

## **Edmonton Community Development Company – Progress on 2019-2023 Strategic Framework**

Edmonton Community Development Company has provided progress details of each of the priority areas of work, as seen below.

### **Tier One priorities**

The current operating budget and cash flow 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.

### **Develop ArtsCommon 118 on Edmonton Community Development Company's Alberta Avenue land assets**

In addition to the lands purchased by Edmonton Community Development Company, in 2018 a land agreement was signed with the City of Edmonton for the Alberta Avenue site lands (located at 9131 118 Ave), which transferred titled ownership to Edmonton Community Development Company in August of 2022. Additionally, Edmonton Community Development Company and the City of Edmonton signed a \$4 million funding agreement to assist with the development of ArtsCommon 118. This funding agreement, originally approved in 2018, was amended twice in January and October 2021 to accommodate delays to the construction commencement date. Edmonton Community Development Company is collaborating with Arts on the Ave to build ArtsCommon 118. In 2022, Edmonton Community Development Company contracted a Project Manager (Andrews Development Management Corporation), to steer the pre-development efforts, an Engineering and planning firm (Invistec) to proceed with the rezoning process and an architecture company (Hodgson Schilf Evans) to finalize the design. Funding applications have been recently submitted to the Government of Alberta and the Federal Government. These funding timelines may impact the previously scheduled construction commencement date of January, 2023 and another amendment to the funding agreement may be required to support a delayed start to ArtsCommon construction to late Q1 2023. Edmonton Community Development Company, with the guidance of the Project Manager and with input from Arts on the Ave, has determined a sustainable model that includes an affordably priced rental apartment/lofts for local artists. The Company is in the process of preparing a financing application for the National Housing Strategy administered through the Canada Mortgage and Housing Corporation.

Develop the McCauley lands located along 95 St and between 106A Ave and the LRT, based on community engagement and alignment with area plans.

In 2019, a McCauley Community Design Concept Team prepared potential development concepts that included a hardware store, a makers' space and a food emporium. The Edmonton Community Development Company signed a sale agreement with the City of Edmonton in 2020 for the lands between 106A Ave and 106 Ave. In 2022, a 20 year option to lease was completed for these lands for the purpose of mixed use development, in particular, to further develop the maker's space concept. Primavera Development Company proposes to rezone and build a mixed use development using building materials from the Ring Houses - consisting of four developments previously owned by the University of Alberta and purchased by Primavera in 2021. This development will work to advance the 2010 McCauley Revitalization Strategy.

The land between 106 Avenue and the LRT is in the process of being remediated and a land agreement between the City of Edmonton and the Edmonton Community Development Company will be signed upon proof of satisfactory remediation. Once the agreement is signed, Edmonton Community Development Company expects to complete negotiations for the development of an urban hardware store on that land.

Develop the Fraser asset, based on community engagement and alignment with area plans.

Edmonton Community Development Company and the City of Edmonton have signed a sale agreement for 1.5 acres of land located at 14625 26 Street in Fraser and Edmonton Community Development Company expects to take possession by September 18, 2022. Community engagement completed in 2019 showed preference for a community activity centre for sports, arts performances and other gatherings. Unfortunately, the cost to build proved beyond the financial means of the Edmonton Community Development Company. As a result, Edmonton Community Development Company is hoping to find a partner to build within the current RA7 zoning on the Fraser lands. To date, the cost of building and installing infrastructure has been prohibitive.

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 Edmonton Community Development Company.

Presently, Edmonton Community Development Company projects 50 per cent of its operational budget will be generated through agreements on the McCauley lands and through the revenue generated through home sales in Project 10 (a development project wherein 10 properties that were identified by community residents as derelict and serious problem properties were purchased and demolished, and replaced with higher density market housing). The remaining 50 per cent will be obtained, in part through grants and from development management fees paid to Edmonton Community Development Company.

Pursue and form High Leverage Partnerships that will help deliver the Edmonton Community Development Company Mandate and the mandate of their partners and increase operational and capital revenues.

The Fraser lands are currently under agreement and the sale is set to close on September 18, 2022. An agreement for the Eastwood (residential) lands south of the parking lot has been shared with the Edmonton Community Development Company; in recent talks with Edmonton Community Development Company they have indicated that it is unlikely they will have the ability to develop this due to a lack of development partner. Additionally, Edmonton Community Development Company launched Project 10, a strategy to acquire and demolish ten derelict properties in Edmonton's core neighbourhoods and build new homes for families to purchase. Construction contracts were negotiated with two builders, and together with other people such as a real estate lawyer and a realtor, along with vendors, provided services at a discounted rate. This has helped the Edmonton Community Development Company in the delivery of their mandate regarding community economic development and affordable residential accommodation.

Position the Edmonton Community Development Company as the go-to community development organization for the neighbourhoods in which they 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.

Edmonton Community Development Company has re-launched their website to focus on their developments. A social media strategy has also been launched and provides residents of communities in which Edmonton Community Development Company's developments are proceeding, with updates regarding construction.

Additionally, a blog is featured on the website, related to Edmonton Community Development Company's development work. Edmonton Community Development Company's developments feature branded signage and for each stage of development, informative flyers are delivered to neighbours with Edmonton Community Development Company's contact information.

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

This project was set aside so that Edmonton Community Development Company could focus on land development.

Finalize the Governance System for the Edmonton Community Development Company.

The governance system has been finalized. Edmonton Community Development Company has a Board of Directors, and Board Committees including Finance, Development, and Governance.

### **Tier Two priorities**

Twenty per cent of staff and consulting time will be devoted to the tier two priorities over the next 5 years.

### **McCauley Stadium Site**

In December 2019, the City of Edmonton agreed to provide \$1,155,000 in lieu of transferring this contaminated site for use in accordance with the purposes and objects of Edmonton Community Development Company. The funds were used to purchase and cover pre-development costs for five of the properties in Project 10.

Undertake community engagement and where possible capital development (new construction or renovation) in McCauley & Alberta Avenue

Community engagement was undertaken in both communities for projects including the McCauley land, ArtsCommon 118, Project 10 and in 2019/2020 in the creation of an investment campaign of the McCauley Development Co-operative. With the goal of reducing crime in the McCauley neighbourhood, the McCauley Development Co-operative raised over \$1.1 million in investment from 91 members/investors and with financing from the Social Enterprise Fund and purchased a chronic problem property strip mall in the heart of Edmonton's Little Italy. A podcast about the Edmonton Community Development Company's experience in this process was produced and uploaded to the Edmonton Community Development Company's

website with the hope that it shares the successes and challenges with others who may be interested in creating an investment co-operative. Another outcome of Project 10 was a research report (CR\_7749) presented to Council on June 29, 2020 regarding the Socio-Economic Costs of Edmonton's Problem Properties.

### **Tier Three priorities**

Ten per cent of staff and consulting time will be devoted to this tier, between 2019 and 2023. This may change should sufficient funding/financing be found to cover the cost of infrastructure for the Eastwood (coliseum) lands.

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.

Through a grant from the Federal Government's Investment Readiness Program, research was conducted into the feasibility of the aforementioned social enterprises and at the time, it was determined that it was not feasible for Edmonton Community Development Company to create such enterprises. The Edmonton Community Development Company also collaborated with the City of Edmonton Neighbourhood Revitalization Program for 2020 and 2021 to offer social enterprise training through the Social Enterprise Bootcamps for the Edmonton public. Several social enterprises arose from that training.

Begin initial community conversations with community residents and stakeholders in 2020/2021 to identify program and design for Eastwood Parcels.

Some community discussions were held in 2020, however, other Edmonton Community Development Company projects that held higher development potential and took priority. Until sufficient development funds to cover the cost of infrastructure such as utilities and roads, curbs, gutters and sidewalks are identified, community engagement for Eastwood (residential) will be postponed. If Edmonton Community Development Company is unable to commit to an agreement on the Eastwood (residential) lands, an alternative use for the lands may need to be considered.

In 2019, Edmonton Community Development Company and the City of Edmonton signed a sales agreement for land in Eastwood (coliseum), which was one of the seven approved properties. This parcel was identified as the overflow parking lot for Northlands Coliseum, east of 76th St and south of 120th Ave, and rezoning will be required as the land is currently zoned DC1. If Edmonton Community Development Company is able to raise sufficient funds to cover the cost of building infrastructure, it may be possible to develop these lands. While the purchase was not originally

identified in the 2019 - 2023 Edmonton Community Development Company Strategic Framework, the sales agreement is one part of the community conversations with residents near the Eastwood (coliseum) land.

### Co-Design and Host an Affordable Housing Innovation Lab in 2019

This was not pursued as higher value projects took priority.