

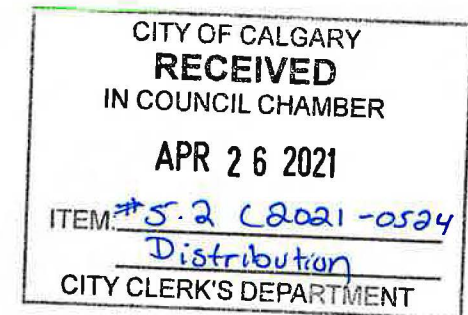
A composite background image. The top half shows a close-up of the illuminated clock tower of Calgary City Hall at night. The bottom half shows a long-exposure photograph of a city street at night, with colorful light trails from cars and buildings in the background.

Realizing Calgary's Greater Downtown Plan: Initial Investments and Incentives C2021-0524



Our Vision

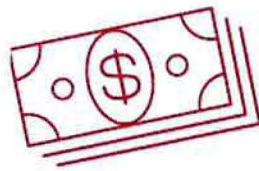
Calgary: a great place to make a living,
a great place to make a life.



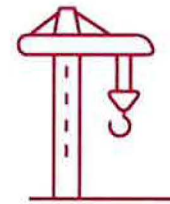
Now is the time for bold action and intentional investment



Financial incentives for **office conversion, office replacement and new residential development**



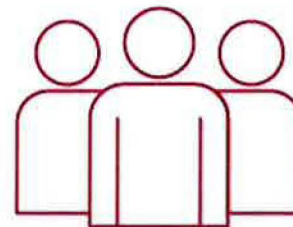
Financial incentives to **offset +15 Fund contributions for residential development**



Funding for **impactful capital projects to improve public spaces, create vibrancy and support complete neighbourhoods**



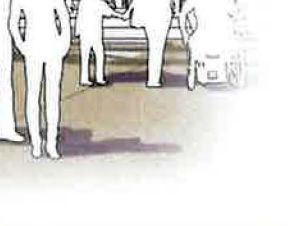
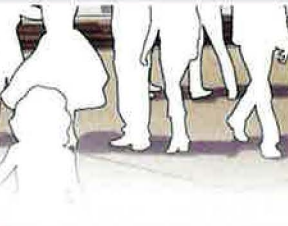
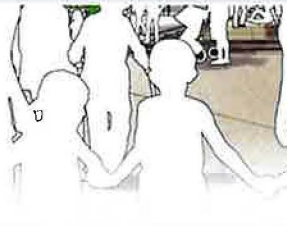
Funding to **activate downtown public spaces with festivals, events and community spaces to build vibrancy**



Funding over four years for **a dedicated City of Calgary Downtown team to take the bold action needed**

Initial Investment Categories

Investment Categories	\$ Allocation
Incentives for office to residential conversion, redevelopment, or adaptive use	45 M
Incentives to offset +15 Fund contribution for residential development	5 M
Downtown vibrancy capital program	55 M
Programming (2021-2024)	5 M
Dedicated downtown team	10 M
Arts Commons Transformation Phase 1 (Program 639-010)	80 M
Total	200 M



Incentive Program for Conversion and Residential Development

Program Summary

- \$45M (10% of total need)
- Office to residential
- Office to other uses
- Replacement with new residential
- Maximum \$10M per project
- Report back 2021 Q3 with program details

Plus 15 Fund/Density Bonus Offset

- \$5M for offset for +15 Fund/Density Bonus contribution
- Maximum of \$1M per project

Prepare Downtown Housing Strategy

- Understand market, target new products, avoid creating an oversupply of the same product type



Image provided by Architecture Research Office



Downtown Vibrancy Capital Program (\$55 M)



The Future of Stephen Avenue



8 Street S.W. Streetscape



Downtown West Promenade

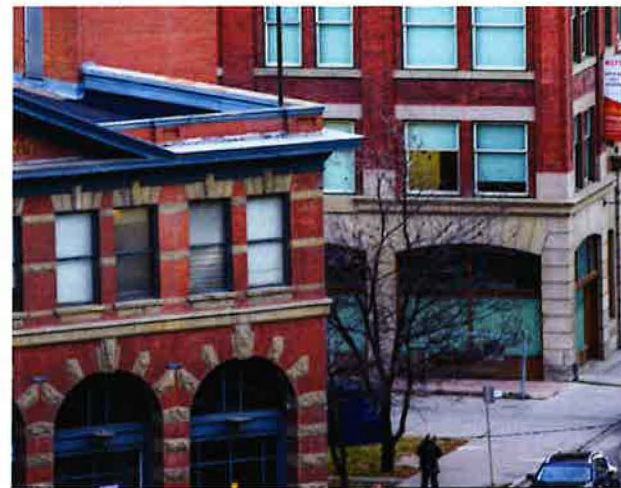


Downtown District (Olympic Plaza)

Downtown Vibrancy Capital Program (\$55 M)



Downtown Public Market



Northwest Traveller's/Historic Firehall #1



Downtown Innovation District



Other emerging projects

Arts Commons Transformation: Phase 1

- **Catalyst** for activation of Olympic Plaza area
- **Builds** on the Future of Stephen Avenue, Glenbow Museum, Telus Convention Centre projects
- **Enhances** safety for residents, visitors, and downtown workers
- **Attracts** visitors – locally, provincially, and nationally
- **Complements** the Culture + Entertainment District





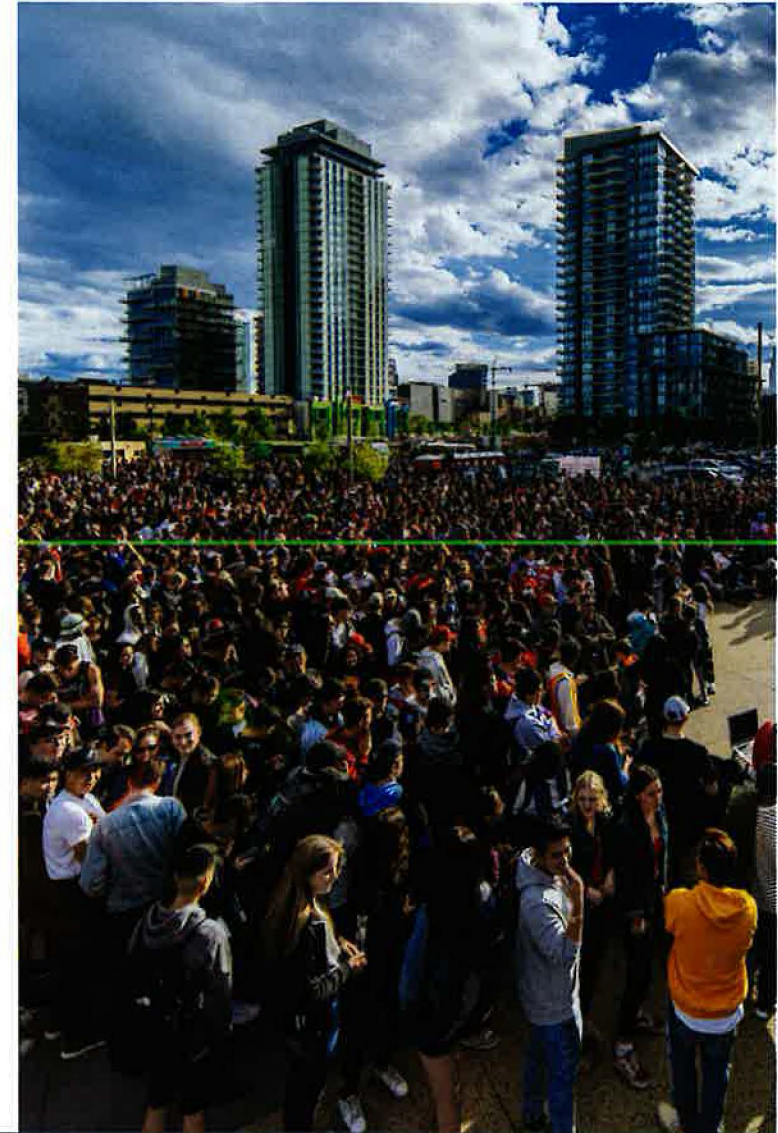
Sierra Place – Office Conversion in Action

- Opportunity for an immediate impact and address surplus office space supply
- Rapid pilot to demonstrate cost-sensitive conversion – development permit approved
- City investment (19%) leverages other commitments
- Delivers on housing for vulnerable populations
 - 108 new affordable homes for 180 people by 2022
- Foster a caring and inclusive downtown community
- Create jobs and activity
 - 160 construction jobs
- A learning project to apply to future developments

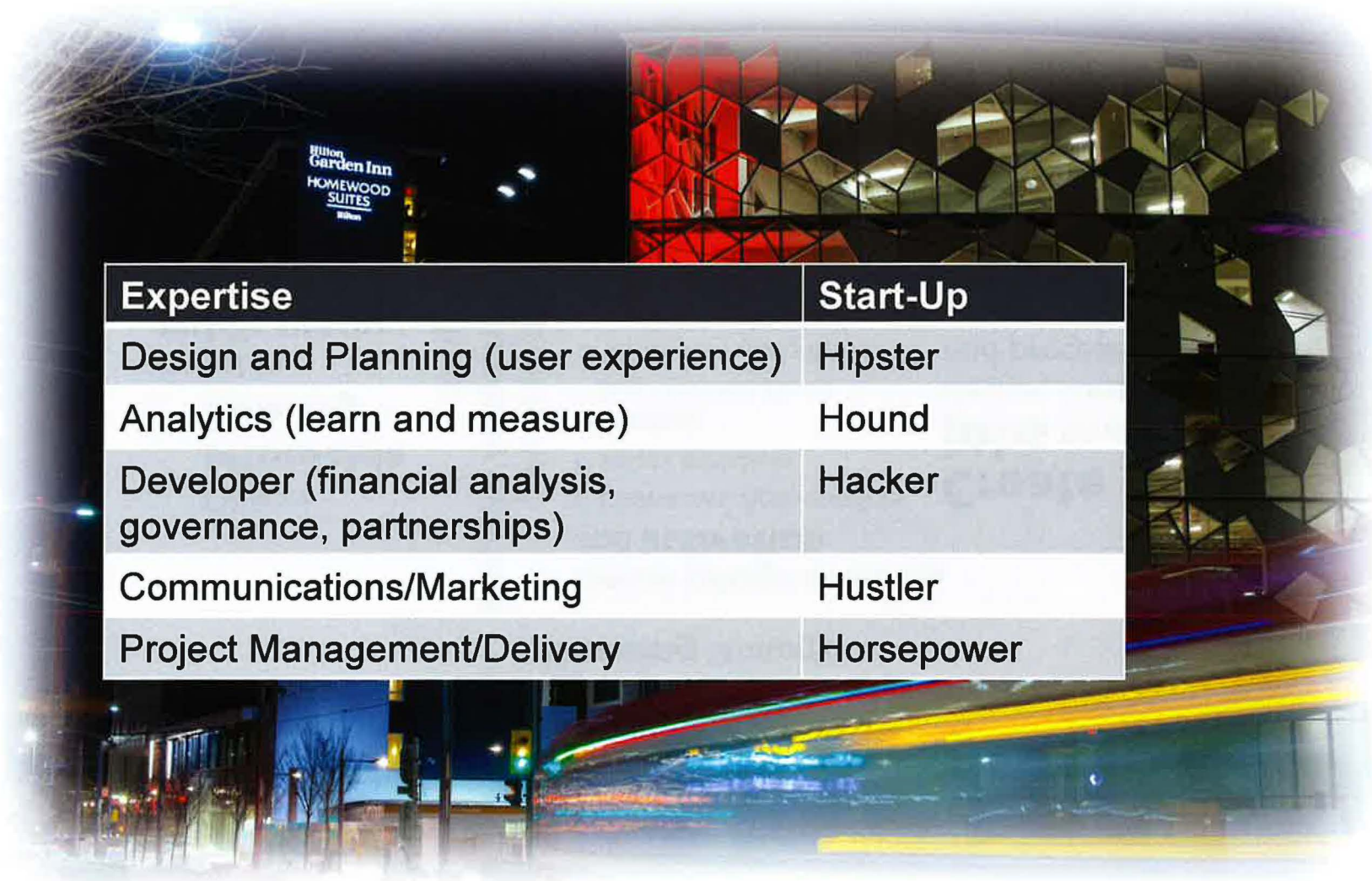


Programming (2021-2024)

- \$5M over four years
- Immediate need - begin programming Summer 2021
- Foster partnerships for delivery of programming
- Support post-pandemic recovery
- Could include:
 - Business Improvement Areas
 - Community Associations
 - Chinook Blast
 - Downtown Ambassadors
 - Tomorrow's Chinatown



The Downtown Team – Modelled on 5H Innovation Team Skills



Expertise	Start-Up
Design and Planning (user experience)	Hipster
Analytics (learn and measure)	Hound
Developer (financial analysis, governance, partnerships)	Hacker
Communications/Marketing	Hustler
Project Management/Delivery	Horsepower

Breadth of Implementation



Report Recommendations

Administration recommends that Council:

1. Approve Attachment 3, "Greater Downtown Plan – Initial investment and Approvals," including investment categories and allocations, and with the \$200 million initial investment funded by \$60 million from the Budget Savings Account, \$63 million from the Fiscal Stability Reserve and \$77 million from *Canada Community Building Fund* subject to receipt of the 2021 increase;
2. Request the Mayor write letters to the provincial and federal governments, advocating for funding and other support for Calgary's Greater Downtown Plan, and direct Administration to pursue the same support by contacting provincial and federal government officials and departments.
3. Authorize entering into a Housing Agreement on Sierra Place at 706 7 Avenue SW and authorize the Community Services General Manager to develop, approve, and execute the agreements, identified in Attachment 7 and necessary to implement the HomeSpace project; and,
4. Direct Administration to report back to Council no later than 2022 Q2.



Detailed Recommendation (Attachment 3)

Investment Categories	\$ Allocation	Administration Recommends that Council:
A. Incentive for office to residential conversion, redevelopment, or adaptive use (only represents 10% or first year of 10-year need)	45 M	<ul style="list-style-type: none"> Approve the budget. Direct Administration to report back with the incentive program terms of reference and criteria to the Priorities and Finance Committee no later than 2021 Q3.
B. Incentive to offset +15 Fund contribution for residential development	5 M	<ul style="list-style-type: none"> Approve the budget.
C. Downtown Vibrancy Capital Program (P152-002)	55 M	<ul style="list-style-type: none"> Approve a capital budget of \$2M for discretionary purposes for downtown projects. Other capital project business cases will go through regular budget processes.
D. Programming (2021-2024)	5 M	<ul style="list-style-type: none"> Approve one-time budget of \$1.25 M per year to the City Planning and Policy budget for a total of \$5 M over 4 years.
E. Dedicated Downtown Team (2021-2024)	10 M	<ul style="list-style-type: none"> Approve one-time budget of \$2.5 M per year to the City Planning and Policy budget for a total of \$10 M over 4 years.
F. Arts Commons Transformation Phase 1 (Capital Program 639-010) <ul style="list-style-type: none"> \$77M upon receipt of funding through the Canada Community Building Fund \$3M from Budget Savings Account 	80 M	<ul style="list-style-type: none"> Approve the funding allocation subject to receipt of the 2021 increase.
Total	\$200 M	