



EDMONTON CDC

People First Community Development

2019-2023

Strategic Framework



www.edmontoncdc.org

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Executive Summary

This is the inaugural 5-year Strategic Framework for the Edmonton CDC and includes our foundational statements, our high-level scope of work, strategic guidance from the Board of Directors, Development Criteria and the strategies we intend on undertaking from 2019 – 2023. We recognize that new strategies as well as adaptations of those listed herein may be necessary, whether in response to communities or to act on a venture currently not anticipated. Strategies have been organized into three tiers of priority which are tied to our current and projected operational and capital development financial resources. See page eight for the description of tiers.

Tier One Priorities (Page 9)

- Develop ArtsCommon 118 on ECDC's Alberta Avenue land assets, breaking ground in 2020 and opening in late 2021 or early 2022.
- Develop the Paskin and Laydown assets, based on community engagement and alignment with area plans, breaking ground in late 2019/early 2020 and opening late 2020/early 2021.
- Develop the Fraser asset, based on community engagement and alignment with area plans, breaking ground in late 2019/early 2020 and opening late 2020/early 2021.
- Develop a resource development strategy and program to grow operational and capital development funds through grants, revenue producing services, and partnerships that bring financial resources to specific projects or initiatives of the ECDC.
- Pursue and form High Leverage Partnerships that will help deliver the Edmonton CDC Mandate and the mandate of the partners and increase operational and capital revenues.
- Position the Edmonton CDC as the go-to community development organization for the neighbourhoods in which we work, including the development of a marketing and communications plan aimed at various target populations, including governments, community influencers, the media, and neighbourhood residents and institutions.
- Work with partners and the city to launch a mobile food market social enterprise and explore the feasibility of expanding it city wide
- Finalize the Governance System for the Edmonton CDC.

INTENDED NEIGHBOURHOOD OUTCOMES

It is difficult to predict measurable outcomes for development that begin with engagement of the community. That said, we will approach engagement with the following outcomes in mind:

Engagement Participants: 1,100 to 1,700

Market Housing: 50 to 75 units

Affordable Housing: 176 to 278 units

Commercial Shops: 9 to 15

Social Enterprises: 2 to 5

CD Training Participants: 200

Jobs: 30 to 50 (currently projected only for ArtsCommon 118)

Tier Two Priorities (Page 15)

These priorities relate to the work required with respect to the McCauley Stadium site, and neighbourhood development strategies in McCauley and Alberta Avenue.

Tier Three Priorities (Page 16)

These include the work required to develop all our Eastwood land parcels, the development of ECDC owned social enterprises, and work in the areas of innovation and systems change.

STRATEGIC FRAMEWORK 2019-2023

Introduction

This is the Edmonton CDC's strategic framework for the next five years.

We call it a "framework" rather than a "plan" to stress the importance of each community's influence on what the Edmonton CDC identifies as goals and strategies and to express to communities how we will incorporate aspirations, issues, challenges, ideas shared with us through our community engagement activities.

Vision

Neighbourhood residents and stakeholders collectively influence their community's future to attain a quality of life that is socially and economically healthy, sustainable and attractive.

Edmonton CDC is the community's development company.

About the Edmonton CDC

The Edmonton CDC is an autonomous non-profit company (under Part 9 of the Society's Act).

Our operations are funded by the City of Edmonton, Edmonton Community Foundation, United Way of the Alberta Capital Region, Homeward Trust, and the Stollery Charitable Foundation.

The City of Edmonton is providing the Edmonton CDC with parcels of land in various neighbourhoods valued at approximately \$10 million.

The Social Enterprise Fund, a program of the Edmonton Community Foundation has made available up to \$10 million in financing.

Our existence is the result of decisions coming out of the Mayor's Task Force to Eliminate Poverty in a Generation, now called End Poverty Edmonton.

We are a small organization with a big mandate, with two permanent staff (and perhaps one more to come in 2019) and a few contractors helping us with project work.

Visit us at www.edmontoncdc.org

Mission

Edmonton CDC engages and collaborates with urban core neighborhoods to understand their needs and aspirations, and to help build community capacity to further their economic and social development. The Edmonton CDC works to foster:

- adequate income,
- affordable and relevant housing,
- attractive local businesses,
- enhanced employment opportunities and
- supportive social programs

Principles

- Commit to community engagement that delivers results aligned with community needs and priorities
- Combat poverty at a neighborhood level to benefit families and individuals
- Focus on creating benefits for the neighbourhood's population
- Be strategic which involves saying 'yes', and saying 'no'
- Be innovative
- Be nimble, entrepreneurial, and solution-oriented
- Foster high leverage, effective partnerships
- Concentrate resources within a defined geographic area to achieve maximum impact

ECDC Scope of Work

The ECDC's Scope of Work may include a wide range of approaches depending on what is most appropriate or possible – given the needs, desires, available partners and resources for any given neighbourhood. Scope can include:

- Commercial and residential real estate development;
- Workforce training and development;
- Business development, including Business retention and attraction,
- Market research and support to help existing businesses grow,
- Creation of new social enterprises and community-owned businesses,
- Growing basic services like child care, health and dental clinics as well as helping attract anchor institutions to underserved neighbourhoods; and
- Neighbourhood beautification.

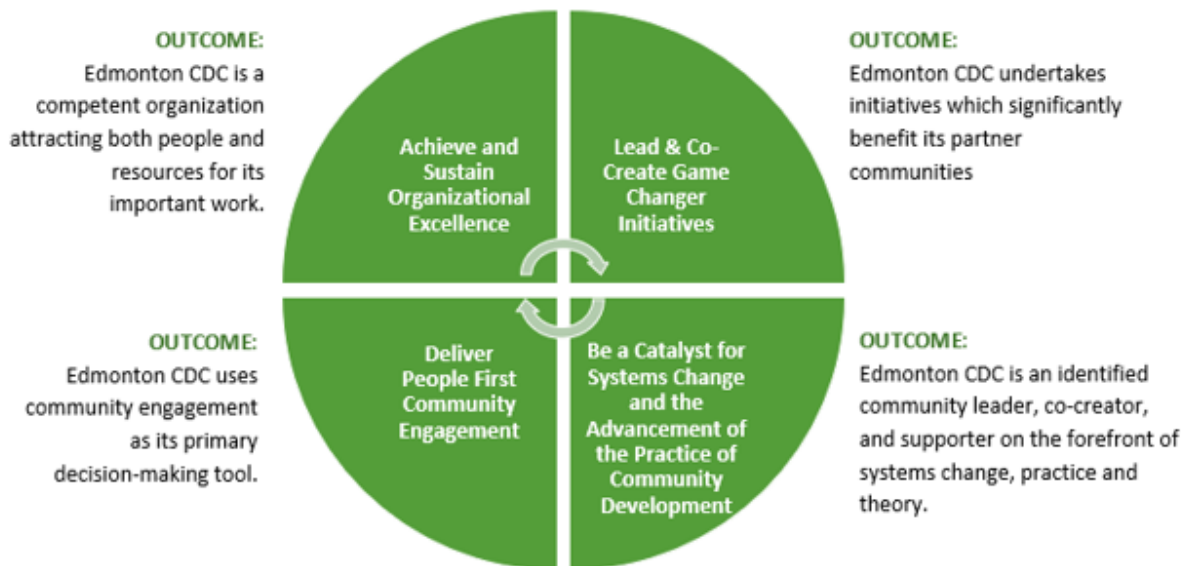


While the Edmonton CDC exists to serve the entire City, our current priorities are the Boyle Street, McCauley, Alberta Avenue, Eastwood and Fraser neighbourhoods.

Board Guidance for ECDC Strategy Development.

This guidance is a reference or touchstone in the development of the Edmonton CDC strategic plan.

These are outcomes that the board wants to see reflected in the plans and work of staff.



More detail about this diagram are in the appendices.

Development Criteria

The Edmonton CDC is faced with more potential projects than it has the capacity to address. Our desire is to undertake initiatives that are wanted by community residents and stakeholders, have maximum impact in terms of addressing community needs and aspirations and that are sustainable. The following set of criteria have been identified to guide our decision-making processes about which projects to undertake.

Criterion	Description
<i>Community Led</i>	The community has identified a need or aspiration and is willing to mobilize to achieve what it wants.
<i>Community Pain</i>	The project will help resolve community pain (drug dealing, crime, safety concerns, slum landlords, etc.).
<i>Alignment</i>	The project is compatible with city and neighbourhood plans.
<i>Timing</i>	The “market place” is ready for this project.
<i>Location</i>	The project is in an ECDC priority neighbourhood
<i>Scope</i>	The project activates more than one focus area (e.g. employment, commercial development, housing, etc.), unless otherwise determined in team with community residents.
<i>Outcomes</i>	Outcomes and measures are identified and acceptable to the ECDC.
<i>Target Population</i>	Who will benefit from ECDC developments will be clearly identified <i>with</i> community members, supported by data and anecdotal evidence.
<i>Socio-Economic Benefits</i>	The project benefits the target population economically and in terms of social and cultural needs and aspirations.
<i>Leverage</i>	Able to build on existing or new high leverage partnerships; government policy, City plans and priorities; and funding.
<i>Capacity</i>	ECDC has the capacity to successfully complete the project on time and on budget.
<i>Funding</i>	The project is attractive to government funders and other funding bodies or major donors, and/or investors, and financial institutions.
<i>Community Investment</i>	Individuals, groups, organizations, and/or business owners are potential investors in the project
<i>Sustainability</i>	The project is economically sustainable
<i>Ownership</i>	Ownership of the development, if not the ECDC, is acceptable to the ECDC and the community.
<i>Gentrification</i>	The project is assessed along side of other ECDC developments to optimally address community concerns about gentrification and its potential negative impacts on residents.

Edmonton CDC Land Assets as of January 1, 2019

The following table identifies each parcel of land, the date or projected date of ownership, current zoning, and a status update. All parcels of land transferred to the Edmonton CDC must be under development within 10 years of finalization of each land contract and once the contract is in place, the Edmonton CDC has four years to take possession.

Site Transferred by COE	Land Contract Date	Current Zoning	Status Update
McCauley Paskin Site	April 2019 (estimated)	RA 7	Engagement Underway
McCauley Laydown Site	June 2019 (estimated)	RA7 (BLK.T)	Negotiations underway
McCauley – Stadium Site	TBD	DC1	This site has remediation issues to address
Fraser Site	September 18, 2018,	RF5	Community Engagement has begun
Eastwood	2019	RA9 - Block 9, Lots 62 through 68 and 77 RA9 Block10, Lots 5 through 9 and 14 RA9 Block 9	These sites are adjacent to one another and could be developed concurrently or separately (phased).
Eastwood	2019	DC2 Block C,1 and Block C.3	
Alberta Avenue (AC 118)	July 2018 (contract executed)	Block 48, Lots 12 through 17	Design concepts developed, funding proposals in or to be developed, community engagement underway
ECDC Purchased Sites	Ownership Date	Current Zoning	Status Update
Alberta Avenue (AC 118)	September 2017	CB2 Block 47, Lots 17 through 19)	Financed with Social Enterprise Fund
Alberta Avenue (AC 118)	September 2017	CB2 -Block 48, Lots 7 and 20	Financed with Social Enterprise Fund.

Introduction Edmonton CDC Strategies in Three Tiers of Priority

The work of the Edmonton CDC requires operating revenues to support the activities of the organization, including the design, execution, and reporting on community engagement, neighbourhood planning, partnership development, participation in relevant inter-agency work, innovation work, and the administration of finances, technology, human resources, and governance.

As well capital development requires sufficient funding and/or financing to create proforma projections that demonstrate due diligence to the viability of capital development and the operational sustainability, whether we own what is developed or not.

The multi-year funding committed to the Edmonton CDC by the City of Edmonton, Edmonton Community Foundation, United Way of the Alberta Capital Region, Homeward Trust, and Stollery Charitable Foundation will support two professional staff (the executive director and the director of neighbourhood development), plus a contract staff and consulting budget equivalent to one more FTE in 2019 through 2022 and for approximately nine months of 2023 *if* no further funding or revenues are obtained. The operational sustainability of the Edmonton CDC is a major priority in this strategic framework and is addressed in more detail later.

Our strategic priorities must be connected to our current operational and capital development capacity, while identifying a trajectory of work that, with sufficient human and financial resources, can be undertaken. What follows are the Edmonton CDC's strategic priorities in three Tiers of Priority.

Tier One Priorities

These are priorities we currently have the capacity to undertake. Management believes its current operating budget and cashflow projections are sufficient to get identified projects and initiatives through the feasibility study phase or equivalent. The actual construction of capital projects or implementation of a business venture will be contingent on financing and/or funding. Operational attention will be given to developing business plans as required for each project. We estimate that 70% of staff and consulting time will be devoted to Tier One.

Tier Two Priorities

ECDC will devote 20% of staff and consulting time over the next 5 years. To complete these priorities will require sufficient operating revenues and development dollars beyond our current capacity to undertake community engagement, develop proposals if required, and get to the feasibility of identified projects or initiatives.

Tier Three Priorities

ECDC will devote 10% of staff and consulting time over the next 5 years in this tier. These priorities are more general than the other tiers and exists to allow the Edmonton CDC to be open to new possibilities that may not be foreseeable in a strategic plan. Efforts will be limited by operational budgets and development monies.

TIER ONE PRIORITY: ARTSCOMMON 118

Develop ArtsCommon 118 on ECDC's Alberta Avenue land assets, breaking ground in 2020 and opening in late 2021 or early 2022

PROJECT INFO

Program/Project Partner: Arts on the Ave

Key references include area revitalization efforts, various city and arts and culture plans.

Feasibility Study completed, with programming and design concepts

Estimated Capital Costs: \$43 million

Proposals in to all levels of government for capital monies.

Land has been secured.

350 residents and stakeholders engaged in 2018

KEY ACTIONS

- Identify final program and design based on engagement of residents, funders, and other groups.
- Engage residents/stakeholders on the final design.
- Create local steering group to advise on programmatic and operational approaches
- Seek development permit and rezoning (if needed)
- Create business plans for Community Event Space, Industrial Kitchen, Rooftop Farm, Catering Service and Outdoor Markets
- Begin development and construction once funding is in place. Current plan is to break ground in late 2019/early 2020.

PROJECT PROGRAM

Current program includes community arts coffee house, school of music, urban roof top farm and gardens, black box theatre/event space, industrial kitchen, retail shops, pop market space, out door market space, housing, offices, business incubator for artists, and social enterprise development.

INTENDED PROJECT OUTCOMES

- Engagement Participants: 600 to 700
- Housing Units: up to 78 at low end or below market.
- Retail Shops: 3 to 5 for local entrepreneurs
- Offices: 2 to 4
- Jobs on Site: 30 to 50
- New Businesses on site: 2 to 4 social enterprises



ArtsCommon 118 will exist in two buildings on 118th Avenue on either side of 92 Street.

The land bordered by red is the City land transferred to the ECDC and the orange bordered lots were purchased by the ECDC.



Design Concepts for ArtsCommon 118, based on consultations and the resultant Feasibility Study.



TIER ONE PRIORITY: MCCAULEY PASKIN SITE AND LAYDOWN SITE

Develop the Paskin and Laydown assets, based on community engagement and alignment with area plans, breaking ground in late 2019/early 2020 and opening late 2020/early 2021.

PROJECT INFO

Engagement began in late 2018

Engagement partners include McCauley Community League. Viva Italia District Association.

Key references include Boyle St./McCauley Area Redevelopment Plan, McCauley Revitalization Plan (2010), and The Quarters Downtown Area Redevelopment Plan

The Lay Down site may be built later than the Paskin Site.

KEY ACTIONS

- Engage community by plugging into planned events.
- A design team consisting of neighbourhood residents, business owners and a local architect has been formed.
- Design and Program development by August 2019 and will include goal setting for housing and/or commercial units.
- Raise/arrange capital funding/financing.
- Develop Business Plans
- Construction begins by last quarter of 2019 or early first quarter, 2020

PROJECT PROGRAM

No program has been identified at this writing, but engagement to date and our review of previous plans indicate neighbourhood interest in development that may include: commercial outlets, market housing, and other forms of ownership such as cooperatives and co-housing.

POTENTIAL PROJECT OUTCOMES

- Engagement: Participants: 100 to 200
- Housing Units: 24 to 60
- Commercial Units: 2 to 6
- Jobs: TBD through engagement



The Paskin Site is to the left. The lay down site is across 106 Avenue to the south.



TIER ONE PRIORITY: FRASER SITE

Develop the Fraser asset, based on community engagement and alignment with area plans, breaking ground in late 2019/early 2020 and opening late 2020/early 2021.

PROJECT INFO

Engagement began in late 2018

Engagement partners include the Fraser Community League, Communities United and C5.

Zoned for Row/Low Density Housing

Key References include the Fraser Area Redevelopment Plan.

KEY ACTIONS

- Undertake Community Engagement collaboratively with partners.
- Design and Program development by August 2019 and will include goal setting for housing and/or commercial units.
- Develop Business Plans
- Raise/arrange capital funding/financing.
- Construction begins by last quarter of 2019 or early first quarter, 2020

PROJECT PROGRAM

Early engagement suggests the community is interested in exploring mixed use development which could include housing, commercial space, and/or aspects of a community hub.

POTENTIAL PROJECT OUTCOMES

- Engagement: Participants 200 to 400
- Commercial spaces and/or mixed use.
- Outcomes to be determined with community.



TIER ONE PRIORITY: RESOURCE DEVELOPMENT PLAN

Develop a resource development strategy and program to grow operational and capital development funds through grants, revenue producing services, and partnerships that bring financial resources to specific projects or initiatives of the ECDC.

INFORMATION FOR CONTEXT	KEY ACTIONS
Current funding and operational reserves will support the proposed budget for approximately 4.75 years of this five-year plan	<ul style="list-style-type: none"> Consider becoming a registered charity Diversify revenue mix to include long-term and short-term granting sources from all sectors; social enterprise earnings and revenues from capital projects we operated Develop a community engagement consulting practice to pilot in 2019
Current operational funding commitments are to the end of 2021.	
Current development funds (\$250,000) for AC 118 are insufficient to cover development costs	
Capital development fund of \$500,000 is not enough to get beyond the feasibility study phase of Tier One Capital Projects.	
PROJECT PROGRAM	POTENTIAL PROJECT OUTCOMES
Work with consultant to develop a resource development strategy inclusive of targets, goals and timelines and implement in 2019	<ul style="list-style-type: none"> Increase operational revenue/funding to \$750,000 per year by 2022. Secure \$2 million in development monies by 2020.

TIER ONE PRIORITY: HIGH LEVEL PARTNERSHIPS

Pursue and form High Leverage Partnerships that will help deliver the Edmonton CDC Mandate and the mandate of their partners and increase operational and capital revenues. Explore and finalize partnerships with:

- designers, architects, and builders to leverage ECDC assets and maximize cost controls of capital development;
- financial institutions and commercial mortgage brokers to access optimal lending rates;
- developers that may wish to partner with the Edmonton CDC on a project;
- expert groups and individuals in the areas of food security, social enterprise development, job training, business plan training;
- the City of Edmonton, school boards, faith communities with respect to developing on surplus land.

TIER ONE PRIORITY: MARKETING AND COMMUNICATIONS

Position the Edmonton CDC as the go-to community development organization for the neighbourhoods in which we work, including the development of a marketing and communications plan aimed at various target populations, including governments, community influencers, the media, and neighbourhood residents and institutions.

TIER ONE PRIORITY: DEVELOP FOOD DISTRIBUTION SOCIAL ENTERPRISE

Work with partners and the city to launch a mobile food market social enterprise and explore the feasibility of expanding it city wide.

INFORMATION FOR CONTEXT

Mobile Food Markets have been successfully established in other communities in Canada and the United States and are based on cross-sector partnerships.

Food Centres are being established down town and in Jasper Place and might serve as a home-base for this business.

This effort is aligned with city and EPE plans and research.

Meetings have taken place already with representatives from city council, city departments, Jasper Place Wellness, Multi-Cultural Brokers, University of Alberta, End Poverty Edmonton and a representative of the private sector.

KEY ACTIONS

- Form a partnership team to establish vision, scope, a prototype design and to seek funding for a business plan/feasibility study, 2019
- Apply for prototype funding.
- Identify prototype operating model
- Launch prototype in 2019/2020
- Evaluate the prototype and identify a plan to scale up.

POTENTIAL CUSTOMERS



POTENTIAL PROJECT OUTCOMES

- A food distribution business consisting of mobile food markets, food basket/package delivery, and bulk food deliver.
- Increase access to quality, affordable and culturally appropriate food.
- Through partnerships with suppliers reduce food waste.
- Profitable within three years, with profits invested in further expansion of food products and services.

TIER ONE PRIORITY: ECDC GOVERNANCE

Finalize the Governance System for the Edmonton CDC

Complete the development of board governance policies and processes in 2019 and explore structures that provide opportunities for community resident groups to influence and engage the ECDC board directly.

TIER TWO PRIORITY: MCCAULEY STADIUM SITE

This site is on hold due to remediation costs. We are working with the City to decide if and how to proceed with this parcel of land.

PROJECT INFO

Remediation costs are significant and may result in this property being withdrawn by the City or refused by the ECDC.

2019 KEY ACTIONS

- Work with the City to resolve the status of this parcel of land
- Explore alternatives collaboratively.

PROJECT PROGRAM

TBD through Engagement

POTENTIAL PROJECT OUTCOMES

TBD through Engagement



TIER TWO PRIORITY: NEIGHBOURHOOD DEVELOPMENT: MCCAULEY & ALBERTA AVENUE

Undertake community engagement and where possible capital development (new construction or renovation) to accomplish the following:

- Reduce the number of derelict housing stock and replace with affordable housing.
- Increase the number of locally owned businesses and expand the neighbourhood commercial zone in McCauley and reduce empty store fronts in Alberta Avenue.
- Undertake mixed-use development that combines housing with businesses, that increase needed services in the neighbourhood (e.g. child care, medical services, financial services, etc.)
- Purchase and repurposing of properties that cause residents “community pain,” as identified by the community.
- Increase community knowledge (e.g. city plans and policies, problem properties, and other development planned or underway).
- Increase resident and stakeholder capacity to self-organize (e.g. training, access to grants and/or financing).

Outcomes

Market Housing Units: 50 to 75

Affordable Housing Units: 50 to 100

Commercial units: 4 to 10

Engagement: 200 to 400 people

Jobs: TBD

Neighbourhood Profiles: 2

Engagement Training Participants: 200

TIER THREE PRIORITY: Development of Social Enterprises

Investigate creating or co-creating social enterprises that provide services to our portfolio of capital assets, such as property management, snow removal, landscaping and other services that typically would be contracted out.

In the short term we will buy these services, but later in the five-year time-frame of this strategic framework, we will explore whether forming such businesses and creating jobs for their purposes makes economic sense for the ECDC

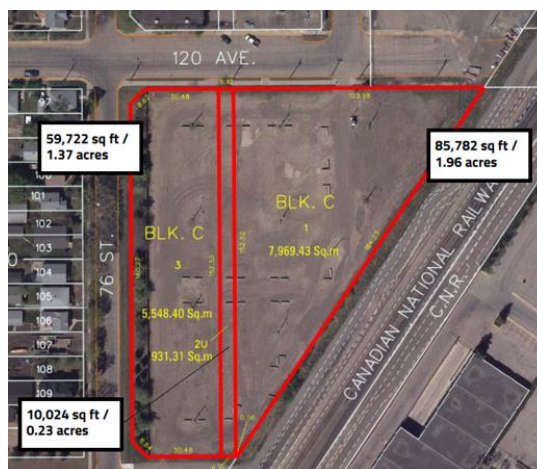
TIER THREE PRIORITY: DEVELOPMENT OF EASTWOOD PARCELS

Begin initial community conversations with community residents and stakeholders in 2020/21 to identify program and design. Move to full engagement once human and financial resources are in place. Depending on other development projects, construction on this property may not begin until 2022/23.



RA9 - High Rise Apartment Zone

This zone provides the opportunity for high rise apartment buildings.



Appendices

Board Guidance for ECDC Strategy Development.

This guidance is a reference or touchstone in the development of the Edmonton CDC strategic plan.

These are outcomes that the board wants to see reflected in the plans and work of staff.



More detail about this diagram are in the appendices.

Achieve and

Sustain Organizational Excellence

Edmonton CDC is a competent organization attracting both people and resources for its important work. It is characterized by:

- Strong Board role and functioning in a timely manner.
- An ability to attract funding, investments, and in-kind support.
- Forming high leverage partnerships that expedite the work of the Edmonton CDC, including community leaders, business and development experts, government decision-makers, and others who have strong networks and the capacity to support our mission and vision.
- Stellar stewardship of Edmonton CDC assets.

Lead and Co-Create Game Changer Initiatives in Neighbourhoods

Edmonton CDC undertakes initiatives which significantly benefit its partner communities. It does this by:

- Using effective project criteria

- Co-creating high impact ventures identified as priorities by community residents
- Helping to build capacity in neighbourhoods to empower them to lead and participate in the future development of where its people live and work.

Deliver People First Community Engagement

Edmonton CDC uses community engagement as its primary decision-making tool. It believes in:

- The co-creation of transparent, comprehensive, and inclusive processes
- Going beyond what is required by regulations
- Co-designing solutions to community problems as well as strategies to achieve community identified aspirations.

Be a Catalyst for Systems Change and the Advancement of the Practice of Community Development

Edmonton CDC is an identified community leader, co-creator, and supporter on the forefront of systems change, practice and theory. It is identified as:

- A thought leader that brings people and groups together to address intractable problems as well as to frame actions that will improve community development efforts
- An innovator that mobilizes efforts to identify new or better ways of development, construction, engagement, financing, and other vital factors in advancing community development.
- An advocate for the aspirations of community members.