

SCHEDULE E

Form of Completion Report for Plans

GMF number:	15062
Name of the Recipient:	City of Moncton
Phone, fax, e-mail, and address of lead contact:	Bill Budd, MCIP, RPP, Director Urban Planning, City of Moncton 506-856-4322 506-856-4357 (fax) 655 Main Street Moncton, NB E1C 1E8
Date of the Report:	July 23, 2018

1. Summary of the Initiative

a. Please briefly describe the Plan that was prepared as part of this planning exercise.

In the past few years, the Mayor's Advisory Committee on Downtown Development and Revitalization has worked with City Staff to develop strategies and incentive programs to assist with revitalizing the city's Downtown. While the initial focus of the Committee has been on examining and developing incentive programs that can be used to incite downtown development and revitalization, it has become clear that there is a need for a comprehensive Downtown Community Improvement Plan that will serve as a master plan for revitalization of the "Downtown Core". This plan would help initiate important implementation strategies found in the 2006 Downtown Moncton Development Vision. It will also serve as a powerful tool for visualizing how downtown revitalization will take place. The Committee had recommended that a Downtown Core Community Improvement Plan be initiated to guide Council in its revitalization efforts.

The administration pursued funding option to initiate this project. It was awarded funding from the Federation of Canadian Municipalities (FCM) under the Green Municipal Fund for *Community Brownfield Action Plan*. The purpose of this program is to assist municipalities with identifying priority redevelopment zones and opportunities, including a framework of incentive programs and municipal actions to promote the remediation, rehabilitation and adaptive reuse, and overall improvement of under-used properties in a community. Given the current state of our downtown core, the proposed plan was well within the parameters of the "Brownfield Action Plan".

With the help of a consultant team, led by Jim Scott from Trace Planning and Design, the administration has completed the Downtown Core Community Improvement Plan (referred as the "Plan").

The master plan-based document designed to serve as a 'go-forward' map for development over the next 20 years. The plan will support and direct the administration, Council, and developers relative to urban structure, infrastructure upgrade, land use, urban design and public realm evolution over this period through administrative and physical actions.

In essence this Plan is all about capitalizing on the urban core's under-utilized lands for economic growth and continued prosperity. These former industrial lands, now primarily surface parking areas, are ideally situated between Moncton's Main Street and Riverfront Park, two of the city's strongest assets. This Plan capitalizes on market potential and community desire to create a vision for this and urban core infill opportunities. The key components of this Plan are:

- A statistical review of the existing downtown and region;
- A comparative benchmark analysis of Moncton's downtown relative to other Atlantic Canadian cities to identify significant urban core market gaps and opportunities;
- An inventory of Moncton's existing urban elements including public realm and built form resources;
- A visionary development master plan founded in comprehensive consultations with residents, developers, staff and Council;
- An updated land use plan that expresses the concepts proposed on the master plan;
- An updated urban elements inventory relative to the master plan;
- Urban design guidelines for the master plan development zones, public realm spaces and buildings;
- A parking and mobility strategy;
- Key policy and proposals to be adopted as a secondary municipal plan; and
- An implementation plan that provides a roadmap for undertaking important administrative and physical projects;

A significant amount of consultation was undertaken as part of developing this Plan. Below is list of stakeholder groups and events that took place to help build the Plan:

- Individual landowner meetings
- Mayor's Urban Impression Session – photo essay
- Downtown Builders Stakeholder Workshop (architects, developers, engineers and planners)
- Public Session – Croissant and Conversation (2 sessions)
- Downtown Dances
- Group landowner and downtown stakeholder presentation
- Downtown Moncton Centre-ville Inc. presentation

The conversations and ideas shared at all these sessions resulted in the Plan that is attached. It is an ambitious Plan that remains achievable. To make this Plan a reality, an implementation strategy was carefully drafted.

Implementation requires a shared platform where public and private interests combine to create great spaces and places. It is important to note that both seek the same result, a high return on investment. To realize this return within the master plan's vision, public investment must set a benchmark of expectation that private investment is required to meet. High quality urban components and civic facilities created within the public realm set this benchmark. These components are strategically placed to encourage private infill and growth projects. Both must utilize high quality design approaches and material application to maximize return on investment, and to create a great downtown. For the short term, the City of Moncton takes the lead.

The proposed implementation plan focuses on the first 5 years. No timeframe is attached to longer-term actions; however, the plan is envisioned as a 20 year build-out. The implementation strategy will be evaluated yearly and will continue to evolve throughout the life of this Plan. To achieve this, the administration will form a special staff group that will work with Council every year to deliberate

funding required to tackle the Plan components. This ensures continuous short range focus, adaptability and flexibility which are necessary for long term results.

Upon reading through this Plan, its reader will gain an insight on the past, present and future of our downtown core. They will understand why we have almost 50% of its area covered with parking lots and what needs to happen to reverse this trend. It will provide them with a general understanding of how our built heritage will influence new building construction through careful and flexible urban design guidelines. Lessons on the importance of the interface of public and private space to create livable urban neighborhoods are also included within the Plan. Most importantly, they will understand why public investment in the Downtown is key to ensuring long term sustainability for our entire community.

b. What was the objective in preparing the Plan (i.e., what was the Recipient trying to achieve, and why)?

The objective of preparing the plan was to create a Master Plan for Downtown Revitalization for the Downtown Core Community Improvement Area (ie., Brownfield Redevelopment Plan) as 42% of the downtown core is represented by vacant and under-utilized properties (ie., surface parking lots). A lot of the plan making process focused on identifying priority redevelopment zones and opportunities, including a framework of incentive programs and municipal actions to promote the remediation, rehabilitation and adaptive reuse, and overall improvement of under-used properties in a community. An important part of the City of Moncton's plan addresses long term sustainability by integrating environmental, social and economic objectives. In terms of overall sustainability goals and objectives, the plan focuses on:

- Replacing vacant and under-utilized properties and buildings, including contaminated and blighted brownfield areas with productive land uses;
- Stimulate and leverage private and public sector investment to promote the remediation, rehabilitation, adaptive re-use and overall downtown revitalization within the Downtown Community Improvement Plan area;
- Integrate Climate Change Adaptation and Mitigation Flood Management Strategies into the Downtown Community Improvement Plan area;
- Improve the physical and visual appearance of the Downtown Community Improvement Plan area;
- Increase tax assessment and property tax revenues within the Downtown Community Improvement Plan area;
- Increase the housing density and population within the Downtown Community Improvement Plan area; and
- Increase community awareness of the economic, environmental and social benefits of brownfield redevelopment.

c. If the lead applicant is not a municipality, please briefly explain why the lead applicant undertook this Initiative.

N/A

d. Please summarize the activities completed as part of this Initiative, as per Schedule A. Note: Your summary should build on the information you included in your previous Progress report(s). Please ensure to briefly (four to five sentences) explain how the Plan

was prepared—that is, what was the approach (or methodology) that was taken to meet the community’s objectives. If applicable, please describe any public consultation process that was used in developing the Plan (e.g. describe items such as how stakeholders were identified and engaged in the preparation of the Plan; the visioning process that was used; any community surveying techniques that were used and so forth).

In addition to the summary outlined under (a), the Scope of Work involved with developing a comprehensive vision for the Downtown Core Community Improvement Plan area included undertaking extensive public engagement processes with various key downtown stakeholders. Results from the public engagement process and best practice research were used to develop a Master Plan for Downtown Revitalization that contained Urban Design Guidelines & Concept Plans for priority Redevelopment Areas (eg., brownfield areas), including 3D renderings with detailed action plans for remediation, rehabilitation and adaptive re-use and overall improvement of vacant and underutilized properties in downtown core. Urban Design Guidelines were also used to be developed Streetscape Improvements, Public Realm and Open Space Improvements. Standards for non-conforming surface parking lots and a Replacement Parking Strategy for the redevelopment of surface parking lots was also developed. The plan also takes into account climate change and adaptation mitigation strategies to ensure a more sustainable redevelopment of the downtown environment.

In addition to this, the following was

- A market analysis was undertaken to determine what the market can absorb for commercial, retail and residential development to assist with developing overall strategies for new commercial, retail and residential development.
 - The Downtown Core Community Improvement Plan provides policy guidelines for the land use, pedestrian and vehicle circulation improvements, and urban design as it relates to buildings, streetscapes, public and open spaces, and parking areas.
 - A Plan to guide Infrastructure, Streetscape, Municipal Services and Public Open Space improvements for the Downtown Core; and
 - Implementation plan with action items, timing and costs to help build the case for future capital budget planning.
- e. Were there any significant changes to the scope or costs of the Project as described in the Agreement or in a previously submitted Project Progress Report (if applicable)? If so, please briefly explain why.**

The only change to the scope of work was to include the translation of the document as part of the study cost. This resulted in a slight increase in the cost of the project. The cost of work was absorbed as part of our operations budget as it is necessary to offer all public documents in both official languages.

- f. How much did the preparation of the Plan cost, and how was it paid for?**

The Project cost a total of \$ 95,863.21, (excluding in kind contributions) which was financed in part by us (City of Moncton) with partnership from the Federation of Canadian Municipalities

through the Green Municipal Fund (GMF). This cost does not include the cost of translation (\$17,895) as it was deemed necessary to complete the downtown core plan.

g. Roughly how long (in months) did it take to prepare the Plan?

The Plan had originally been planned for a 12 month completion date. Given that through the plan making and consultation process, new ideas have been explored which required additional research and consideration. The overall Plan making process took a longer than anticipated. The project was started in September 2016 and was completed in December 2017. At this point, the final draft version of the report has been presented to Council who has directed staff to translate the Plan and move towards the official enactment process. It has taken approximately an additional 5 months to translate and format the study document in both official languages. At this point, the plan will require approval from Council before it be officially enacted. This process adds an additional 2 to 3 months. Council has given a resolution to adopt the Plan at its meeting of June 18th, 2018.

➤ 18 to 24 months

h. How is the Plan related to existing plans, practices, guidelines or policies within the municipality, and how does it contribute to achieving the municipality's sustainability goals?

The Plan will become a statutory Secondary Municipal Plan and be adopted as part of the City of Moncton Municipal Plan – PlanMoncton to guide downtown revitalization. It has also become a Strategic Plan priority to implement this plan for Moncton City Council.

The plan will help achieve the municipality's sustainability goals as the plan focuses on:

- Replacing vacant and under-utilized properties and buildings, including contaminated and blighted brownfield areas with productive land uses;
- Stimulate and leverage private and public sector investment to promote the remediation, rehabilitation, adaptive re-use and overall downtown revitalization within the Downtown Community Improvement Plan area;
- Integrate Climate Change Adaptation and Mitigation Flood Management Strategies into the Downtown Community Improvement Plan area;
- Improve the physical and visual appearance of the Downtown Community Improvement Plan area;
- Increase tax assessment and property tax revenues within the Downtown Community Improvement Plan area;
- Increase the housing density and population within the Downtown Community Improvement Plan area; and
- Increase community awareness of the economic, environmental and social benefits of brownfield redevelopment.

2. Community Context

- a. Please provide a brief (five to six sentences) profile of the community that is the object of this Plan, including population, geographic area, demographics, and general economic conditions. (Note: This information is readily available from the Community Profiles section of the Statistics Canada website at www.statcan.ca.)**

The City of Moncton is located in the County of Westmorland, in the southeast corner of the province of New Brunswick, Canada and has a population of approximately seventy-two thousand (71,889). The City of Moncton is currently experiencing significant population growth. Moncton's population has grown by 4.1% from 2011 to 2016, accommodating almost three thousand (2,815) new residents. It is anticipated that Moncton will accommodate 20,000 new residents within the next 25 years. As the population increases, so will the demand for housing. The City's Municipal Plan is directing a significant portion of that residential growth in our downtown. However, even with a 42% surface parking area coverage (within vacant, underutilized / brownfield area), the Downtown has failed to see new residential developments or interest over the past several years.

The median age for Monctonians is 41.4 which is relatively lower than the provincial median age of 45.4. Like many other communities in the Country, the population is aging and household sizes are trending down.

- b. Briefly (two to three sentences) indicate the size and structure of the municipal government, and the approximate number of full-time municipal employees.**

The City of Moncton's corporation includes 600 full time staff with an additional 200 summer students. It has an operating budget of approximately 150M, capital budget of approximately 38.4M and a utilities budget of approximately 36.6M. The City of Moncton operates under a Council/City Manager form of government. While City Council is the elected voice of the citizens and makes the major decisions, the city manager is responsible for the day-to-day operations of the City and reports directly to City Council.

3. The team: Who Was Involved?

- a. Briefly (four to five sentences) indicate who was involved in developing this Plan, and their affiliations. Include both municipal staff and officials who managed the preparation of the Plan, and any consultants who worked on the Plan.**

This study was undertaken by a local team of consultants under the guidance of a project management team from City of Moncton led by Bill Budd, Director of Urban Planning and Sébastien Arcand, Senior Planner. The consultant team was led by Jim Scott of Trace Planning and Design with the assistance of Ekistics Plan + Design, Stantect and Daniel St-Louis Photography. The project management team was led by the Urban Planning department with close collaboration of Engineering and Environmental Services, Finance, Economic Development and Parks and Leisure Services.

- b. Was there a Project champion who was instrumental to the completion of the Plan? If so, please include his or her name, title and contact information, and describe his or her role in the preparation of the Plan.**

The project manager on this study was Bill Budd, Director, Urban Planning Department. He was the liaison to the consultant team, the public and the landowners. His role also included the adoption of the plan and the long term implementation of the Plan.

4. Environmental, Economic and Social Benefits of the Initiative

For the questions in this section: If the answer to the question is clearly outlined in the Plan itself, it is sufficient to indicate the section and page number(s) of the Plan on which the information can be found.

a. What environmental goals/objectives and targets were established in the Plan?

For many years now, the City of Moncton has recognized the importance of Smart Growth and ensuring that Moncton grows in a more efficient way, making the most use of existing services, infrastructure, resources with a focus on creating a more sustainable environment. Incentive programs such as tax abatement and other incentives need to be developed to assist with developing sustainable downtown brownfield redevelopment strategies.

Accommodating growth within the existing fabric of the city, where existing services, facilities and infrastructure are already in place, reduces costs to the City (and citizens) over the long run, as fewer roads, pipes and other hard infrastructure are needed in a more compact city. When more residents can share the same facility or service (e.g. a community centre or transit service), the financial viability of that facility or service can be improved. A more compact city, with density that is located in the right places, creates a more sustainable environmental footprint and helps to reduce encroachment of rural lands at the outskirts of the city.

The environmental, economic and social benefits of this Plan are:

- Encouraging the development of vacant and under-utilized properties and buildings, including contaminated and blighted brownfield areas with productive land uses by offering financial incentives;
- Integrating Climate Change Adaptation and Mitigation Flood Management Strategies into the Downtown Community Improvement Plan area;
- Improving the physical and visual appearance of the Downtown Community Improvement Plan area;
- Increasing tax assessment and property tax revenues within the Downtown Community Improvement Plan area;
- Increasing housing density and population within the Downtown Community Improvement Plan area; and
- Creating a Parking Benefit District to help fund transportation / circulation projects within the Downtown Core.

This Plan will help achieve overall City ICSP targets such as:

- 6% reduction in community GHG emissions below 2002 levels by 2017 (to be updated)
- Increase the % of dwellings located within 2-5 km of a variety of use
- Improve the quality of stormwater runoff and increase infiltration
- Increase transit ridership

b. What social goals/objectives and targets were established in the Plan?

The social goals and objectives of this Plan are outlined under question a.

c. What economic goals/objectives and targets were established in the Plan? Please include any anticipated financial savings resulting from operational efficiencies included in the Plan.

The economic goals and objectives of this Plan are outlined under question a.

5. Outcomes and Next Steps

- a. **How will your community be using the Plan (i.e., what happens now that the Plan is finished)?**

The Downtown Core Community Improvement Plan will be integrated in the Municipal Plan as a Secondary Municipal Plan. This means that the Plan will form a By-law which becomes the principal tool for Council to guide development within the Downtown Core. In addition, an implementation strategy has been added to the Plan which clearly lays out the next 5 years of the Plan.

The next step will be to form a staff working group that will evaluate the implementation plan yearly and provide recommendations to Council. Budgets have been approved to commence required infrastructure upgrades to accommodate growth in the Core. This work will commence in 2019.

As this plan is to guide the development of Downtown Core over the next 20 years, it will be a living document. It will be important that it be updated to keep up with changing trends as well as adding sustainability element as they become available, practical or required.

- b. **How will the Plan be implemented?**

The plan is supported by a detailed implementation plan will provide guidance to the City's Administration and Council. The plan will also be supported by a Downtown Capital Improvement Plan Budget.

- c. **Do you anticipate any changes to municipal operations, policies or programmes as a result of having prepared this Plan? If so, please describe these changes.**

A number of changes are expected to municipal operations as a result of this new plan. A more coordinated approach to downtown development and revitalization is expected to occur between city departments. As part of the implementation, the city is exploring creating a Downtown Development authority to take a lead role in implementing the objectives of the plan.

The plan will also require a new Downtown Capital Plan Budget to facilitate downtown core community improvements to streetscapes and infrastructure to assist with facilitating redevelopment of vacant and under-utilized properties.

6. Lessons Learned and Knowledge Sharing

In answering the questions in this section, please consider all aspects of the preparation of the Plan—from the initial planning through each of the essential tasks until the Plan was completed.

- a. **If your municipality was planning to undertake the preparation of this kind of plan again, what (if anything) would you do *differently* (based on your experience with the preparation of this Plan), and why?**

Would follow same process, however, would adjust timeline for completing plan to 24 months due to public engagement, legislative and official language requirements involved with enacting (adopting) the plan.

- b. If your municipality was planning to undertake the preparation of this kind of plan again, what (if anything) would you want to do *in the same way* (based on your experience with the preparation of this Plan), and why?**

Given that these types of plan have direct impact on the landowners and developers, it has been important to work in close collaboration with them throughout the plan making process. It was key to have many individual meetings to understand their individual plans, needs and ideas. This has created “buy-in” early in the process.

In our opinion, the overall public consultation component of the plan was very successful. We had overwhelming attendance in most of our events which shows the interest in downtown revitalization from all the community. This helps create buy in and support for the plan by all stakeholders.

- c. What barriers/challenges (if any) did your municipality encounter in undertaking the preparation of this Plan, and how were they overcome?**

Within bilingual cities, you need to build in appropriate timelines to complete the legal translation of the plan into both official languages.

- d. Aside from the Final Plan, has your work resulted in anything else that could be of use to another municipality (for example, a new policy for sustainable community development, a series of model by-laws, the design of a new operating practice, a public consultation manual, check-lists, a measurement tool to assess progress in moving towards greater sustainability, etc.)? If so, please describe the item(s) briefly here, and include a copy of the item(s) when submitting this report, so that it can be shared with other communities.**

In our opinion, this Downtown Core Community Improvement Plan is quite unique for our area and will set the standard for how we encourage sustainable growth for our City. The fact that this Plan guides capital investments will ensure immediate implementation. This will give confidence to the development community, landowners and residents that the City is serious about contributing to downtown revitalisation. Other unique aspect of this Plan is the potential to create a development corporation that can be the catalyst for downtown development. A Parking Benefit Plan is also being proposed which would see parking revenues reinvested in the downtown Core to help achieve better mobility and transportation options.

We are of the opinion that components of this plan could be easily applicable in other municipalities of similar size to help with their downtown revitalisation efforts.

- e. Would you like to showcase your Plan through an FCM webinar or workshop?**

Yes, the City of Moncton is always open to sharing our experience with others.

7. Publicity and Outreach

- a. Has the Initiative received any recognition, media coverage, or notable public support? If so, please describe briefly (three to four sentences).**

This plan has received significant media attention from our local newspapers, television and radio.

- b. Is there a website where more information about the Initiative can be found? If so, please provide the web address with links to the relevant section.**

Please find below the link to the Downtown Core Community Improvement Plan in both official languages.

- English link: <http://www.moncton.ca/Assets/Residents+English/DMCIP+ENG.pdf>
Lien français: <http://www.moncton.ca/Assets/Residents+English/DMCIP+FR.pdf>

8. Contacts

- a. Please provide the name and coordinates (title, full address, phone, fax and email) of someone who can be contacted for more information about the Plan.**

Bill Budd, MCIP RPP
Director / Directeur
City of Moncton Urban Planning
655 rue Main Street
Moncton, NB E1C 1E8
Direct | 506.856.4322
bill.budd@moncton.ca
Fax / Téléc. 506-856-4357
www.moncton.ca

- b. In the event the contact is no longer available, please provide general contact information for the lead applicant, such as the administrative office of the municipal department that coordinated the Project or some other general contact for the Recipient/lead applicant.**

N/A

© 2018, **City of Moncton/Ville de Moncton**. All Rights Reserved.

The preparation of this plan was carried out with assistance from the Green Municipal Fund, a Fund financed by the Government of Canada and administered by the Federation of Canadian Municipalities. Notwithstanding this support, the views expressed are the personal views of the authors, and the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.