value increase • \$18.3M CRL revenue; \$5.3M province 	<ul style="list-style-type: none"> • 21 properties • 41.80 acres of redevelopment • 2,460 new residents and jobs • \$215.3M new assessment value • \$25.6M CRL revenue; \$7.6M province

The low scenario projection assumes development of five vacant parcels within the CRL Plan boundary and two parcels with only single-storey development. Three of the five vacant parcels are in the western portion of the CRL Plan area, for which new single- and two-storey commercial and office developments are anticipated between 2028 and 2037. The low scenario assumes that development incentives will instigate development of the other vacant parcels in the downtown core in 2024 and 2026 respectively, as three-storey and six-storey retail, office and/or mixed-use buildings. It is assumed that one parcel with an existing single-storey development will be replaced with a multi-storey development and that the other parcel with existing development (shopping centre) will have additional commercial retail unit construction.

Overall, this scenario assumes at least 281,300ft² of combined non-residential and residential development.

The medium scenario assumes development of six vacant parcels and one largely vacant parcel that has small Quonset buildings only. The medium scenario assumes that five parcels with existing development will be fully redeveloped, or have substantial development increases. Timelines for the development of vacant parcels in the western portion of the CRL Plan area are advanced slightly. Vacant and partly vacant parcels not contemplated in the low scenario come online circa 2030.

By 2042, this scenario assumes at least 408,600ft² of combined non-residential and residential development.

The high scenario assumes development or redevelopment of all 21 parcels identified within the CRL Plan boundary that can obtain substantial redevelopment via the infrastructure financed by CRL revenue and the development incentives adopted in conjunction with [Our Core Strategy](#). Redevelopment timelines start in 2026, but maintain momentum through to 2037.

By 2042, this scenario assumes at least 650,400ft² of combined non-residential and residential development.

5.3 Existing Property Values and Estimation Factors for Anticipated Redevelopment Value

A list of legal addresses, roll numbers, and assessment values for the properties within the proposed CRL Plan area can be found under separate cover to this CRL Plan. Property values range from \$3,000 to \$39.2M, depending on the nature and size of the parcel, as well as the nature and intensity of site improvements. By virtue of its central location, Downtown contains a high proportion of civic and institutional properties that are tax exempt. It is anticipated that the increasing development pressure from supportive development policies and the adoption of the CRL Plan will cause some of the tax-exempt parcels to be partly or fully redeveloped as taxable parcels.

Regardless of tax exemption status, land assessment values used in this analysis have assumed an annually compounding land value escalation rate of 1.5%, based on the five-year historic market rates for the asset classes and land use types anticipated within the CRL Plan Area. The analysis has used an annual mill rate increase of 3%, based on the average increases between 2018 and 2020; recognizing the hold on mill rate increases made by many municipalities, including Airdrie, during the pandemic.

5.4 Breakdown of Incremental CRL Revenue Collection

Reporting and review of CRL revenue collection from redevelopment in approved plan areas is an important component of the updated submission guidelines. This helps to determine if redevelopment trends remain in keeping with municipal projections and provides a good guidepost for taking on more borrowing to finance the next item in the infrastructure project list (see Section 4.2). The table below provides the anticipated, cumulative municipal and provincial CRL revenues:

Interval (Year)	Low Scenario		Medium Scenario		High Scenario	
	Municipal	Provincial	Municipal	Provincial	Municipal	Provincial
5-Year (2027)	\$752,269	\$325,682	\$882,991	\$375,504	\$645,515	\$297,008
10-Year (2032)	\$2,598,701	\$1,107,668	\$3,351,514	\$1,413,495	\$4,839,850	\$2,019,202
15-Year (2037)	\$4,811,826	\$2,029,412	\$8,111,602	\$3,353,234	\$10,997,551	\$4,600,571
20-Year (2042)	\$7,180,544	\$3,010,458	\$12,941,779	\$5,319,686	\$17,990,348	\$7,553,519

5.5 Evaluating Risks Against CRL Revenue Collection

Financial risks associated with the adoption of a CRL Regulation and Plan have been mitigated by the anticipated financing structure found in Section 7.1 for the projects listed in Section 4.2 and the supplementary projects listed in Appendix B. Largely, Airdrie will start by financing environmental investigative work through operating reserves, or early CRL revenue, to leverage private investment within the CRL Plan area. Borrowing will only occur where investing in the specific public infrastructure project is likely to incite more redevelopment within the plan area. Projects that are anticipated to be debt-financed have been incorporated into the municipality's 10-Year Capital Plan.

Economic risks associated with reduction in property values appear to be minimal, given the below-average lease rates and property values associated with this stagnating commercial and civic node (see Section 3.4). There appears to be little room for further downward pressure and no massive borrowing anticipated prior to significant private investment in the area. In keeping with the reinstatement of this program, the proposed CRL Plan area represents only 2.01% of taxable value and 2.77% of municipal tax revenue.

Social risks may present themselves as private investment increases the anticipated property values and lease rates. Some land uses and users may be pushed out of the geographic area, depending on the success of the policies in [Our Core Strategy](#) and the implementation of the CRL Plan. Specifically, some tax-exempt properties (i.e., religious institutions) may experience pressure to dispose of their land assets for operational cash. This may be welcomed by some entities, and shunned by others. The municipality will continue to monitor upward pressures and displacements, engaging the Economic Development Department as required to assist in rebalancing and relocating businesses and entities that may be displaced by accelerated redevelopment within the CRL Plan area.

Finally, there are a limited number of residential units within the CRL Plan area (population of 432, per the 2019 Municipal Census). However, many of these units are on the lower end of market rates and serve an important segment of Airdrie's residents and labour force. Incentives included in [Our Core Strategy](#) eliminate regulatory fees for developments with below-market housing units. The municipality will have to evaluate the need for any other incentives to assist with displacements in low end market, and/or social housing options within the CRL Plan area throughout the life of the Regulation.

Section 6: Public Participation on CRL Plan and Bylaw

6.1 Proposed Methods of Public Participation

The City of Airdrie follows the IAP2 classification methods for garnering public participation. Airdrie will engage in methods to *Inform*, *Consult*, and *Involve* the public through information packages and a public hearing conducted in accordance with Section 606 of the MGA.

The CRL regulation sets out the public hearing requirements for the City of Airdrie and these will be followed completely to ensure appropriate inclusion of public and stakeholder concerns.

Section 7: Comprehensive Financial Risk and Impact Analysis

7.1 Intended Means to Finance Public Infrastructure Projects

Revenues from the CRL regulation will be used as the first means to finance the projects outlined in Section 4.2, unless otherwise noted. Where the cost of the project exceeds the revenue gained from the redirected revenues at the time of commencing the public infrastructure project, the City will undertake debt financing. The City of Airdrie maintains a debt financing policy that holds the municipality to a tighter borrowing limit than that permitted by the MGA. Presently, the City is at 34% of the provincially mandated debt limit and well within our self-imposed debt limit, which sets a higher standard.

Airdrie intended to complete the comprehensive environmental site assessment cited as Project 1 through reserve funds. However, this may be an initial project that can be completed through revenues from the CRL, and it would set the stage for other public infrastructure noted in Section 4.2 and provide much more certainty for private reinvestment in the area.

The infrastructure associated with Project 3 found in Section 4.2 has been considered in conjunction with the 10-Year Capital Project Plan. The City has prepared for debt financing relating to the proposed Library and Multi-Use Centre, and will not approach debt limits to achieve these projects. Revenue from the CRL Regulation will assist in timely delivery of the project and the associated benefits of expanding community and education facilities.

Projects 5 and 6 are deferred to correlate with the anticipated redevelopment in the downtown, and the call to have more amenity spaces along Nose Creek and varying supports for Main Street between First AV and Centre AV. Again, revenue from the CRL available at the time of starting the respective will be used first. However, debt financing will be reviewed to fund the remainder, with repayment of principal and interest coming from the CRL revenues between the time of borrowing for the project and the conclusion of the CRL Regulation, circa December 31, 2042.

The costs of soil remediation listed as Project 2 in the table in Section 4.2 are undetermined and are anticipated to be funded by revenues above the \$10.4M threshold noted in the Low Redevelopment Scenario. The costs for municipal parking structures have not been estimated, and may also be constructed only where revenues exceed those anticipated from the Low Redevelopment Scenario. However, Airdrie will collaborate with the province if either Project 2 or Project 4 need to be advanced to properly entice redevelopment and create the additional CRL revenue on which the projects listed in Section 4.2 rely.

Where borrowing is anticipated, Airdrie assumes that interest rates from the Government of Alberta (GOA) will be used. Airdrie frequently amortizes debt over a maximum term, but this would be evaluated on a project-by-project basis. The following describes the borrowing costs for Project 3, using the current 10 Year term rates⁶ from the GOA:

Principle	\$5,400,000
Interest	\$1,449,603
Total	\$6,449,603

7.2 Analysis of Annual Operating Budget Impacts from Redirecting CRL Area Revenue

Administration has reviewed the amount of tax assessment annual revenue that will be directed from general operating uses to the specific application for the public infrastructure projects described in Section 4.1. The annual income amount that will be directed toward the projects within the CRL Plan area is just 2.01% of those from land assessment for the entire municipality, and only 2.77% of the municipal tax revenue generated annually.

The direction of the portion of annual tax revenue from this area to projects contemplated in conjunction within the 10-Year Capital Plan and the publicly supported Downtown ARP ([Our Core Strategy](#)) will not overly burden the purposes and intents required from the general revenue required to operate the municipality annually.

⁶ See Appendix C for current borrowing rate details.

Section 8: Implementation and Monitoring

8.1 CRL Regulation and Plan Review Process

Section 1.3 of this Plan describes the process to develop the regulation for a CRL Plan. Once developed, the CRL regulation will describe the public hearing requirements, the length of approved term, and annual reporting requirements. It will entrench the relationship between the redirected revenues and the infrastructure that will accelerate redevelopment.

8.2 Annual Reporting Requirements

Once the CRL levy is in place, a municipality must report to the Province on an annual basis. Information reported to the Province will include assessment, economic, and any other information related to the objectives of the community revitalization plan. Upon approval of the CRL levy bylaw, Municipal Affairs will provide the municipality with the reporting template that sets out the information required to be reported to the Province. The report will include the following information:

- Annual and cumulative revenue associated with the CRL. Actual revenues should be presented in contrast to forecast revenues included in the CRL plan and provide reasons for any variances. Revenue reporting will include but is not limited to:
 - municipal property tax portion;
 - education property tax portion; and
 - other revenue sources by type such as interest, levies, fees, and rentals.
- Annual and cumulative costs incurred. Actual costs should be presented in contrast to forecast costs included in the CRL plan and provide reasons for any variances. Cost reporting to the Province should be based on costs in the original CRL plan. If reporting after the ten-year review, then reporting will be based on costs in the ten-year review plan.
- Aggregate assessment data of properties in the CRL broken down into the following categories:
 - original baseline assessment;
 - current year assessment, including:
 - changes from the original baseline assessment or tax status changes; and
 - An example of a decrease in baseline assessment would be where existing properties are demolished for redevelopment and the value of the empty lots are at a lower assessment value, or year over year assessment of existing properties drop due to economic conditions.
 - An example of a change in tax status would be a taxable property sold or leased to a non-profit organization that is exempt from property tax; and
 - incremental assessed value.

Depending on the community revitalization plan, additional reporting relating to socio-economic circumstances the CRL is expected to address may be required. This data could include items such as change in rates of crime, homelessness, and number of affordable housing units, and demographic information such as levels of income, education, and unemployment.

The Province will review and analyze the annual reporting data against the estimates that were detailed in the CRL Plan.

Reporting this information to the Province on an annual basis will benefit the municipality, the CRL program, and the Province in several ways including:

- allowing for comparison of similar CRLs and the Province as a whole to determine trends;
- providing evidence of successes and lessons learned for the CRL program;
- demonstrating the value of provincial and municipal investment in the CRL program;
- assisting the Province in evaluating current CRL and future CRL project plans;
- serving as an early indicator of potential issues, which could trigger a more in-depth review; and
- providing a source of data for the ten-year CRL review.

8.3 CRL Regulation and Plan Amendment Process

The development of a CRL Regulation and CRL Plan is designed to be a collaborative process between the municipality and the Province. Guidelines for the CRL Program indicate that if variances have been identified when compared to the agreed plan, there may need to be some adjustments to the plan or projects. The municipality and the Province will work together to ensure the CRL plan continues to be viable throughout the life of the CRL Regulation and Plan. Prior to the reintroduction of the CRL Program in July 2022, the Government of Alberta announced that the Minister of Municipal Affairs is empowered to approve amendments to adopted CRL Regulations and Plans.

8.4 Ten-Year Review of CRL Regulation and Plan

A review of each CRL regulation is undertaken at every ten-year point throughout the life of a CRL. During this review, the Province and municipality work together to ensure the ongoing relevance of the CRL to the province and municipality. If the CRL remains relevant, approval to extend the regulation will be granted for another 10-year term.

Progress at the 10-year review point is measured against the adopted community revitalization plan, with rationale for variances. Actual areas of examination will depend on what was in the approved community revitalization plan.

8.5 Length of Term and Dissolution Process

Per the guidelines published by the Province with the reintroduction of the CRL program, the conclusion of a CRL typically will take place:

- At the end of the period set in the regulation;
- On the date that all borrowings associated with the CRL Plan are repaid/recovered from the CRL revenues; or,
- At an earlier date specified by the Lieutenant Governor in Council

Unless otherwise stated in the CRL Regulation for Airdrie, it is assumed that the CRL regulation will have a 20-year term and expire on December 31, 2042. However, the guidelines recognize that the eligible timeframe for a CRL Plan may be extended to a maximum of 40 years under exceptional circumstances. The municipality and the province can reevaluate the term as part of the review and amendment processes listed in Section 8.3 and Section 8.4, respectively.

At the conclusion of the CRL, the following must occur:

- The municipality will be required to revert to the usual liability codes for the properties in the CRL area. These properties will now be included in the equalized assessment and subject to requisitions.
- The municipality will have repaid all debentures associated with the CRL plan by the end of the CRL term, or have a plan in place to repay any remaining debentures from other revenue sources.
- The municipality will provide a final report to the Province on the outcomes of the CRL. This will include estimates in the plan compared to actuals, measurable benefits to the municipality and Province, and lessons learned through the course of the CRL.

The conclusion of the CRL is marked when the above steps have been achieved. More importantly, this will mean the objectives of the CRL program will have been met, which will include the many benefits realized in the municipality and the Province that would not have been accomplished without the CRL. Benefits will vary; however, the conclusion of a CRL is expected to result in a larger tax base to fund municipal services and the K-12 education system across Alberta.

Glossary and Definitions

Area Redevelopment Plan (ARP)

A statutory plan adopted by municipal bylaw in accordance with the requirements of Section 634 of the Municipal Government Act, as may be amended from time to time, and receiving no objection from the member of the Calgary Metropolitan Regional Board (CMRB).

City Administration

Staff members in the employ of the City of Airdrie and under the direction of the Chief Administrative Officer.

Community Revitalization Levy

The legislation provided under Part 10, Division 4.1 of the Municipal Government Act to impose such a levy and consisting of a site-specific regulation, bylaw, and plan.

Community Revitalization Levy Bylaw

A bylaw duly enacted by municipal council to establish the Airdrie Downtown Community Revitalization Levy, and includes all the land contained within the legal description of the Community Revitalization Levy Plan.

Community Revitalization Levy Plan

A document prepared by administration in accordance with the Community Revitalization Levy Regulation to specify the geographic limits and anticipated projects to be developed from the Community Revitalization Levy, and forming part of the Community Revitalization Levy Bylaw.

Community Revitalization Levy Regulation

The regulation established by the Lieutenant Governor in Council for Alberta that provides the requirements for the Community Revitalization Levy Bylaw and Plan.

Lieutenant Governor in Council

The representative of the King in Right of Alberta and may also be referred to as the Lieutenant Governor.

Minister of Municipal Affairs

The member of Provincial Cabinet appointed to represent the Ministry of Municipal Affairs.

Municipal Affairs

The department in the Government of Alberta responsible for the administration of Community Revitalization Levies, or its successor.

Municipal Council

The collective of duly elected council members forming the Council of the City of Airdrie.

Municipal Government Act

Chapter M-26 of the Revised Statutes of Alberta (2000), as amended from time to time.

Our Core Strategy

The Area Redevelopment Plan adopted by Airdrie City Council for portions of the land subject to CRL Regulation, Bylaw, and Plan.

Plan Area

The lands subject to the Airdrie Downtown Community Revitalization Levy Regulation, Bylaw and Plan, as provided through metes and bounds legal description in the Regulation.

Public Infrastructure Improvement Projects

Capital projects outlined in the plan that are proposed to be constructed using revenues from the Community Revitalization Levy.

Appendix A: Additional Policy Support

SSRP

Through the SSRP, Alberta is shifting toward a more efficient and effective management system and considers all cumulative effects on all activities and improves integration across the economic, social, and environmental pillars. This management system must adjust to the collaborative, long-term approaches to build communities in a defined geographic location.

This course of action is the basis of the SSRP where the Government of Alberta is dedicated to managing the cumulative effects of development on air, water, land, and biodiversity and guaranteeing the value and benefit of these continue to be sustained at the regional level and contributes to Alberta's outcomes. Cumulative effects management considered achieving outcomes and improving integration of economic, social, and environmental considerations.

Outcomes and objectives are established, along with the strategies and actions that will be used to achieve them. Integrated monitoring, evaluation and reporting systems are essential as they are used to assess progress in achieving desired outcomes and objectives.

AirdrieONE

2.0 Development Strategy & Downtown Development

Growth management ensures that infill development is accommodated in an orderly, economical, and sustainable manner. Growth management is the process of directing development in a manner that is consistent with the goals, objectives, strategies, and pillars in AirdrieONE Sustainability Plan.

One of the development strategies in the Airdrie City Plan is to ensure that the Downtown area serves as a significant business, cultural and civic center in the City of Airdrie and retains a viable retail district capable of meeting the needs of residents and providing a unique sense of place. As well, the policies of the Airdrie City Plan are designed to promote civic, community, cultural, employment and residential as a high quality of streetscape design and built form.

Appendix B: Additional Infrastructure Items for CRL Plan Area

- Year-round outdoor plaza/amenity space on City Hall lawn (splash pad/skating rink)
- Oil Grit Separator from East Lake Storm pond
- Oil Grit Separator (on future Library and Multi-Use Centre site)
- Bank stabilization and erosion protection
- Multi-row benching along Nose Creek
- Pedestrian promenade along Nose Creek
- Native tree planting program along both sides of Nose Creek
- Enhance existing pedestrian bridge across Nose Creek with viewpoint and educational signage
- Improve outfall condition on both side of Nose Creek at intersection with Railway Ave to reduce erosion
- Enhance the pedestrian crossing of Nose Creek currently at intersection with the Railway Ave
- Repair of erosion issues at Woodside outfall (downstream of 1 Ave crossing of Nose Creek)
- Repair sidewalk in culvert under 1st Ave (currently the sidewalk is undermined)

Appendix C: Debt Financing Rates for Public Infrastructure Projects

The following table outlines the current borrowing rates for varying terms with Alberta Capital Finance Authority:

Term	Rate
5 Year	4.66%
10 Year	4.76%
15 Year	4.91%
20 Year	5.02%