



# C2019-0415 Downtown Strategy and Focus

2019 April 01 Strategic Council Meeting

## Outcomes for the April 1 Meeting

OUTCOME 1 | Clear line-of-sight on a  
Downtown Strategy and Focus – Define The  
City and Our Partners' Scope of Work and  
Action

OUTCOME 2 | Decision on 2019 Tax Rate

OUTCOME 3 | Direction on 2020 to 2022 Tax  
Shift/Rate

# Agenda

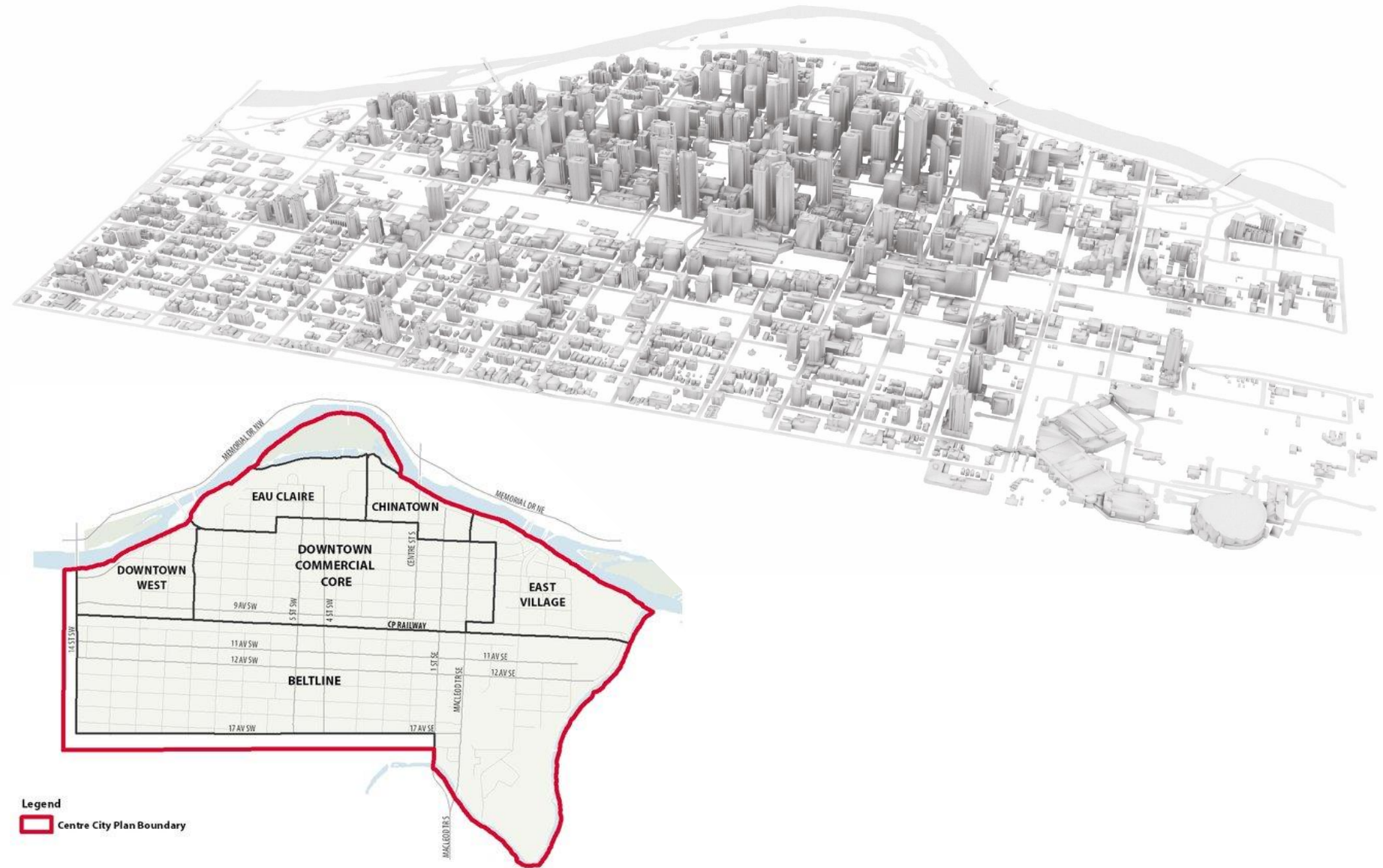
<b>1. Mayor's Overview of Meeting</b>	9:30-9:35 am
<b>2. Council Business (Question Period)</b>	9:35-9:55 am
<b>3. Downtown Strategy &amp; Focus</b> <ul style="list-style-type: none"><li>I. Context</li><li>II. Opportunity</li><li>III. Accountability</li><li>Discussion and Recommendations</li></ul>	10:00-12:00 pm
<b>Lunch Break</b>	12:00-1:15 pm
<b>4. Downtown Tax Shift Response</b>	1:15-3:15 pm
<b>Afternoon Break</b>	3:15-3:45 pm
<b>Continuation of Downtown Tax Shift Response</b>	3:45-6:00 pm





# I. CONTEXT

# “Downtown” Centre City Boundaries



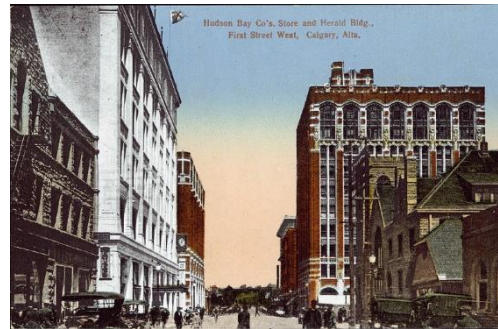
# When considering a Downtown Strategy it is important to keep two things in mind:

1. The City and its partners including Calgary Economic Development and the Calgary Municipal Land Corporation are doing a lot of work related to the Downtown and its future.
2. We are enhancing our work together to communicate and inform Council and Calgarians of our progress and results.





# Why is the Downtown Important?



Since the start of the oil boom in the 1970s, Calgary's downtown has been the heart of the city with **50M square feet of office space.**

CAN ACCOMMODATE	IN 2016, THERE WERE	OPPORTUNITY
<b>250,000</b>	APPROXIMATELY	FOR ABOUT
EMPLOYEES	<b>160,000</b>	<b>90,000</b>
	EMPLOYEES	MORE
		EMPLOYEES
		IN EXISTING
		SPACE





# The Downtown's Value

**Although downtowns, generally, occupy less than 1% of the total land area, they generate outsized benefits in terms of jobs, tax revenue and construction value.**

**In Calgary's case, our Centre City (that includes the downtown) includes:**

- **60% of the city's office inventory in the downtown.**
- **25% of jobs.**
- **Between 10% to 24% of the city's total construction value over the past 10 years has been in the Centre City.**
- **Financial, legal and business services that serve the entire city, region and world.**

**Centre City office vacancy rate is 26% as of Q4 2018 (CBRE).**



## CITY-WIDE STRATEGIES

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- **Municipal Development Plan / Calgary Transportation Plan** (review underway)
- **The Economic Strategy | Calgary in the New Economy** (approved)
- **Pedestrian Strategy** (approved) • **Resilient Calgary strategy** (underway)
- **Culture Plan** (approved) • **Mental Health + Addiction Strategy** (approved)
- **Established Area Growth + Change Strategy** (underway)
- **Enough for All Strategy** (approved)

## CENTRE CITY WIDE STRATEGIES

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- **The Centre City Plan** (review underway)

## CENTRE CITY NEIGHBOURHOOD STRATEGIES

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- **The Beltline Area Redevelopment Plan** (review underway)
- **Downtown West Revitalization Strategy** (underway)
- **The Chinatown Area Redevelopment Plan** (review underway)
- **The Rivers District Master Plan** (approved)

- Includes multiple Centre City investments.
- Approximately \*\$350M in capital investment is identified (excluding recent approvals).

\*Identifying the total capital investment dollars depends on how the data is filtered.



# The City + Partner Investments

- The New Central Library
- Contemporary Calgary
- The National Music Centre
- Historic City Hall Restoration
- Calgary Public Building Restoration
- Sanitary + Watermain upgrades
- 9 Avenue Parkade + Innovation Centre
- BMO Convention Venue Expansion
- Environmental Design/University of Calgary Castell Building Activation
- Beltline Recreation Centre
- Flood Barriers
- Stormwater Lift Stations
- +15 Lifecycle
- West Eau Claire Park
- Devonian Gardens
- East Eau Claire Promenade
- Eau Claire Plaza
- Prince's Island Stage
- Streetscape Improvements
- MAX Yellow Improvements
- 9 Avenue Bridge Replacement
- Green Line
- Eau Claire Bridges
- Underpasses
- 17 Avenue Extension
- Reconciliation Bridge Rehab.
- Centre Street Paving
- Complete Streets
- Cycle Track

**+ more.**



# The City + Partners' Services + Initiatives

- The Centre City Enterprise District
- The Opportunity Calgary Investment Fund
- The Joint Encampment Team
- The Corporate Coordinated Graffiti Abatement Program
- The Centre City Levy
- **The Downtown Economic Summit**
- Beltline Urban Murals Project
- Business Licensing Service Improvements
- Commercial Property Fire Inspections
- Customer Coordinator, Small Business Position
- myBusiness Online Hub + Live Chat
- Mobile Bike Repairs + Fire Pits
- Online Business Licensing
- Business Perspectives Research Panel
- Business and Industry Roundtable
- Living Lab Initiative
- Business Advisory Committee
- Community Drainage Improvements
- Community Standards Fund
- Community Clean-ups
- ReadyBiz
- Housing Incentive Program
- Cannabis Retail Program
- Dockless Bike Share

**+ more.**

**Calgary Economic Development-** Stewards of the Economic Strategy for Calgary. Attract and retain investment + talent, foster trade + economic diversification, support start-up businesses.

**Calgary TELUS Convention Centre-** Central hub to connect + learn.

**Calgary Technologies Inc. (Platform Calgary)-** Accelerate innovation through space, programs + mentorship.

**CADA-** Arts sector investor, catalyst, connector + champion.

**Arts Commons-** Present + promote the arts. Support economic vitality.

**Calgary Public Library-** Connect community to ideas, experiences, inspiration + insight.

**Tourism Calgary-** Promote Calgary as the ultimate host city.

**Calgary Municipal Land Corporation-** East Village + Rivers District.





# Trends & Facts



**Oil and Gas:**  
Structural change



**GDP growth** does  
not correlate to  
office space  
absorption or job  
creation



**Industry 4.0**  
leads to  
disruption across  
all industries

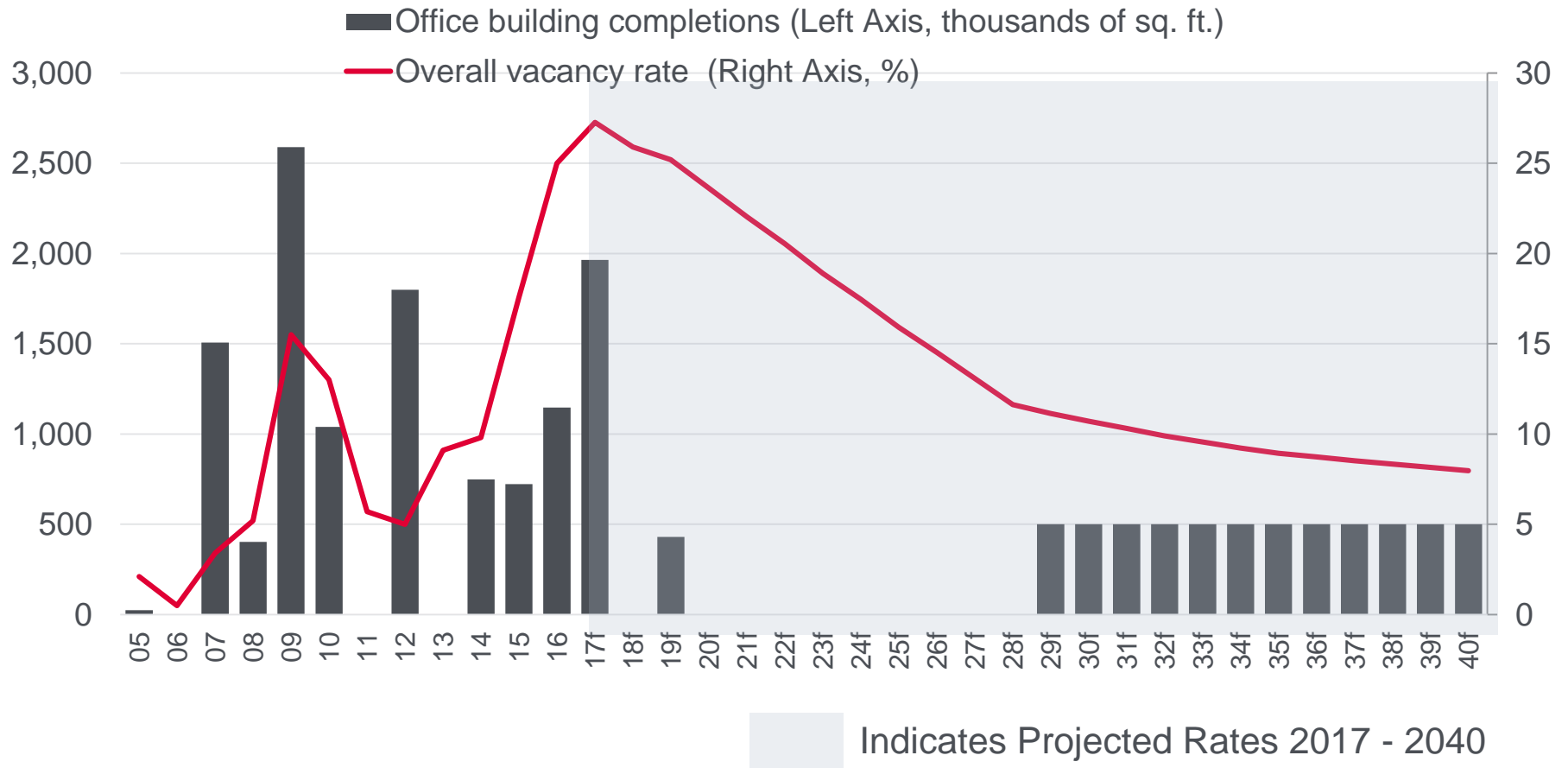


**An evolving  
economy** means  
an evolving  
downtown



# Special Report: Conference Board of Canada (2017)

## Office Building Completions + the Overall Vacancy Rate in Downtown Calgary



Source: CBRE; The Conference Board of Canada

# **Spin-off Impacts**

**Beyond the vacancy situation, there are other impacts created by the reduced workforce and corporate investment.**

- **Reduced expenditures on restaurants and hospitality services**
- **Increased retail vacancies**
- **Decreased pedestrian activity**
- **A decline in daytime activity levels**
- **Changing perceptions of vitality and safety**
- **Reduced arts and culture sponsorship**



# Our Foundation is Strong



**Growing  
Residential  
Neighbourhoods**

**National Historic  
District**

**Valued  
+15  
Network**

**Existing +  
Planned Facility  
Expansion**

**World Class  
Riverfront  
Promenade**



**Modern +  
Plentiful Office  
Space**

**Growing  
Transit  
Service**

**Growing  
Educational  
Sector**

**Growing Cycle  
Track**

**+ more.**

*Including ranking as the 4<sup>th</sup> most livable city to live in  
the world*

**The Economist Intelligence Unit**

# Calgary in the New Economy: Vision

Calgary is the city of choice  
in Canada for the world's  
best entrepreneurs.

We embrace innovation and create  
solutions to meet the world's greatest  
needs: food, health, energy and  
transportation

NEIL ZELLER  
PHOTOGRAPHY



# Calgary in the New Economy: Focus Areas



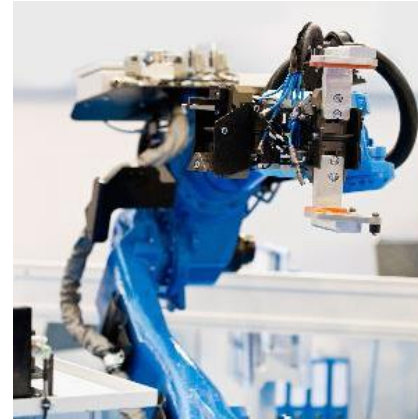
## TALENT

Canada's  
Destination  
for talent.



## INNOVATION

Canada's leading  
B2B innovation  
ecosystem.



## PLACE

Canada's  
most  
livable city.



## BUSINESS ENVIRONMENT

Canada's most  
business-friendly  
city.



# Economic Development Tools to Grow Calgary

**startup  
calgary**  
be part of the energy™



**Opportunity  
Calgary  
Investment  
Fund**





# Competing Dynamics



**WORKING GROUPS:** Convention Centre District, Downtown West, Industry Engagement

**CHAIR:** Michael Brown

**PARTICIPANTS:**

**Brian Hahn**  
BILD Calgary Region

**Ken Toews**  
Strategic Group

**John Fisher**  
CBRE/NAIOP

**Trent Edwards**  
Brookfield Residential

**Cassandra McAuley**  
Tourism Calgary

**Patti Pon**  
CADA

**Clark Grue**  
CTCC

**Franco Savoia**  
Vibrant Communities Calgary

**Martina Jileckova**  
Horizon Housing Society  
(CHAC)

**Whitney Hughes**  
BCG

**Marco Delaco**  
Downtown Business  
Association

**Augusto Romero**  
City of Calgary Culture

**James McLaughlin**  
City of Calgary Recreation

**Druh Farrell**  
Councillor Ward 7

**Evan Woolley**  
Councillor Ward 8

**Erin Chrusch**  
Mayor's Office

**Thom Mahler**  
City of Calgary Planning

**Sarah Quayle**  
City of Calgary Green Line

## 1. Accelerate urbanization and connectivity in the downtown core (immediate initiative)

### Activities

Target investment to build on existing and planned assets.

Investigate funding models for catalytic investments.

Create a multi-agency committee to implement the vision for our downtown core.

Enhance connectivity between the downtown core, Rivers and Entertainment Districts and the Beltline.

## 2. Expand and enhance tourism, cultural and recreational assets

### Activities

Attract, enhance and promote premier experiences and events showcasing Calgary as the Ultimate Host City.

Pursue a transportation corridor linking YYC Calgary Airport, Downtown Calgary and Banff.

Support [Cultural Plan for Calgary](#) and [Living a Creative Life](#).

Continue to build on livability assets that reflect our diversity throughout the city.

## 3. Actively support diversity and inclusion

### Activities

Increase economic participation for the underrepresented and underemployed.

Promote [Enough for All](#) – Calgary's poverty reduction strategy.

Continually provide affordable housing options.

## Opportunities:

- Overlay potential private sector investment in the core with Stampede, CMLC and City intentions and look for best alignment for co-investment. Investments might be programming not just capital investments.
- Consider the arts and culture ecosystem in the city – Cultural Plan incorporates design and cultural districts.
- Prioritize the core then look to Established Areas Growth and Change Strategy.
- Bring diverse voices to discuss/determine actions in designated places throughout the city – advocacy could be a role for this group.

## Next Steps:

- Create a multi-layered map of downtown including city past, current and future projects; private sector current and potential investments; social agencies; art and culture agencies; and other relevant data points to assist in targeting areas for additional focus to accelerate public and private sector investment
- Build a name for the Convention District while seeking ways to activate indoor and outdoor spaces.
- Improve connectivity and wayfinding throughout downtown while appointing a '*nightlife mayor*' who serves as a bridge builder with nightlife businesses.
- Continuously engage Arts Commons and the Glenbow to build on activations.
- Deploy industry survey to more comprehensively understand private sector intentions.
- Align private sector with public sector events.
- Deploy speaker series on downtown vibrancy.
- Create multi-stakeholder group for downtown west including residents, businesses and City.
- Identify buildings for repurposing.
- Deploy downtown and downtown west marketing campaign.





## II. OPPORTUNITY

## **Calgary:**

*“A great place to make a living, a great place to make a life.”*

One Calgary

## **Downtown:**

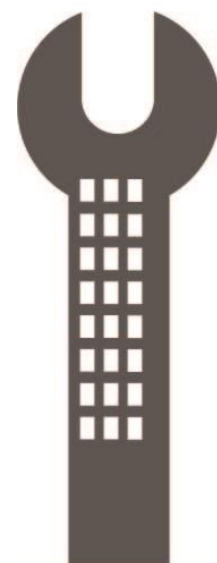
*Downtown is the economic and cultural **heart** of Calgary - a livable, thriving place for people, business, innovation and creativity.*

**Combined intent of the Centre City Plan and Calgary’s Economic Strategy**



# Core Strategies & Actions Toolkit

1. **Support and incentivize private investments in businesses and buildings.**
2. **Invest in physical infrastructure that complements private investment.**
3. **Invest in and align programming that generates new visits and spending.**
4. **Attract new and expand existing businesses that fit the strategy.**
5. **Provide amenities and services to enhance the quality of life for people living downtown.**
6. **Engage, communicate and market.**







# Illustrating Focus Area Alignment

## INITIATIVES

- |   |  |  |   |
|---|--|--|---|
| <ul style="list-style-type: none"> <li>• Mural Programs</li> <li>• Joint Encampment Team</li> </ul> | <ul style="list-style-type: none"> <li>• Opportunity Calgary Investment Fund</li> <li>• Centre City Enterprise Area</li> </ul> | <ul style="list-style-type: none"> <li>• Housing Incentive Program</li> <li>• Fire Pits</li> </ul> | <ul style="list-style-type: none"> <li>• Dockless Bike Share</li> <li>• Mobile Bike Repair</li> </ul> |
|---|--|--|---|

**DOWNTOWN**  
the Place

Working  
**DOWNTOWN**

Living  
**DOWNTOWN**

**DOWNTOWN**  
Connectivity

## INVESTMENTS

- |   |   |  |   |
|---|---|--|---|
| <ul style="list-style-type: none"> <li>• New Central Library</li> <li>• West Eau Claire Park</li> </ul> | <ul style="list-style-type: none"> <li>• 9 Avenue Parkade + Innovation Centre</li> <li>• BMO Convention Centre Expansion</li> </ul> | <ul style="list-style-type: none"> <li>• Beltline Recreation Centre</li> <li>• Devonian Gardens</li> </ul> | <ul style="list-style-type: none"> <li>• 17 Avenue Extension</li> <li>• Green Line</li> </ul> |
|---|---|--|---|



# Developing Our Downtown Scorecard

**DOWNTOWN**  
the Place

Working  
**DOWNTOWN**

Living  
**DOWNTOWN**

**DOWNTOWN**  
Connectivity

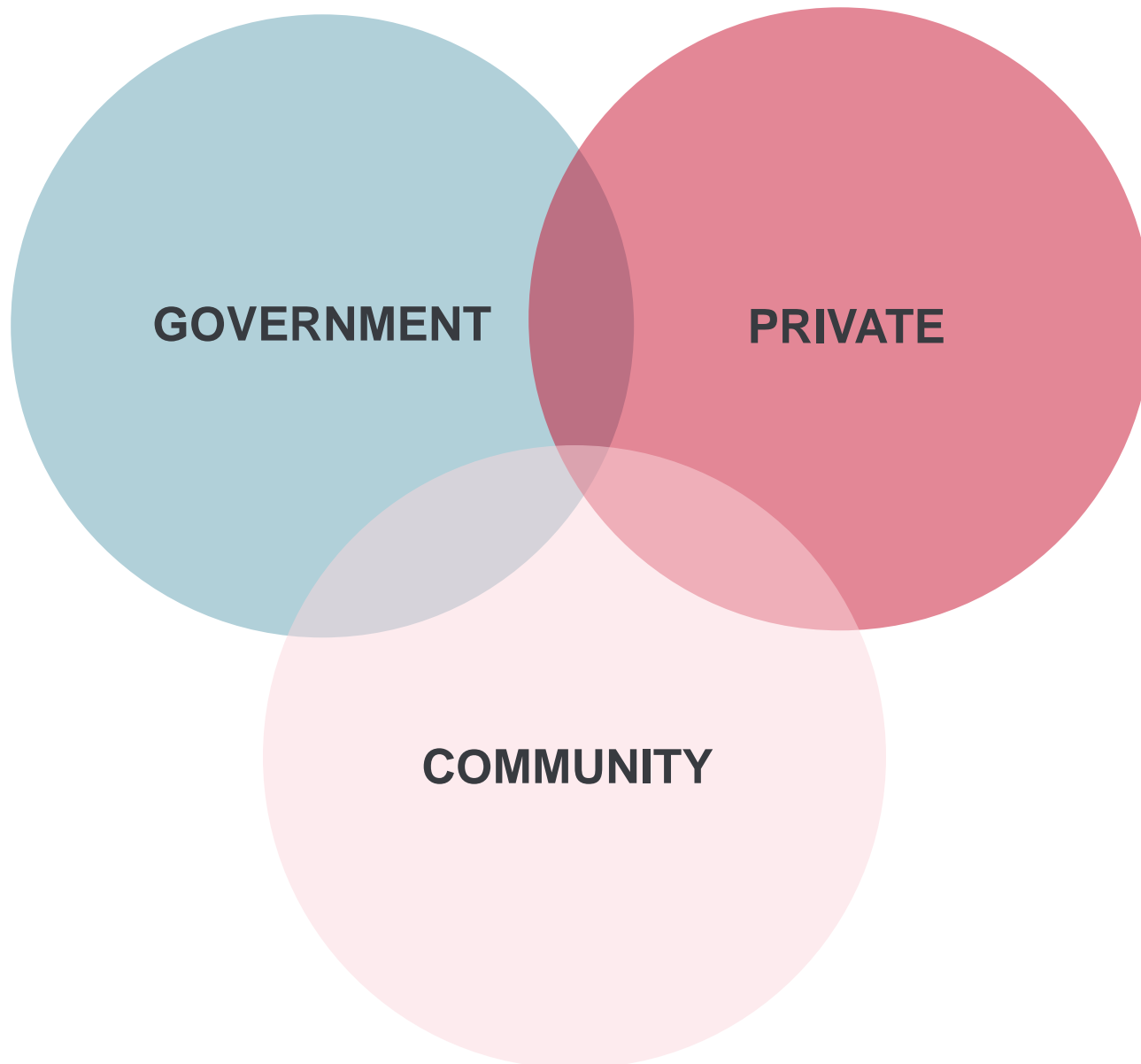
## SAMPLE INDICATORS

- |   |  |   |   |
|---|--|---|---|
| <ul style="list-style-type: none"> <li>• Downtown Office Concentration</li> <li>• Community Pride</li> <li>• Residential Units</li> <li>• Public Realm Investment</li> <li>• Programming</li> <li>• Etc.</li> </ul> | <ul style="list-style-type: none"> <li>• Number of Jobs</li> <li>• Number of Businesses</li> <li>• Growth rates</li> <li>• Etc.</li> </ul> | <ul style="list-style-type: none"> <li>• Number of Residents</li> <li>• Number of Visitors</li> <li>• Etc.</li> </ul> | <ul style="list-style-type: none"> <li>• Transit Ridership</li> <li>• Parking Metrics</li> <li>• Pedestrian + Cycling Counts</li> <li>• Etc.</li> </ul> |
|---|--|---|---|



### III. ACCOUNTABILITY

# Downtown Coordination





## INCORPORATE A RECOVERY / RESILIENCE MODEL

This model:

- Applies the resilience framework.
- Is action-oriented.
- Emphasizes accountability.
- Focuses on building resiliency.
- Creates an inclusive structure.
- Facilitates collaboration.





# Recovery/Resilience Phases

## SYSTEMATIC PROCESS



# Accountability

ELEMENT	CURRENT STATUS	UNDERWAY/ NEED TO DEFINE
<b>Leadership</b>	Executive Sponsor (Stuart Dalgleish).	Dedicated assigned lead and administrative team.
<b>Team</b>	The City / Calgary Municipal Land Corporation / Calgary Economic Development.	Formalize stakeholders, roles and responsibilities.
<b>Decision-Making Model</b>	At individual project level.	Cohesive, integrated at project program and portfolio level.
<b>Metrics</b>	At individual project level and within One Calgary service plans and budgets.	Define and create the Downtown Scorecard.
<b>Reporting Frequency</b>	One Calgary accountability reporting.	Define administrative and Council/committee frequency.

# Summary of Today + Look Ahead

## SUMMARY

**Vision** (slide 27)

**Focus Areas** (slide 28)

**Strategies + Action  
Toolkit** (slide 29)

**Initiatives +  
Services** (slide 13)

**Investments** (slide 12)

**Accountability**  
(slide 36)



## TODAY

**Input, feedback +  
guidance.**



## NEXT STEPS

**Implement improved  
accountability  
framework + confirm  
team and  
stakeholders.**

**Align strategies +  
actions with focus  
areas.**

**Develop Downtown  
scorecard.**

## That Council:

1. Receive this verbal report for information.
2. Direct Administration to provide an update on the further development of a Downtown Strategy to the Priorities and Finance Committee in 2019 July and October.





## Ensuring a Vibrant Downtown for Tomorrow