

Governance: Finance, Management and Build-Out Strategy

For a comprehensive vision of a district as large as Manchester to be realized will require the creation of an institution to oversee and guide the development over a 50-year period. What might that institution look like. Will it be a private consortium of landowners, a public entity similar to the Calgary Municipal Land Corporation (CMLC) or some other model?

The management entity would have to facilitate decisions on the planning, financing and implementation of infrastructure including land remediation, water, transit and district energy; establishment of rigorous sustainable building standards and land for affordable housing; and recruitment of developers and industrial enterprises.

Unlike the East Village, Manchester has very fragmented land ownership. This certainly presents challenges for master planning and land assembly, but does it offer opportunities?

Could such an entity learn from the experience of Olympic and World Exposition bids to create the necessary catalyst for the development of Manchester as happened in Barcelona, Spain; Vancouver's False Creek; Hammerby Sjostad, Stockholm; and Hannover, Germany?

This Management entity would have to examine alternative land use frameworks and project phasing models that could accommodate the envisioned triple mixed-use concept.

An undertaking as large and costly as Manchester would require some new partnership with provincial and or federal governments. For example might a city charter similar to Vancouver's Charter be viable and allow the city greater scope for raising the necessary capital.