

Capital Investment Plan

Background

Capital investments across Calgary from government, private sector, public institutions and partner organizations are typically focused on individual projects and organizational goals. The lack of alignment and coordination leads to competition for public support, funding and resources, and can prevent the achievement of mutually beneficial outcomes. A more strategic and cohesive approach would result in greater collective benefit for the individual organizations and the broader Calgary community.

Opportunity

Government, private sector and public institutions align, where feasible, individual capital investments to bring social and economic value to the larger Calgary community. The City of Calgary will work with business, other levels of government and community partners to optimize investment in Calgary through a Capital Investment Plan. The Capital Investment Plan is based on geographic, theme and community investments. By working together, The City will provide a clear vision to citizens, create jobs, build and maintain needed infrastructure, improve investor confidence, attract people and business and enhance Calgary's global reputation.

Through conversations and engagement with council and external partners over the next six months, The City will reposition its investment strategy and strategically focus capital dollars on projects that enhance the Calgary region as proposed below¹. Some of the investment areas will be led by The City, and others supported by The City.

Geographic Investments

1. Inland Port and Logistics District

Investment focus is the lands surrounding the Calgary International Airport and includes northeast industrial and commercial lands.

Calgary is well positioned as a transportation hub and inland port for Western Canada. It has the advantages of competitively priced industrial lands, critical infrastructure (Calgary International Airport, intermodal yards, road connections) and is poised to develop a distribution centre park to support ecommerce, fast moving consumer goods and technology development. If The City aligns its capital investment with private and government investment to better position Calgary as an inland port, it can significantly benefit, and provide economic value, to the Calgary region. Calgary Economic Development anticipates that over a three year period there will be a net economic impact of \$350 million dollars. This includes 89 companies being retained, expanded and/or attracted, 5000 direct and indirect jobs created and/or attracted and approximately \$375 million in capital investment². Investment in this area

¹ The economic and social value of these investments will be further refined and communicated over this time.

² These numbers are based on Calgary Economic Development achieving certain metrics in positioning Calgary as Western Canada's Inland Port. These numbers are preliminary estimates and will be refined over the next few months in conjunction with The City of Calgary's Corporate Economics group.

will strengthen Calgary's regional distribution network, transportation and logistics infrastructure and enable private sector businesses to capitalize on Calgary's geographic advantages.

2. Culture and Entertainment District

Investment focus is the areas downtown east of Centre Street, the Rivers District, Victoria Park and the Stampede grounds.

A centre for arts, culture and entertainment (including professional sports) that appeals to a wide variety of people and brings them together has a tremendous impact on the cultural life of a city. Creative spaces and amenities, in a well located, accessible area bring social value by creating a liveable, vibrant and diverse city that draws people and enriches daily life. Dynamic cities that offer a variety of cultural experiences, including theatre, dance, sports, music, dining, a variety of housing options and shopping, attract people and business and bring economic value to a city. A collaborative investment and strong partnerships to build the facilities and amenities needed to support a culture and entertainment district in Calgary will foster the arts and professional sports and further enable Calgary to host high profile events, attract tourism and business, and support employment and retail in the downtown.

3. Innovation, Education and Wellness District

Investment focus is the city's northwest near the Foothills Medical Centre, University of Calgary campus and McMahon Stadium.

Cities are key to innovation in a global economy where knowledge and learning are the primary factors in economic success. The basis of successful economic activity is innovation, which is fostered through the exchange of ideas where there is a high concentration of people and firms working in different fields in the same location³. The city's northwest is evolving into such an innovation hub. Technology, business, research, athletics and entrepreneurship are coming together to create an innovative ecosystem that is driving advances in medicine, technology and economic diversification and providing multiple benefits to the community. Focusing investment in this district will optimize the investment being made by other levels of government in this area and contribute to the incubation of ideas and enterprises. Having a dynamic mix of commerce, technology, and a readily available workforce in close proximity (through housing diversity and availability) will enhance the quality of life and the well-being of Calgarians and create an innovative and productive place to live, play, study and work.

Targeted Theme Investments

1. Transit and Transportation

All three levels of government are poised to invest several billion dollars in Calgary's transportation-related infrastructure. Investment in this area helps provide frequent, safe, convenient and affordable access to transportation for Calgarians, further improves transportation and mobility efficiencies and ensures ongoing service of existing infrastructure.

³ Slack, Enid. (2004, December). *Models of Government Structure at the Local Level*.

2. Main Streets

Main Streets are important public spaces along major transportation routes that attract Calgarians to socialize, work, live, shop, dine and celebrate local events. Investing in the maintenance, upgrading or delivery of new infrastructure to support these activities ensures Calgary public spaces contribute to the delivery of a great city. An initial 24 main streets projects have been identified across the city that will complement private mixed-use, residential and commercial investments.

3. Housing

Ensuring a complete spectrum of non-market and market housing options is an important part of the social and economic infrastructure of a healthy and inclusive city. Facilitating the delivery of new housing, and investing to maintain existing assets further strengthens housing access. Aligning Federal, Provincial and City of Calgary investments in affordable housing coupled with private investment in market housing is essential for attracting and maintaining a diverse workforce, ensuring economic development and vitality, and creating a place for everyone, from university students to an aging population.

4. Education

Post-secondary institutions and partner organizations continue their focus on expanding opportunities for student enrolments and re-training Calgary's displaced oil and gas professionals. The City is looking at ways to continually attract students to all post-secondary institutions in Calgary, partner where possible to support higher enrolment and capacity at these institutions and keep the talent in the city.

5. Resilience

Calgary has been granted membership to the Rockefeller Foundation's 100 Resilient Cities network which will assist Calgary with environmental, social, natural and economic disruptions. This membership provides funding to strengthen existing infrastructure and support new investments. Continued partnerships with other levels of government and institutions on investments in climate change, green technology, flood recovery, green energy sources, and bio-diversity and waste reduction initiatives.

Community Investments

1. Schools

Providing and maintaining schools within communities ensures access to education, proximity of services and the further supports the delivery of complete infrastructure to communities. This theme includes building new, modernizing and *repurposing* surplus school infrastructure. The Provincial government continues to invest in Alberta's school infrastructure.

2. Multi-Service Facilities

Community infrastructure provides the services that form the heart of our communities and support the needs of citizens. As this infrastructure ages there is an opportunity to strategically invest to ensure the appropriate facility supports the needs of our citizens. Coordinating community facilities investment amongst multiple parties enables greater economies of scale and the ability to meet citizen needs

through the provision of multiple services. Opportunities for integration include, but are not limited to, community associations, recreation centres, transit, fire stations, libraries, affordable housing, existing facility revitalization and service counters.

3. Parks and Public Spaces

Providing and maintaining quality public parks and open spaces strengthens communities, supports economic development, promotes health and wellness and increases cultural unity. The City continues to partner with public and private investors to improve the availability of recreation opportunities in underserved areas and ensure the protection, conservation and restoration of natural areas and provide spaces for a range of community services and programs.

Several Calgary community associations recently received funding from the Government of Canada through the Canada 150 Community Infrastructure Program and many improvements to Calgary's park spaces are either planned or currently underway.

4. Growth Infrastructure

Calgary continues to be a growing city with new and developing residential communities, industrial lands, commercial developments and redevelopment opportunities. The City of Calgary is partnering with the development industry on funding and delivery of growth related infrastructure and area-based investment planning.