

Calgary



CITY OF CALGARY  
**RECEIVED**  
IN COUNCIL CHAMBER

JUL 02 2019

ITEM: 7.1 PFC 2019 0664  
DISTRICT: D-1  
CITY CLERK'S OFFICE

# PFC2019-0664 Downtown Strategy and Focus Update

2019 July 02 Priorities and Finance Committee



# Agenda

**I. Introduction**

**II. Calgary's Downtown Strategy**

**III. Team & Alignment**

**IV. Results & Highlights**

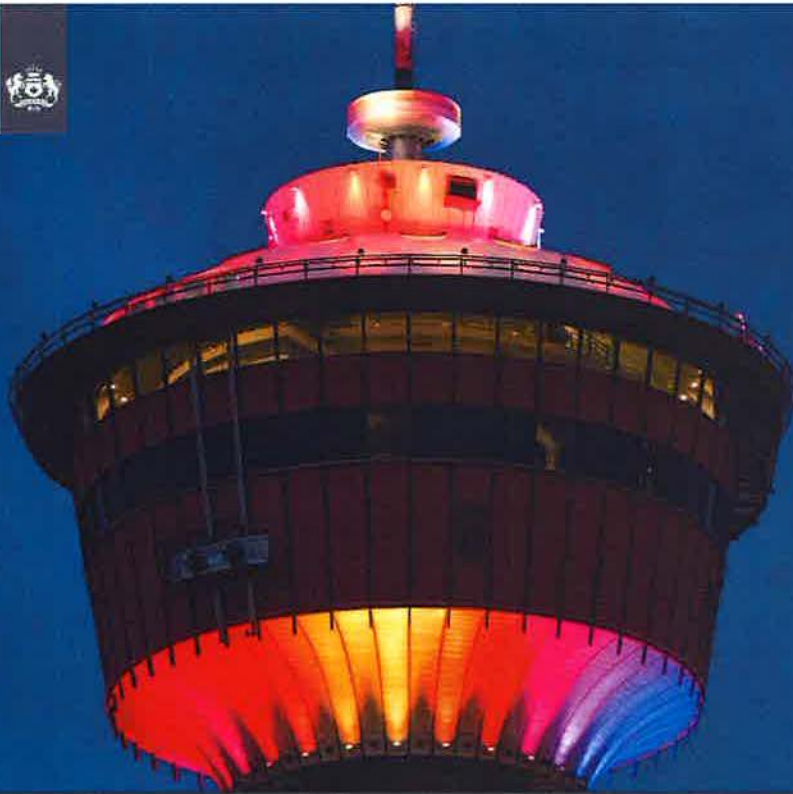
**V. Summary & Recommendation**

*Focus*

*Align*

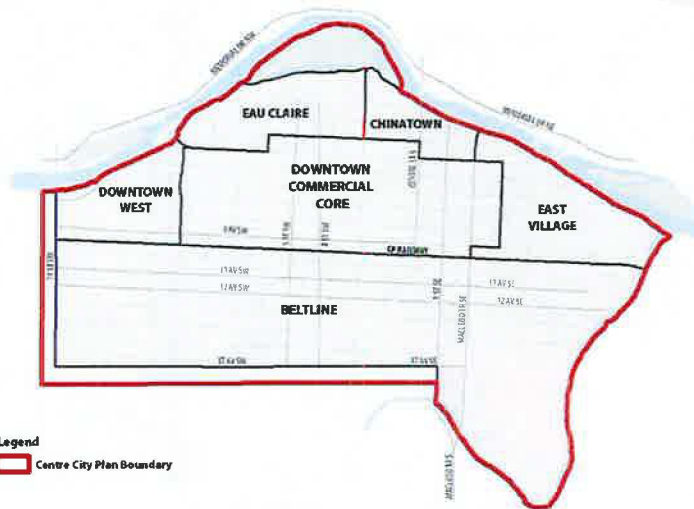
*Intensify*





# I. INTRODUCTION

## Calgary's Downtown







## **Importance of Downtowns & Calgary's Downtown**

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

**Our Downtown includes:**

- **60% of the city's office inventory in the downtown.**
- **25% of jobs.**
- **Financial, legal and business services that serve the entire city and region.**
- **Between 10% to 24% of total construction value over past 10 years.**
- **The central connection of our transit and fibre network that connects 118km of CTrain track and 400km of dark fibre**

Calgary's downtown has been the heart of the city  
with **50M** square feet of office space.

CAN  
ACCOMMODATE  
**250,000**  
EMPLOYEES

-

IN 2016,  
THERE WERE  
APPROXIMATELY  
**160,000**  
EMPLOYEES

=

OPPORTUNITY  
FOR ABOUT  
**90,000**  
MORE  
EMPLOYEES  
IN EXISTING  
SPACE





## 2019 April 01 Council Direction

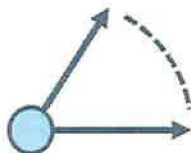
1. Endorse the direction as presented (C2019-0415-Downtown Strategy and Focus).
2. Direct Administration to provide an update on the further development of a Downtown Strategy to the Priorities and Finance Committee in 2019 July and October; and
3. For the July Priorities and Finance Committee, Administration further refine the Downtown Strategy to include:
  - heritage,
  - safety, and
  - competitive research.



## Calgary's Downtown Strategy



**Acting with urgency to address a structural shift in our economy.**



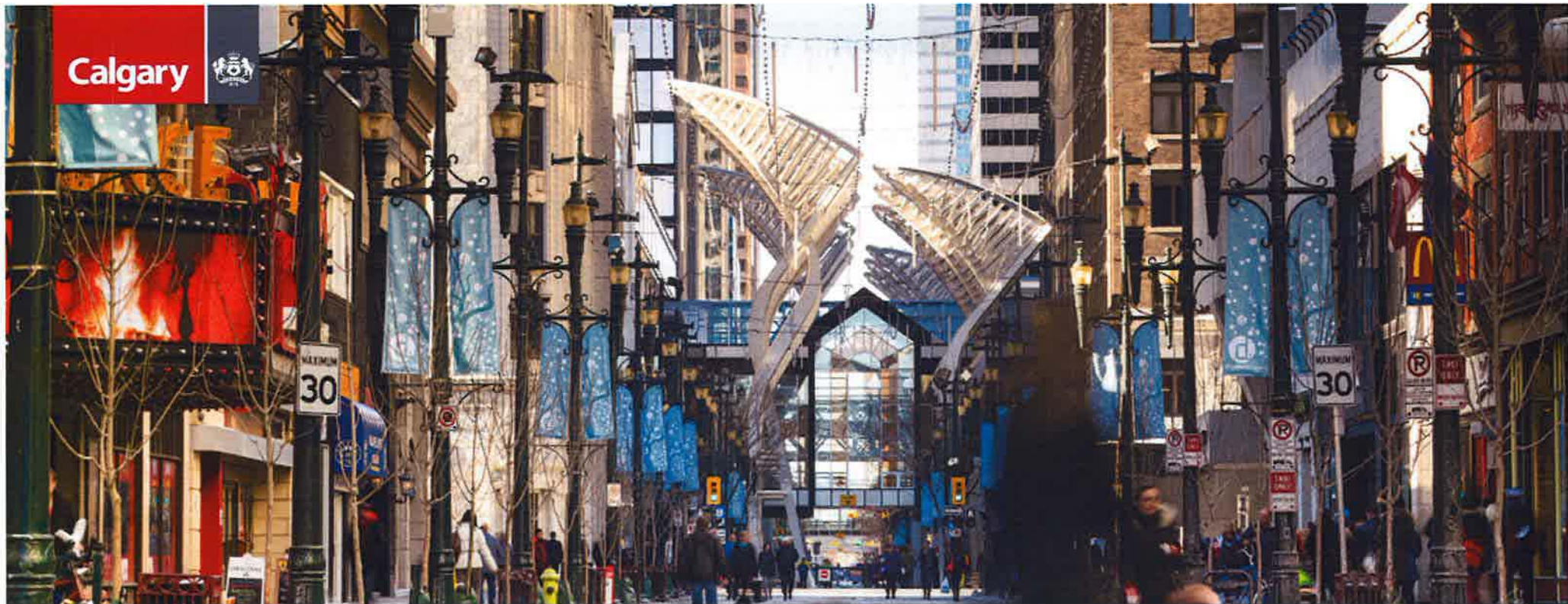
**Pivoting to a new downtown that thrives in the new economy.**



**Building momentum with partners.**



**Focusing and aligning our efforts to intensify our collective energy.**



## II. CALGARY'S DOWNTOWN STRATEGY



## Trends + Facts



**Oil and Gas:**  
Structural change



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



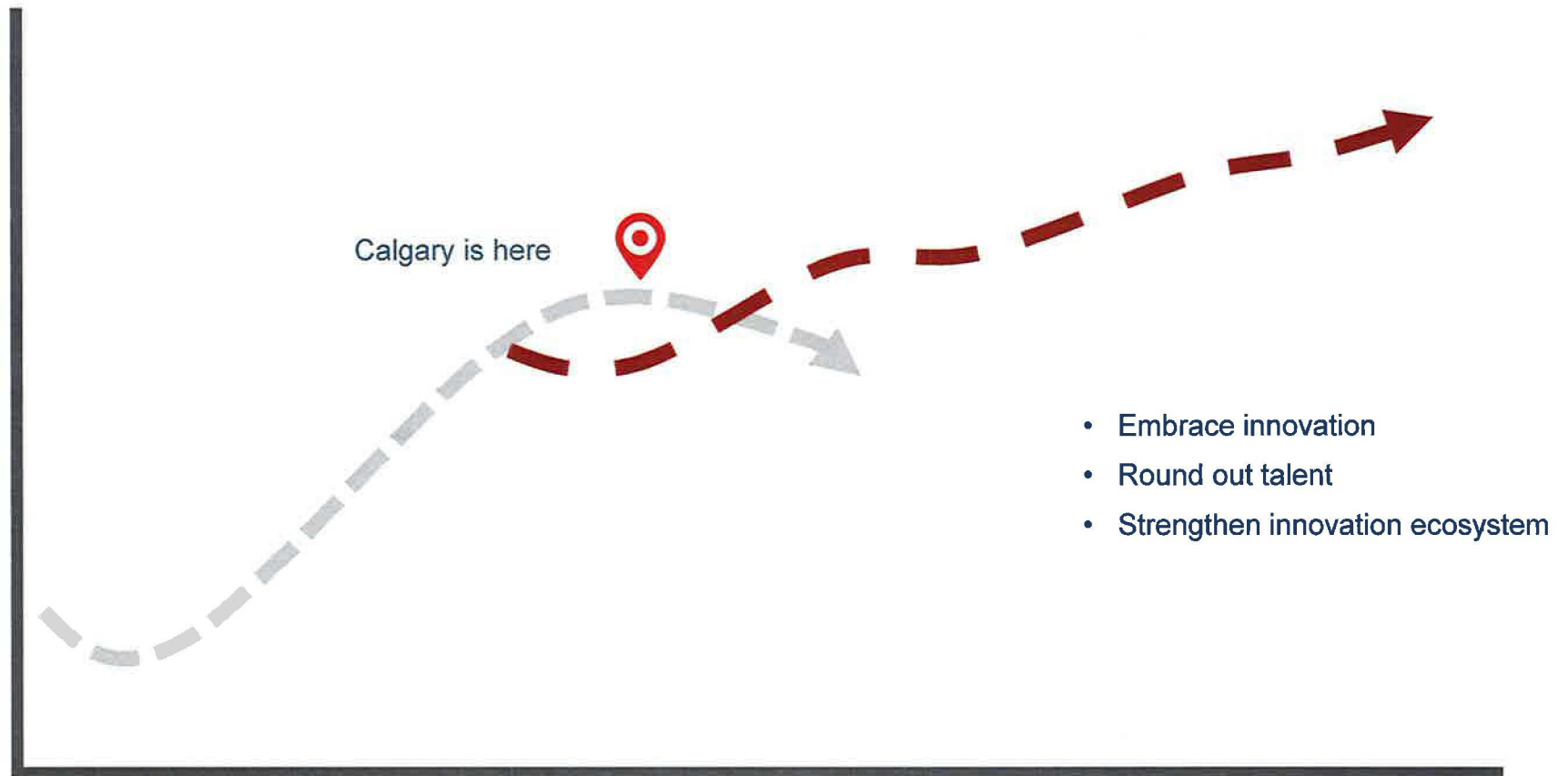
**Industry 4.0**  
leads to  
disruption across  
all industries



**An evolving  
economy** means  
an evolving  
downtown

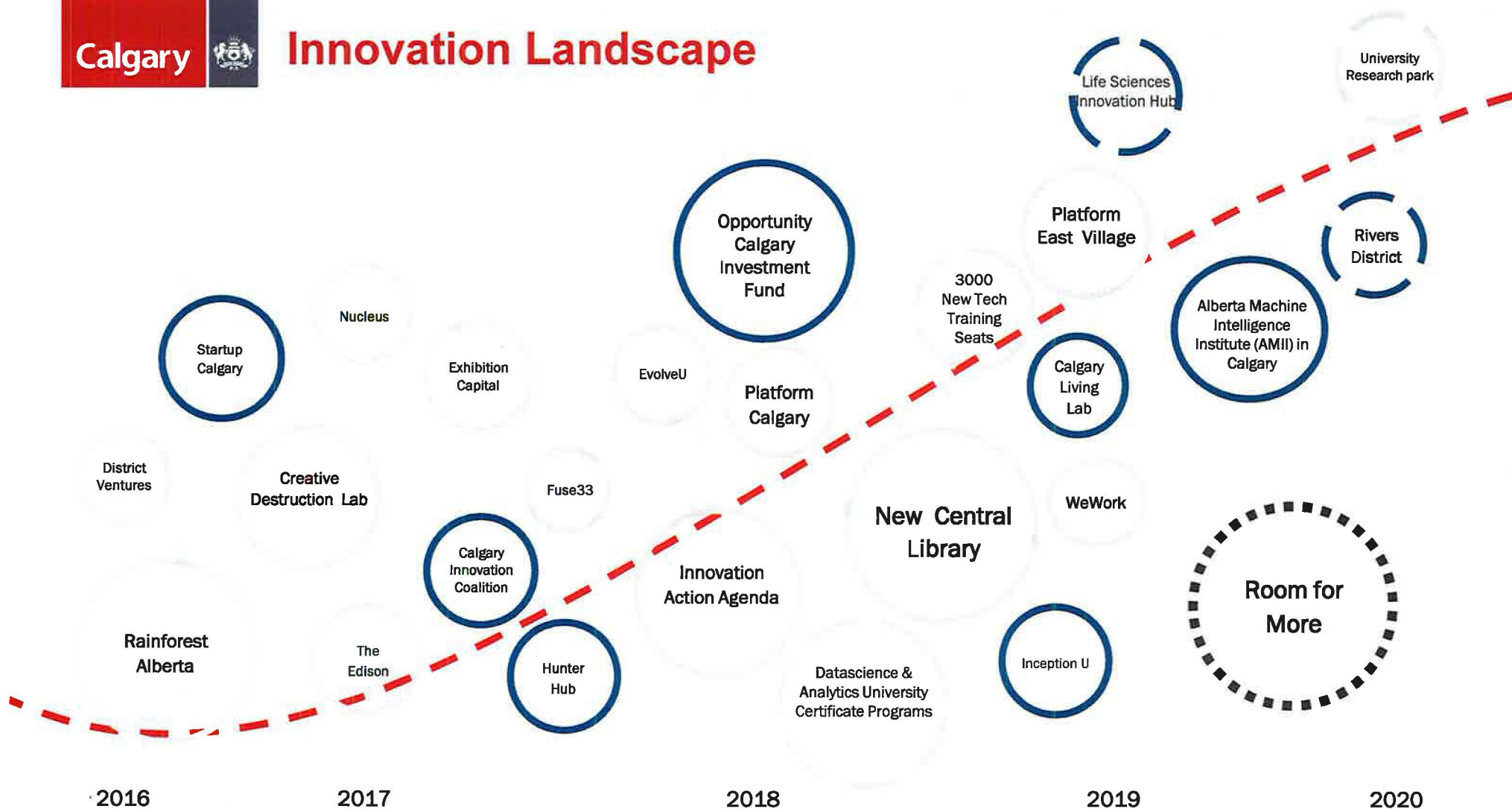


## Embracing Innovation Intensified the Wave of Growth





# Innovation Landscape





## Informed by Research + Others' Practices



Detroit



Denver



Pittsburgh



Austin



Sacramento



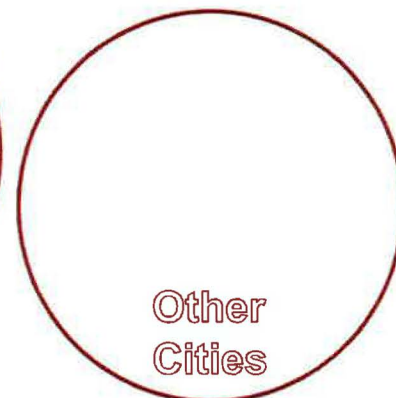
Houston



London, On



Rochester



Other  
Cities





## Vision & Purpose

### **Calgary:**

*"A great place to make a living, a great place to make a life."*

**Vision**

### **Calgary's Downtown:**

*Core to our city's **vibrancy** and **economic** resilience.*

**Beacon**

*Downtown **is** Calgary's community.*

**Tagline**



## Focus Areas & Strategies



### PLACE



### WORK



### LIVE



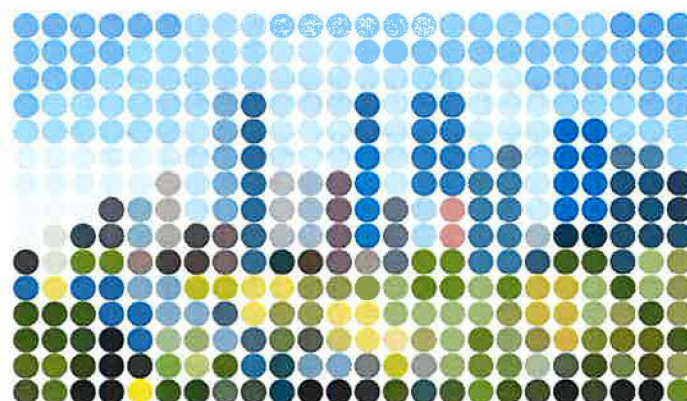
### CONNECT

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.
7. Advance our Downtown with people at its core.

## Opportunities Today and Tomorrow



**In the short term, we will continue with multiple, ongoing actions. . .**



**. . that together . . .**



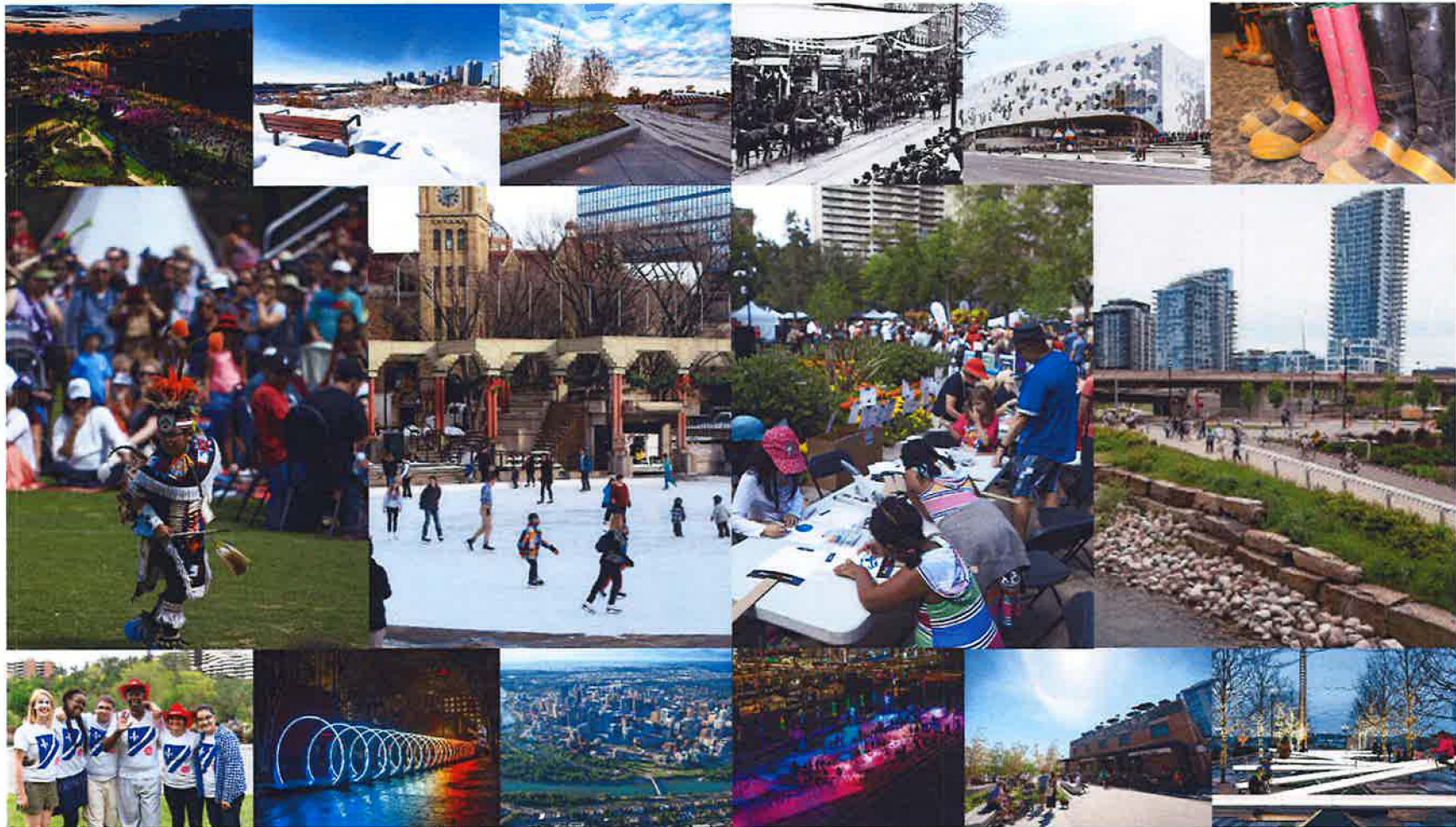
**. . . lead to the long-term resilience, vibrancy and success of our downtown.**



Calgary

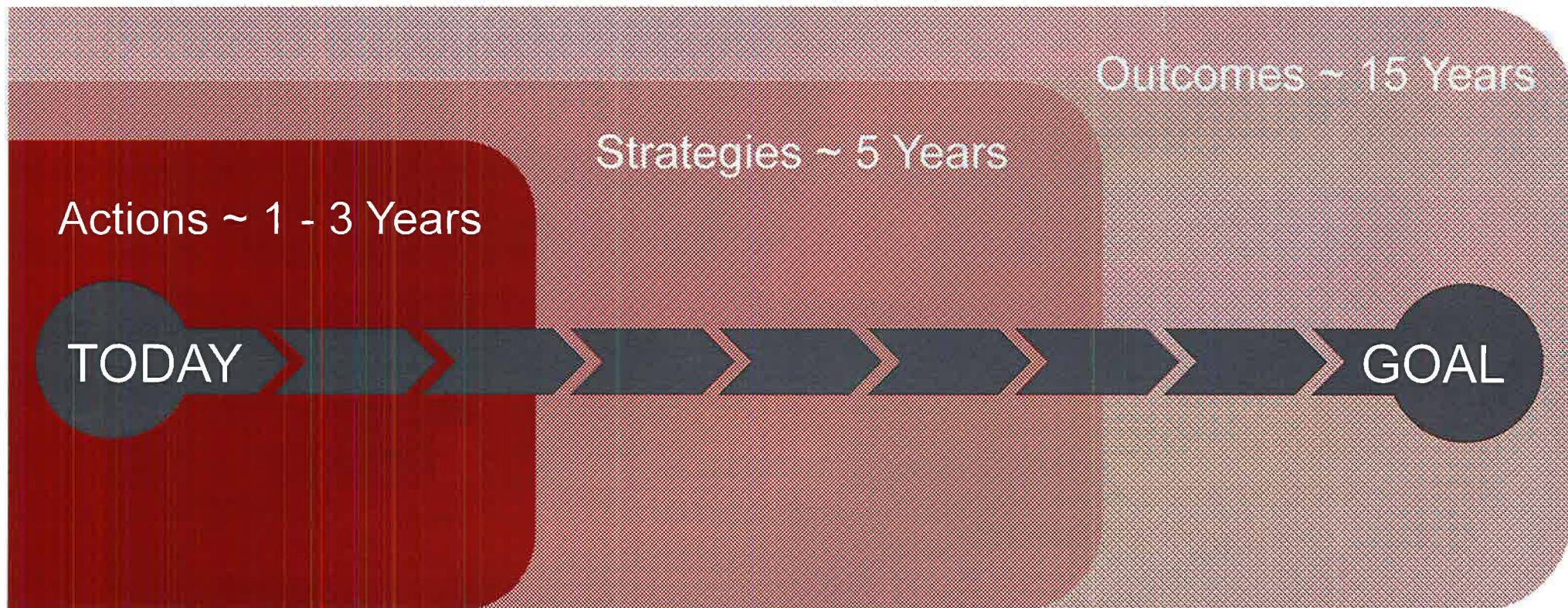


## Focus on Downtown Vibrancy and Resilience





## Timeline: Art of the Long View





**OUTCOME**

*A central setting and built form that's desirable to current and future businesses, residents and visitors*

**STRATEGIES**

- Support private investment
- Invest in physical Infrastructure
- Provide amenities/services
- Align safety resources for optimal benefit
- Work with Calgary Heritage Authority and Calgary Growth Strategies on downtown heritage priorities

**METRICS**

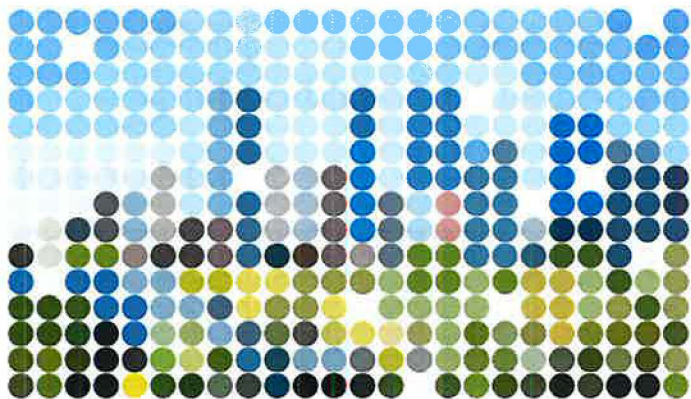
- Investment: Building Permit Values & Volume
- Value: Downtown Office Average Net Rental Rates
- Value: Downtown Office Sales
- Perception of Safety & Cleanliness





## Place | Actions in 2019

- Initiate a project to develop a Master Plan/Vision for Downtown West.
- Prepare a Master Strategy document for the vision and implementation of the Convention / Arts / Olympic Plaza District.
- Survey and interview private building owners to understand and align with their investment plans
- Meet with residential developers to stimulate investment.
- Engage with heritage building owners to identify opportunities to leverage heritage assets for placemaking and creative uses.



## OUTCOME

*Downtown office spaces are re-energized with diverse and innovative businesses and jobs supporting the community's strategy, Calgary in the New Economy.*



## STRATEGIES

- Grow existing and attract new companies that support high-potential innovative ecosystem and clusters
- Retain, retrain and recruit top talent to support Calgary in the New Economy

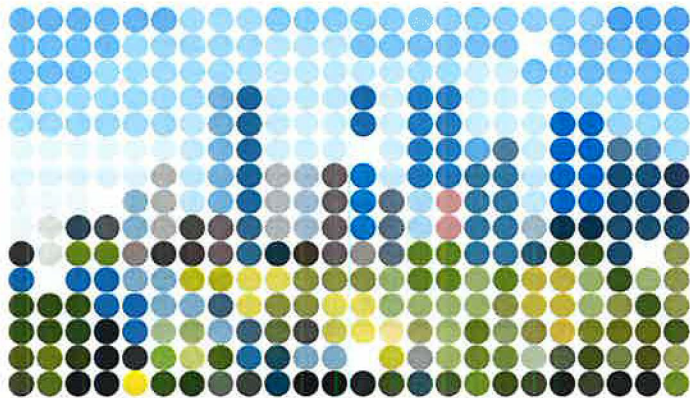
## METRICS

- Office Absorption Volume
- Office Inventory Volume
- Retail Inventory Volume
- Business Count
- Type of Business by Industry



## Work | Actions in 2019

- Attract and retain high growth innovation companies with a focus on technology in industrial and emerging sectors
- Develop and deliver a comprehensive marketing plan to promote Calgary's growing innovation ecosystem in an attempt to attract companies and talent
- Leverage OCIF to pursue high potential opportunities in downtown Calgary
- Align events, conference and inbound mission for company attraction
- Collaborate with post-secondary and community education organization to build a STEAM Talent Accelerator in downtown
- Collaborate and align stakeholders to enhance start-up and scale up programs to accelerate company growth opportunities





## OUTCOME

*Downtown is an inclusive and vibrant neighbourhood; a destination for unique experiences for visitors and all Calgarians.*



## STRATEGIES

- Provide programming and services to enhance visitor and resident experiences
- Identify and prioritize programming that increases visits locally and from afar

## METRICS

- Population (number + diversity)
- Activities + participation
- Desirable Place to Live %
- Hospitality + restaurant patronage
- Residential inventory + characteristics
- Walkability + accessibility

- Develop a “resort approach” for amenities and service offerings.
  - 129 annual downtown events attracting more than 3M people
  - Arts Commons: hosts 200+ organizations, 1,800+ performances/events attended, 400,000 attendees
  - Centre City Banner program inviting local artists to create banners welcoming visitors to the core

- Develop enhanced map of attractions for visitors.

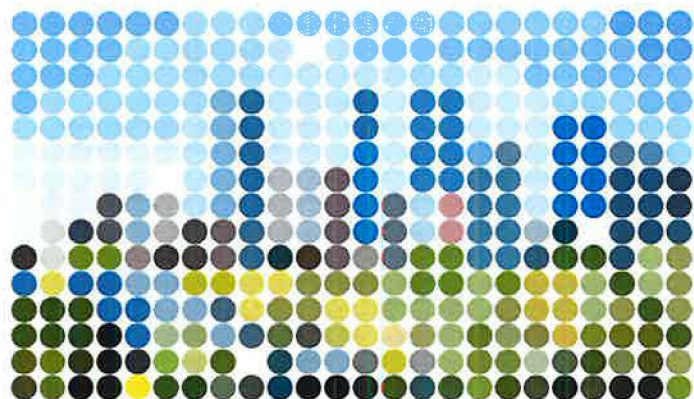
- CCMA Country Music Week & Awards
- 107<sup>th</sup> CFL Grey Cup Festival
- Where We Walked interpretive walk
- 36<sup>th</sup> Annual ArtWalk
- Stephen Avenue Live
- Sled Island Music and Arts Festival

- Continue to build on livability assets that reflect our diversity.

- Parks & Open Spaces
- Gray Family Eau Claire YMCA
- Beltline Urban Murals Project
- Repsol Sport Centre
- Arts Commons
- Glenblow Museum
- BMO Convention Centre
- TELUS Convention Centre

- Seek to identify opportunities to repurpose use.

- Leverage underused spaces Downtown for gallery/performance, pop-up attractions and regular programming



## OUTCOME

*Our downtown is where people, goods, information and ideas connect.*



## STRATEGIES

- Strengthen the resilience of our mobility, utility and digital networks;
- Foster a future focused ecosystem that embraces disruptors and innovation.

## METRICS

- Modes of Transportation Travelling To and From Downtown
- Downtown Connectivity
- Taxi and Rideshare, Pick-ups and Drop-Offs
- People connecting with people





## Connect | Actions in 2019

### ● Mobility

- 4th Street SE Cycle track scheduled to be complete
- 9th Avenue Bridge construction begins
- 17th Ave Improvements complete
- 4th St underpass construction completion
- Max Transit Service began
- Stephen Ave Master Plan Design phase begins
- Sidewalk Block Replacement begins along 6 St SW
- Green Line: 9 Ave Replacement and Enabling works

### ● Utility

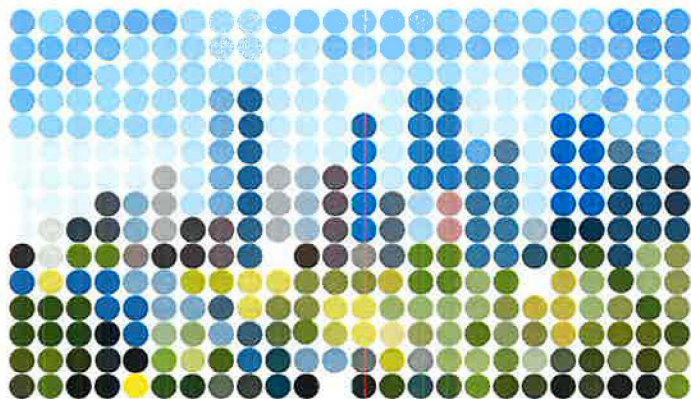
- Connection of Public Building to ENMAX's district energy system
- East Eau Claire/Promenade Flood mitigation

### ● Digital

- Municipal building fibre connects 600+ City of Calgary sites, post-secondary institutions and businesses

### ● Innovation

- Platform Construction underway
- 6 Living Lab projects completed in the Downtown

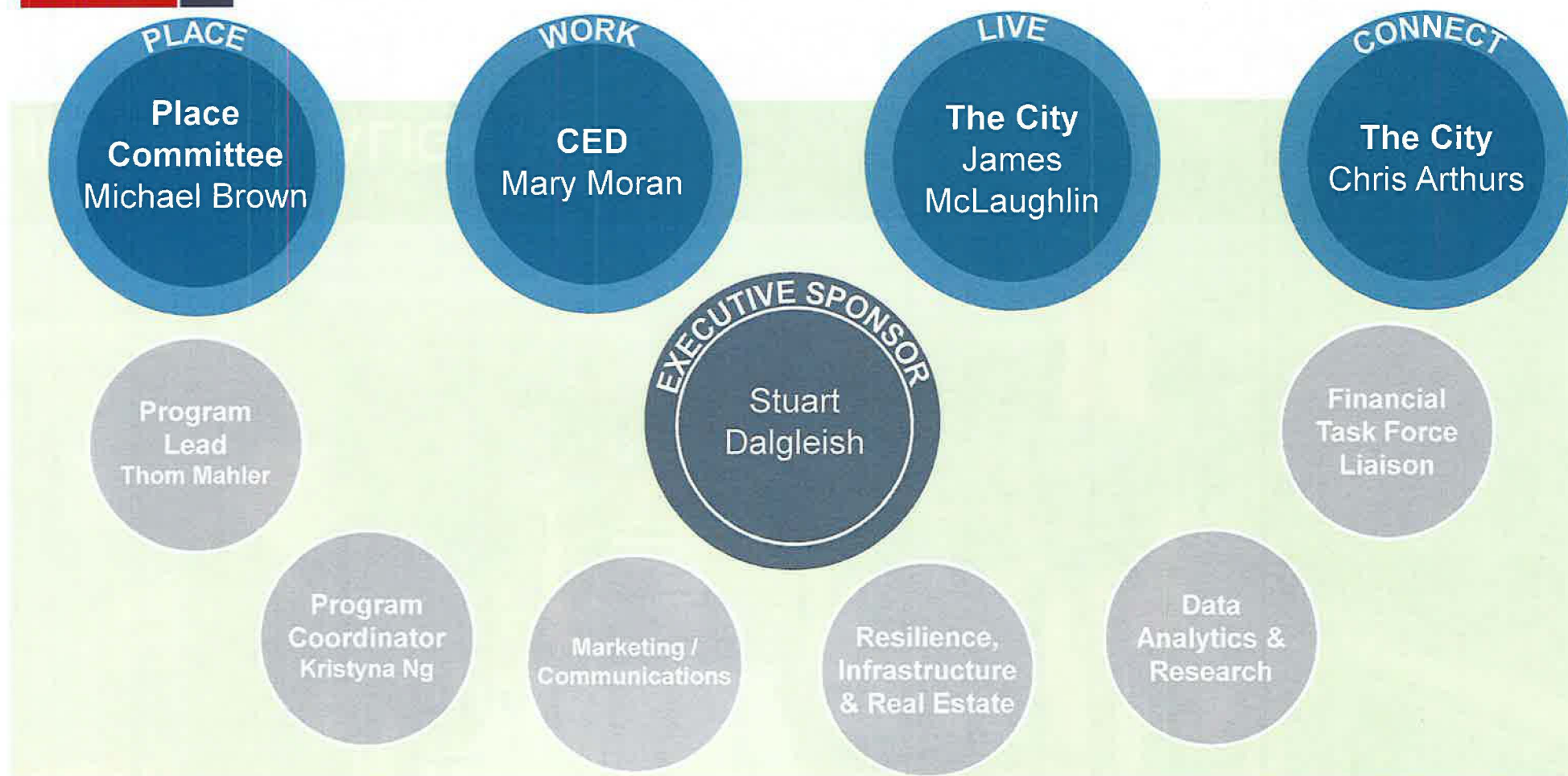




### III. TEAM & ALIGNMENT



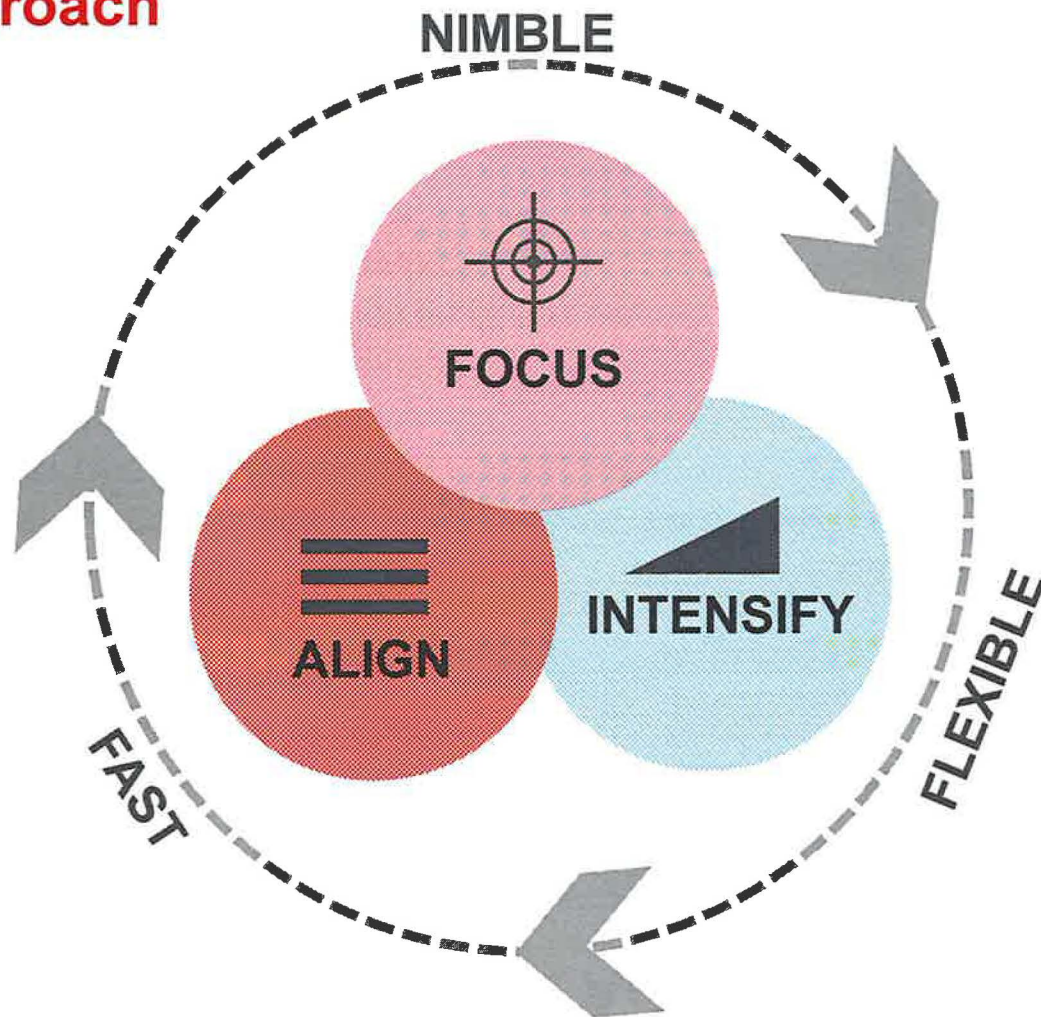
## Team Model







## Approach



# Strategy Alignment | Leverage our Collective Action

## CITY OF CALGARY ALIGNMENT

ONE CALGARY: CITIZEN PRIORITIES

COUNCIL DIRECTIVES

CALGARY TRANSPORTATION PLAN (ROUTE AHEAD) \* Including GREEN LINE

CITY OF CALGARY DIGITAL STRATEGY

CENTRE CITY PLAN REFRESH

CULTURAL PLAN

WINTER CITY APPROACH

COMMUNITY ACTION ON MENTAL HEALTH + ADDICTION STRATEGY (DRAFT)

QUALITY OF LIFE ALIGNMENT

RESILIENT CALGARY STRATEGY

PUBLIC SAFETY IMPLEMENTATION PLAN

THE FUTURE OF TRANSPORTATION (PLAN FOR DISRUPTORS)

## PARTNERSHIP STRATEGY ALIGNMENT

CALGARY DESTINATION STRATEGY

CMLC GUIDING PRINCIPLES

CALGARY IN THE NEW ECONOMY (ECONOMIC STRATEGY)

ENOUGH FOR ALL STRATEGY

DOWNTOWN ECONOMIC SUMMIT RESULTS

WORK  
LIVE  
PLACE  
CONNECT

| WORK | LIVE | PLACE | CONNECT |
|------|------|-------|---------|
| ✓    | ✓    | ✓     | ✓       |
| ✓    | ✓    | ✓     | ✓       |
|      | ✓    | ✓     | ✓       |
| ✓    | ✓    |       | ✓       |
| ✓    | ✓    | ✓     | ✓       |
| ✓    | ✓    | ✓     | ✓       |
| ✓    | ✓    | ✓     | ✓       |
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|      |      |       | ✓       |
|      | ✓    | ✓     |         |
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Focus



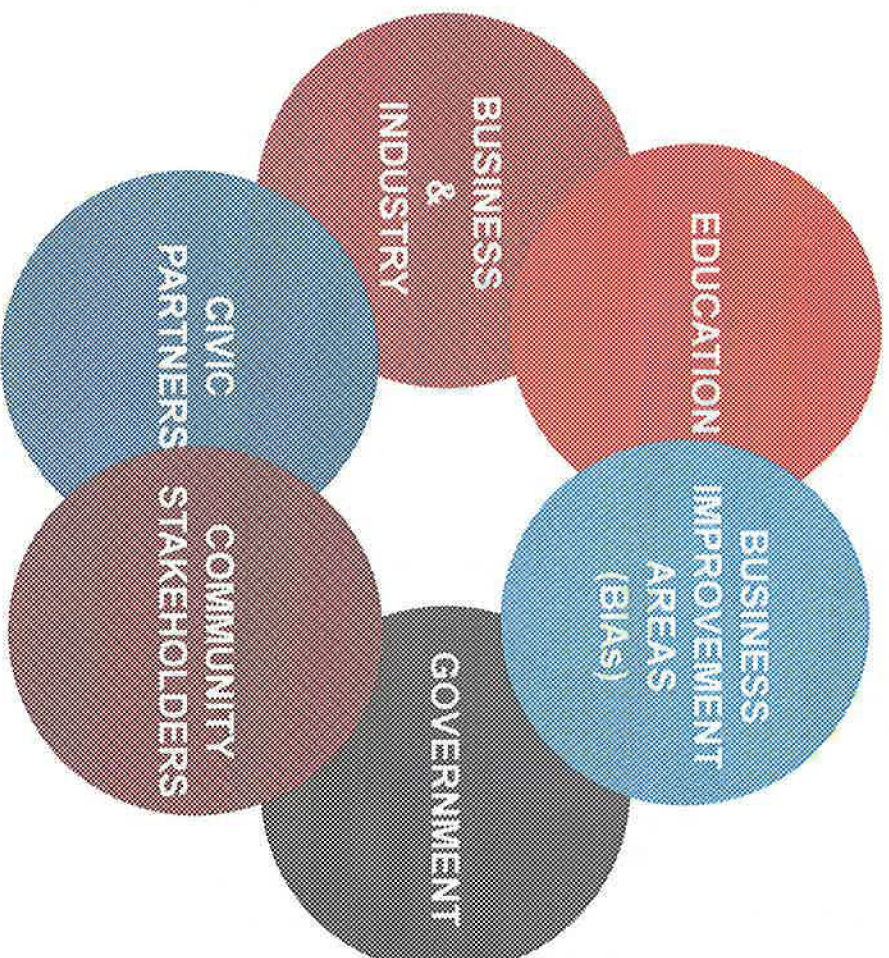
Align



Intensify



## Partners & Stakeholders







## IV. RESULT & HIGHLIGHTS



**Acting Fast – Jurassic Park in East Village for Calgarians to watch Raptors Games**

Credit: [curiosity.com](https://www.curiosity.com)

- We need to act fast to unlock private investment.
- We need to ACT in terms of weeks.
- We need to THINK in terms of years.
- The new economy wants to invest.
- Where The City invests in capital infrastructure is a key catalyst to leverage and optimize other private investment.



## Highlight of Recent Private + Public Investment



**School of  
Architecture,  
Planning and  
Landscape**



**Murals**



**Scotia Centre  
Renovations**



**Bounce**



**Underpass  
Improvements**



**Pop-up  
Parks**



**D.O.A.P**



**The Edison**

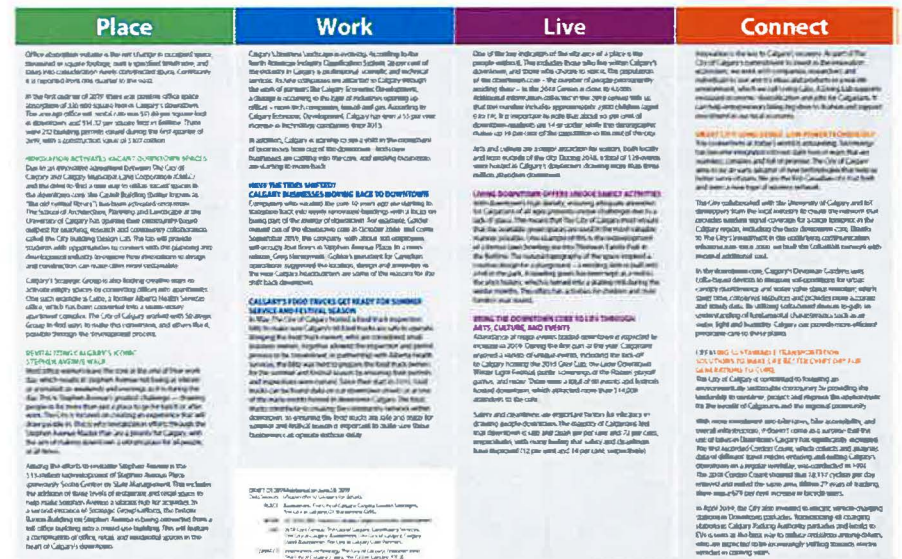


**Graffiti  
Abatement  
Program**



**West Eau  
Claire  
Plaza**



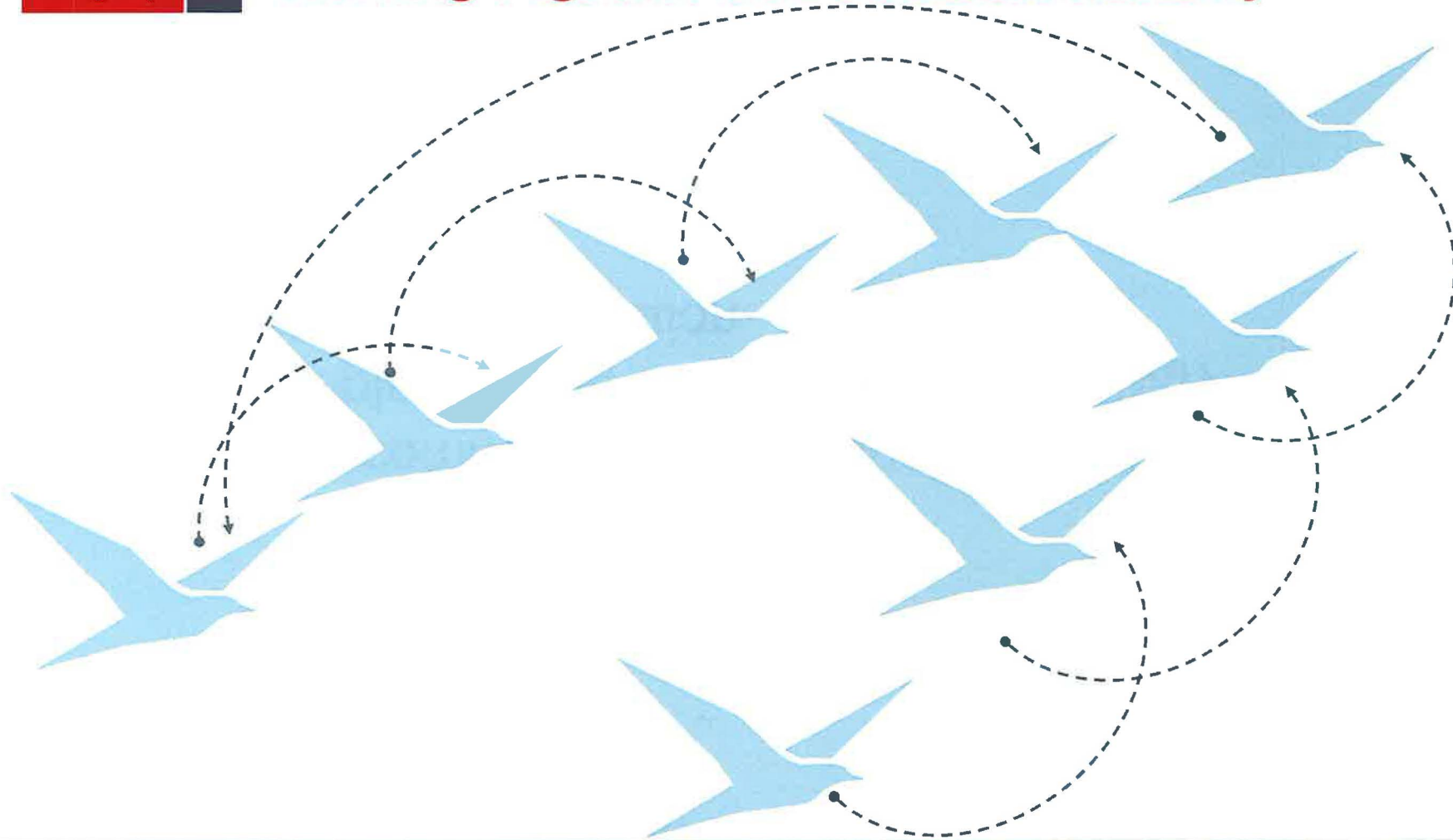






## V. SUMMARY & RECOMMENDATION

## Working Together for Downtown Vibrancy

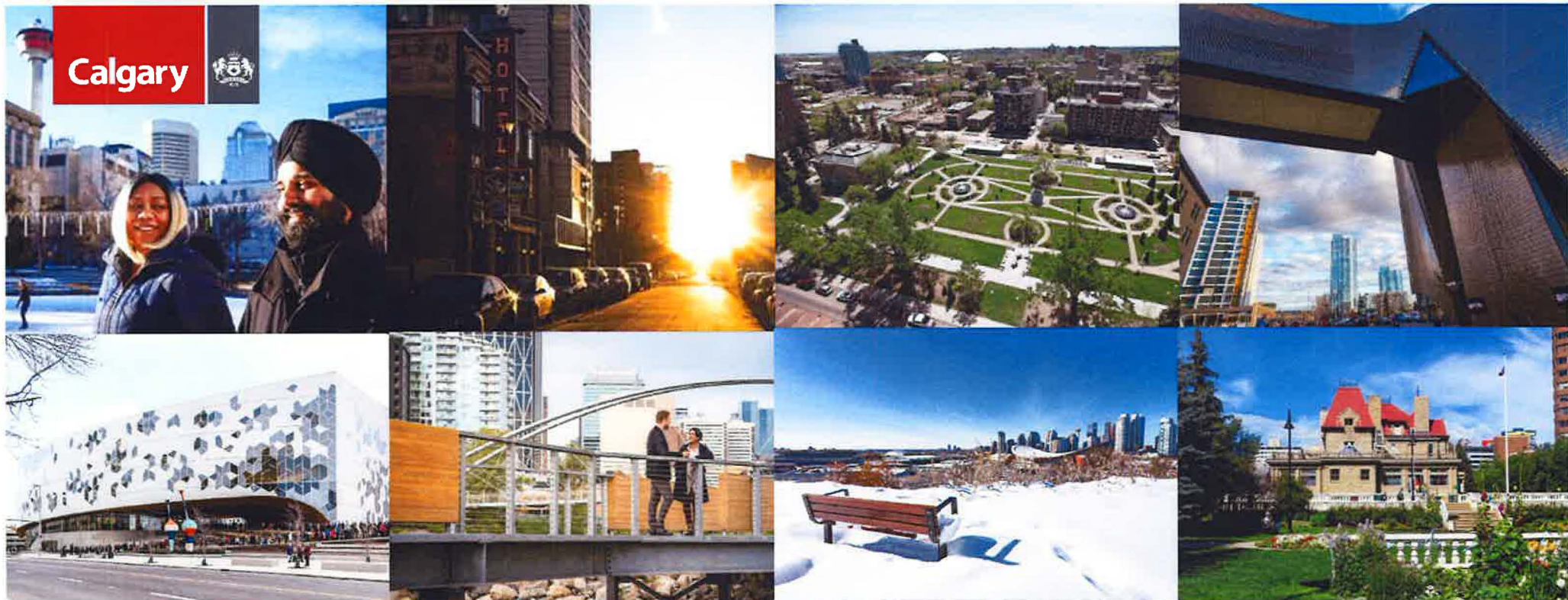






## Recommendation

That PFC recommends that Council direct Administration to continue implementing the Downtown Strategy, as identified in this report and presentation.



QUESTIONS?