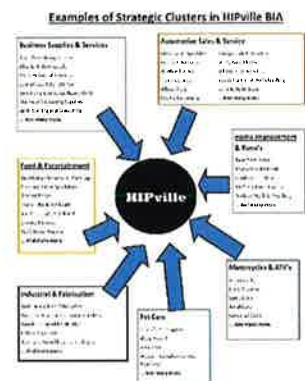
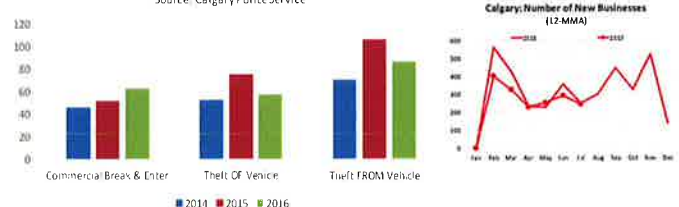


Submission to
 Standing Policy Committee
 on Community and Protective Services
 City of Calgary
 September 6, 2017



Crimes Affecting Area Businesses
 Highland Park - Greenview
 Per Year, 2014-2017
 Source: CalgaryPoliceService



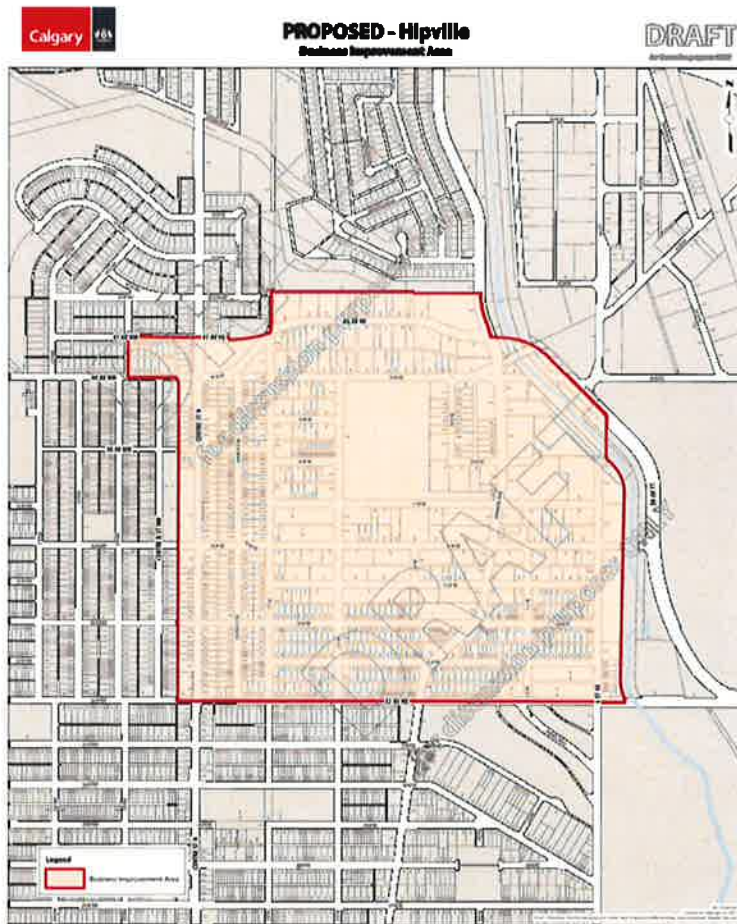
Executive Summary-

- 1) **HIPville is where it's at- a dynamic, diverse community of business owners, entrepreneurs and innovators who have shown the ability to work together to achieve common goals.**
- 2) **Current trends indicate a strong need for a BIA.** Market trends affecting small businesses include the increasing competition from big-box stores, suburban shopping centres and internet commerce. Calgary's current economy indicates a **need for more business startups and resulting job creation.** Crime is a continuing problem in the district, creating headaches and expense.
- 3) **There are numerous advantages and benefits** from a HIPville BIA for local businesses and surrounding residents. These include **enhanced marketing opportunities, improved engagement in dealing with matters affecting the area, focused job creation and labour programs** to help businesses recruit employees.
- 4) **A BIA will provide a voice for local businesses** that are currently unrepresented. Many initiatives by the City of Calgary for the area require a seat at the table by HIPville to represent our interests and provide input. These include the Area Redevelopment Plan, Mainstreet Program for Edmonton Trail, Strong Neighbourhoods Initiative, Greenline development, community policing and infrastructure. **A HIPville BIA aligns with the priorities and goals of the City of Calgary in many initiatives.**
- 5) **The HIPville BIA concept has been developed over two years with extensive investigation, public consultations, and numerous meetings** with city officials, community agencies, neighbourhood stakeholders, Calgary Economic Development and other BIA's, to name a few.

1. HIPville- Where It's At

HIPville (Highland Industrial Park) is a **retail-commercial-light industrial area** located north of downtown Calgary. Most businesses are **locally owned and operated**. The area boasts a **diverse number of industries** including food service, automotive, fabrication, consulting, pet care, home improvement, among others. It has a reputation as an **incubator for start-up businesses** due to lower rents and central location.

Although the area consists of a different mix of businesses than in previous BRZ's, it possesses **three key characteristics that are fundamental to the success of a BIA-**



1. A group of **small businesses wanting to work together** and pool resources to achieve greater goals.
2. A **defined geographic zone** that can be marketed as a destination.
3. An older district of **declining prospects in need of rejuvenation**. (It has been designated a "Community of Promise" by the City.)

Why the name HIPville? Based on the initials of its original name (Highland Industrial Park), HIPville is a catchy, easy-to-remember name that can be readily branded and marketed while retaining its roots. Its old name is so obscure, the area is often mistakenly called "Greenview Industrial" or "Highland Park". Also, a new 220-acre real estate development in north-east Airdrie is called "Highland Park Industrial" which will lead to further name confusion.

"ON BEHALF OF FRESH START RECOVERY CENTRE I WOULD LIKE TO SHOW OUR SUPPORT FOR THE DEVELOPMENT AND IMPLEMENTATION OF THE NEW HIPVILLE BIA."

STACEY PETERSON, EXECUTIVE DIRECTOR, FRESH START RECOVERY CENTRE

Past Successes = Future Prosperity



There is a history of businesses in the area successfully working together. Most visible was Rides 'n' Rods, an event featuring motor vehicles, motorcycles, entertainment, food and fun. Seed money for the annual event was contributed by HIPville businesses of all types, and 100% of revenues on the day of the event were donated to a charity located in the HIPville zone (Calgary Handi-Bus).

With the "can-do" attitude of HIPville's entrepreneurs who volunteered their time to organize this community event.



This event generated valuable publicity for the area on TV, radio, newspaper, word-of-mouth and the internet. Supplies for Rides 'n' Rods were sourced from businesses in the zone (Alberta T-shirt Supply, Rona, Calgary Economy Printers, Shaw Traffic Supply, etc.), ensuring maximum economic benefit. The names of all participating businesses were included in the event's printed materials, T-shirts and event signage. Centre Street Church was a keen participant, providing volunteers, a barbecue event and promoting it among its congregation of 8,000.

Organization of Rides 'n' Rods also had unexpected longer-term benefits. Business owners got to know each other and began collaborating more through sub-contracting each other's services, buying local and co-marketing. It also opened a dialogue about common concerns and the future of the district.

Lessons learned from Rides 'n' Rods pointed out the need for -

1. A professionally-run organization to handle the undertakings for the community. As the event grew, volunteer time was insufficient to keep the event going.
2. A more stable revenue model to support an organization. Voluntary fees don't work for a sustainable organization model. About half the time spent organizing the Rides 'n' Rods event involved running around collecting the promised financial donations from local businesses. Financing was unpredictable and time-consuming.
3. A full-time person is necessary to organize.



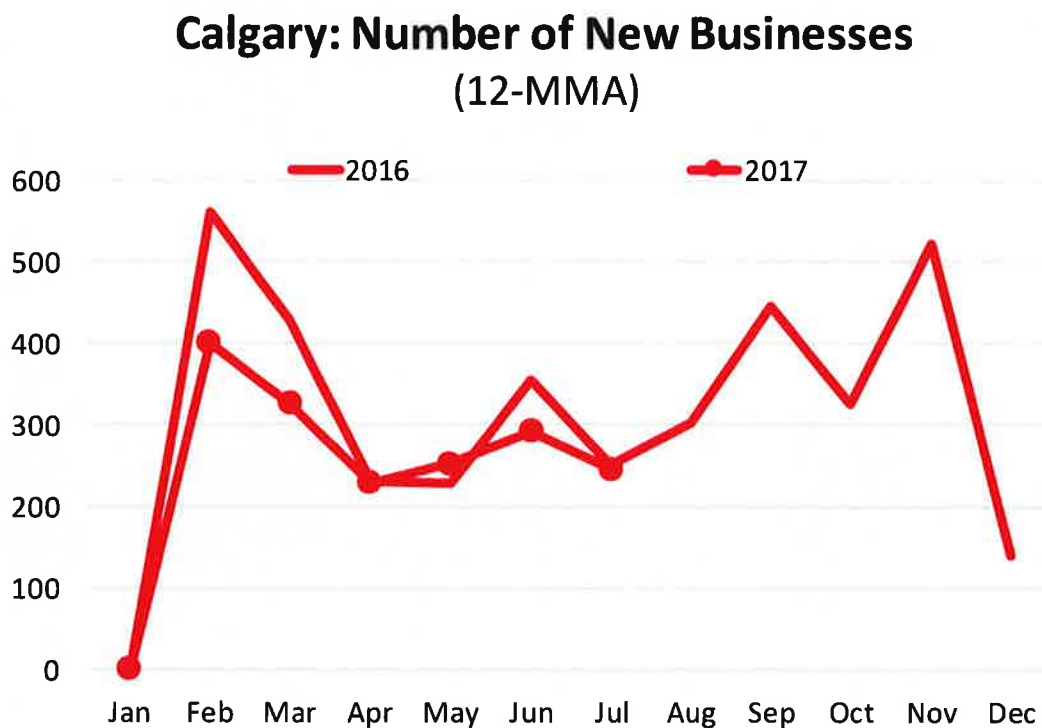
In early 2016 a **highly-successful Small Business Summit** was organized by local business owners for all local business owners to collaborate and discuss their challenges and prioritize these into a plan for action. The summit was attended by over 100 people, including City Councillors Sean Chu, Gian-Carlo Carra and Druh Farrell, along with MLA Craig Coolahan. (The Small Business Summit is discussed further, under 5. Stakeholder Engagement.)

“WE SEE THE BIA ALIGNED WITH THE “DOING BUSINESS DIFFERENTLY” STRATEGY THAT ADVANCES COMMUNITY-BASED APPROACHES TO ECONOMIC DEVELOPMENT AND ASSET-BUILDING.”

**-PHILIP LOZANO, COMMUNITY ECONOMIC DEVELOPMENT COORDINATOR,
THRIVE- CALGARY’S COMMUNITY ECONOMIC DEVELOPMENT NETWORK**

2. Current trends indicate a strong need for a BIA.

Market trends affecting small businesses include the increasing competition from big-box stores, suburban shopping centres and internet commerce. **These factors threaten the survival of small businesses everywhere, requiring them to work together and pool resources to scale up efforts in marketing, public relations and government relations.** A BIA provides the opportunity to do that.



Source: "Current Economic Indicators" City of Calgary, Corporate Economics. Aug. 31, 2017.

Calgary's current economy indicates a need for more business startups and resulting job creation. A HIPville BIA will contribute to that economic resurgence by promoting area development and business opportunities in the HIPville district to new entrepreneurs and established businesses that want to grow in a thriving renewal business area. Implementing a community economic development program to promote and enhance the local economy, improve economic prosperity for business owners in the area.

"WE BELIEVE THAT HIPVILLE HAS THE POTENTIAL TO ATTRACT ENTREPRENEURS, INNOVATORS AND INDIVIDUALS FROM INDEPENDENT BREWERS TO 3D PRINTING SHOPS, WHO WILL HELP TRANSITION OUR ECONOMY."

-HIGHLAND PARK COMMUNITY ASSOCIATION

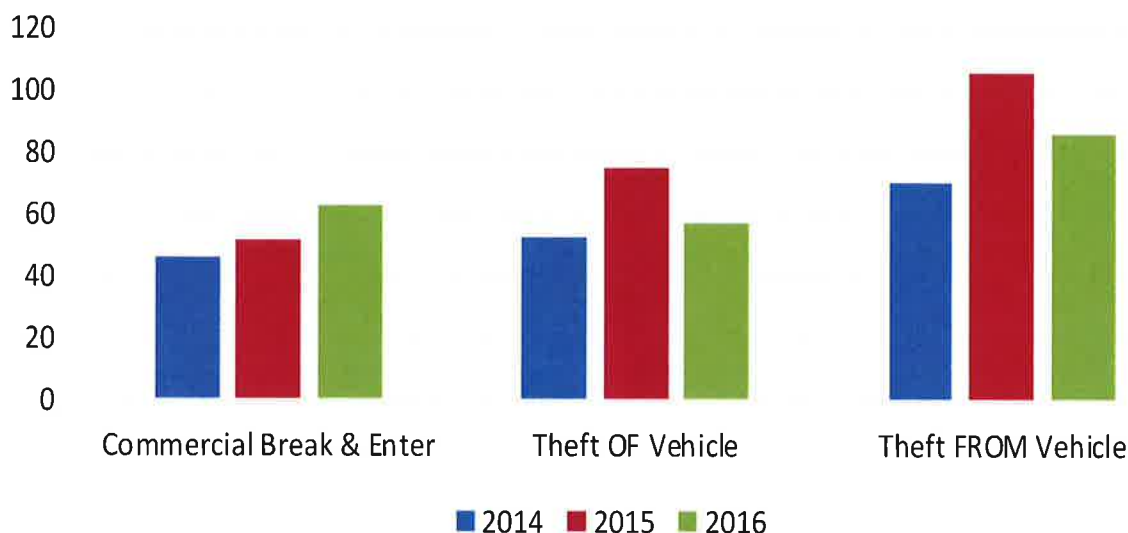


Crimes Affecting Area Businesses

Highland Park - Greenview

Per Year, 2014-2017

Source: Calgary Police Service



Based on data compiled from "2017 Community Crime Statistics", Calgary Police Service

Crime is a continuing problem in the district, creating headaches and expense. **At the Small Business Summit, participants identified this as a key priority.** Break-ins to storage yards, theft of - and from -customer and company vehicles, and broken doors to steal cash are common incidents. In the combined area of Highland Park and Greenview Industrial these occur weekly.

FREQUENCY of Area Crimes

Type	Avg. per Month
Commercial Break & Enter	4.5
Theft OF Vehicle	5.2
Theft FROM Vehicle	7.3

Based on data 2014-16

A BIA working with Calgary Police Service and other city departments by advocating for improved safety, functionality and appearance of public infrastructure (i.e. roads, streetlights, street signs, cleanliness, etc.) will help alleviate this problem. Urban environmental design and streetscaping with a focus on discouraging criminal activity would also help.

"HIGHLAND PARK IS ALSO AN IDENTIFIED STRONG NEIGHBOURHOOD, AND AS SUCH FAMILY AND COMMUNITY SUPPORT SERVICES IS INTERESTED IN COMMUNITY ECONOMIC DEVELOPMENT FROM A PREVENTION PERSPECTIVE."

-PHILIP LOZANO, COMMUNITY ECONOMIC DEVELOPMENT COORDINATOR,
THRIVE- CALGARY'S COMMUNITY ECONOMIC DEVELOPMENT NETWORK

3. Numerous Advantages for HIPville Businesses

Smart Marketing

HIPville will be marketed by branding the area as a destination for consumers both commercial and retail. This is a key strategy used by BRZ's, shopping centres, business parks and auto-malls. With a diverse number of independent businesses in the district, only a BIA can achieve this unified marketing effectively.

Strategic clusters in HIPville provide another marketing opportunity to utilize for the benefit of small businesses. Clusters are closely-located groups of businesses in the same industry attracting similar customers. For example, auto dealerships achieve this by locating together in auto-malls, knowing that they can generate a greater total traffic of car buyers than they could obtain individually in stand-alone locations.

HIPville contains many of these clusters that can be successfully marketed to draw in more customer traffic for the benefit of all. Consumers prefer to shop in one convenient location where they know that if one shop doesn't have what they need, a nearby one will. HIPville has a strong advantage in offering a complete line of products and services in automotive repair, home improvement, pet care and many other strategic clusters.

Tapping the Talent Pool to Increase BIA Capabilities

These clusters also provide a wealth of talent to harness for BIA projects. For example, our business services sector includes graphic design, printing companies and flyer delivery services. Putting together a directory, or flyer promoting the area can all be done (and paid for) using the resources within the BIA zone. A project like this could be covered through advertising sales and the full benefit of the project goes to the area.

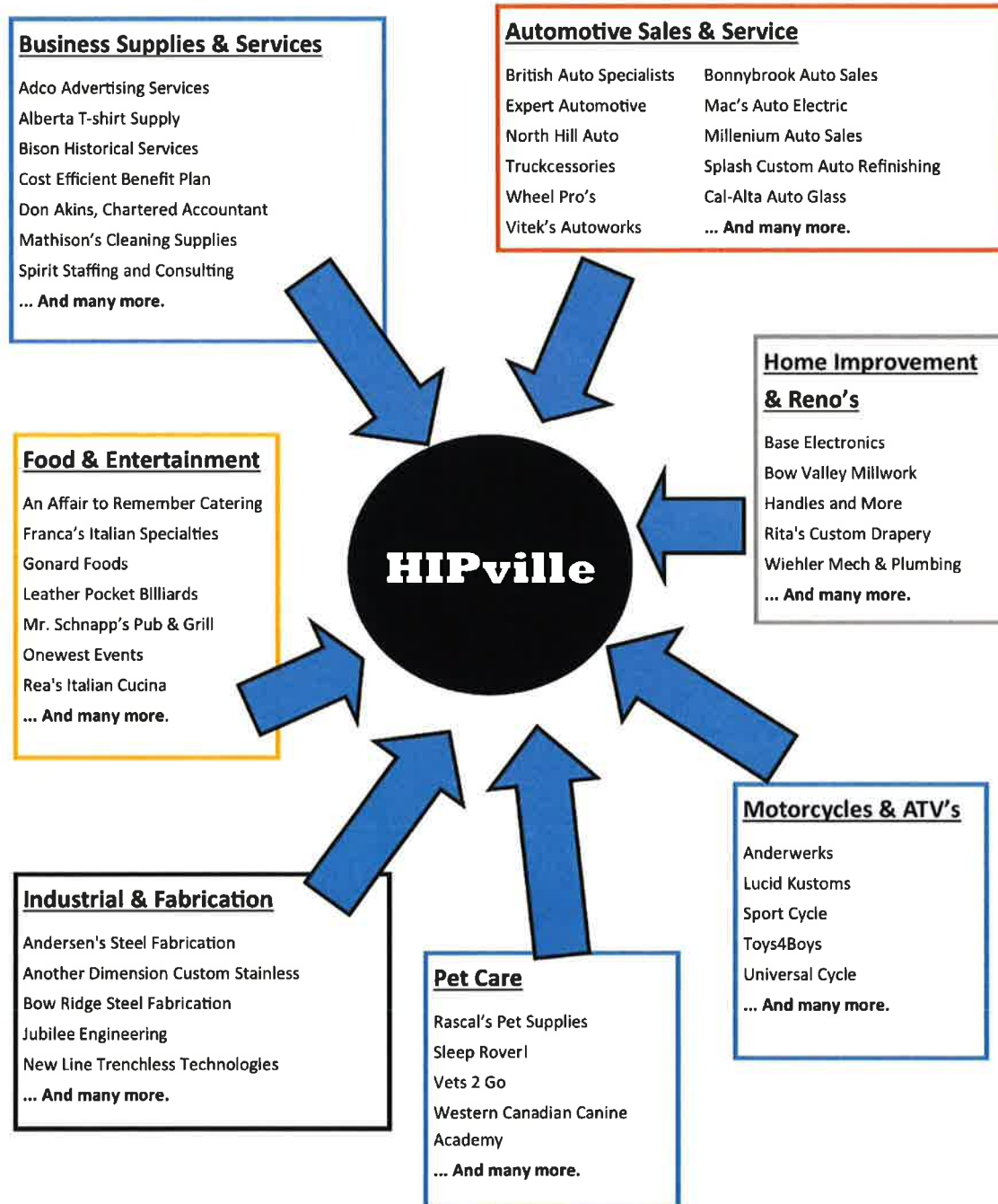
Putting Businesses in the Spotlight

Publicity is gold, but few businesses are able to get into the spotlight. BRZ's such as Kensington and International Avenue have been very adept at getting press coverage for businesses in their area. In 2016, Kensington BRZ achieved 118 unpaid radio spots, 5 TV spots and numerous articles in the city's print media. This strategy was also used by Rides 'n' Rods highlighting individual businesses and can be continued under the HIPville BIA.

Economies of Scale

Small businesses typically pay a higher price to suppliers than their bigger competitors. Through the power of a group, discounts can be negotiated for everything from cleaning supplies to vehicles. A loyalty card program for the area can also be set up with a provider. Staff benefit plans can access better group rates. Advertising space can be purchased bulk then sub-divided. The opportunities are many.

Examples of Strategic Clusters in HIPville BIA



Linking Employers with Trained Labour

Recruiting and retaining workers is a constant challenge for small businesses in HIPville. **Several members of the HIPville BIA Founding Committee have been in discussions with Momentum, James Fowler High School and Alberta Labour to examine local hiring, training incentives and job placement programs.** There is excellent potential here to improve hiring and create new jobs, but it needs to be coordinated through an organization to be successful for the area.



(Image source: Canada Alberta Job Grants Program)

The Canada-Alberta Job Grant (CAJG) is a way for employers and the federal and provincial governments to support training that leads directly to available jobs or increases workers' ability to retain jobs. Employers know what training is required for the jobs they need to fill. Through the program, employers participate in the training decisions that will equip their current and future workers with the skills and competencies they need to fill available jobs. The grant supports new training initiatives not currently being used by employers.

Discussions with James Fowler High School were 3-pronged. First, working with career counsellors at the school to generate interest in careers in the trades. Second, exploring channels to link graduating students with employers in HIPville. Third, providing a source of part-time, after-school employment for students that would help businesses looking for part-time employees to help out.

Employment training and placement programs with Momentum Community Economic Development Society have also been investigated. These programs are a win-win for both sides- allowing youth, immigrants and disadvantaged to enter the workforce while employers gain workers who have gone through pre-job training from Momentum. The program has no cost to employers and a 5-week trial work period is covered under EI.

MEMBERS FROM HIPSVILLE... WERE PART OF A COMMITTEE THAT PARTNERED WITH JAMES FOWLER HIGH SCHOOL TO PUT ON CAREER FAIRS, EXPOSING STUDENTS TO VARIOUS EMPLOYMENT ENVIRONMENTS. CONVERSATIONS WITH THE SCHOOL ALSO EXPLORED WORK EXPERIENCE OPPORTUNITIES.

-PHILIP LOZANO, COMMUNITY ECONOMIC DEVELOPMENT COORDINATOR,

THRIVE- CALGARY'S COMMUNITY ECONOMIC DEVELOPMENT NETWORK



"WE KNOW THAT THE BEST WAY TO ACHIEVE GREATER COHESION BETWEEN THE INDUSTRIAL - AREA BUSINESSES, THE RESIDENTIAL AREA AND THE COMMUNITY ASSOCIATION IS THROUGH A CONSOLIDATED, ORGANIZED GROUP SUCH AS A BRZ."

-HIGHLAND PARK COMMUNITY ASSOCIATION

4. Providing a Voice for Unrepresented Businesses

A HIPville BIA aligns with the priorities and goals of the City of Calgary in many initiatives and opens a channel of communication between local businesses and government. Presently, it is difficult to obtain input because there is no organization that represents the area's concerns and priorities, so it goes unheard.

Improved Engagement

As an unorganized and diverse group, HIPville businesses don't have the time or resources to dedicate to community relations or input in public policy. **A BIA is more suited to improve relations with surrounding communities and promote loyalty to local businesses.** Terry Ohlhauser and Jim Wright of the HIPville BIA Founding Committee, have been active for several years with community organizations and non-profits through the **Strong Neighbourhoods Initiative**. **Other founding committee members have been active in providing input to other programs including Mainstreet Initiative, Momentum, James Fowler High School and Greenline.** A BIA would permit a more organized approach, ensuring the participation and representation of all businesses in the area.

Edmonton Trail and Centre Street North run through the BIA zone. Both thoroughfares are identified in the City's "Main Street Initiative" for renewal and upgrading. According to The Main Streets Initiative report, What we've learned, **"Growth for this main street area is significantly less than the Municipal Development Plan target."**

There are numerous issues and initiatives that affect HIPville businesses, but it is currently unrepresented.

5 Stakeholder Engagement

The HIPville BIA concept has been developed over two years with extensive investigation, public consultations, and numerous meetings with city officials, community agencies, neighbourhood stakeholders, Calgary Economic Development and other BIA's, to name a few.

Small Business Summit I

The process kicked off on **Feb. 23, 2016** with the Small Business Summit, held at Tuxedo Community Hall 7-9 pm. Over 100 local business people were present, along with City Councillors Sean Chu, Gian-Carlo Carra and Druh Farrell, along with MLA Craig Coolahan.

A collaborative approach was used with participants working in groups to identify common concerns and potential solutions. Each group's comments were written on a large piece of paper and then presented to the entire audience.

After reviewing all of the data collected, the needs and challenges (beyond the current economic downturn) fell into 6 different categories-

1. **Tax and Government Policy**
2. **Resources, Support and Networking Opportunities for Local Business**
3. **Improved Services from the City of Calgary**
4. **Labour Recruiting, Retention and Training Challenges**
5. **Business Operations Challenges**
6. **Crime and Safety**



Potential solutions were discussed and the consensus was that these challenges required an overseeing organization to coordinate them for the business community.

Small Business Summit II- Solutions Slam

A follow up meeting was held on **Tuesday June 7, 2016** at Centre Street Church. At this meeting, different organization options were presented for the consideration of the business audience. These were-

1. A Cooperative Society
2. A Business Improvement Area
3. An association

It was decided at the meeting that a BIA was the most viable option, for the following reasons-

1. The revenue model allows a secure stream to fund the association properly.
2. Collection is done by the City, eliminating the huge task of collecting fees from everyone.
3. By apportioning the BIA budget over the entire area, it would be a smaller amount per business.
4. Payment is already convenient, as all businesses are set up with the city and can use the Business Installment Program to spread payments over the year, minimizing cash-flow impact.
5. Basing the assessment on square footage would mean greater equity for big and small firms.
6. Most of the concerns to be addressed related to the municipal government.
7. There is a demonstrable history of success with BIA's, such as Kensington, International Avenue, Downtown, etc.

A committee was formed to develop the BIA concept further. Numerous meetings were held with Lorelei Higgins, Business Improvement Area (BIA) Liaison for the City of Calgary.

Information Session and Petition Kick-off

On Wednesday, **January 11, 2017** and information session was held at Franca's Italian Specialties and was attended by over 75 people. Ms. Lorelei Higgins was present to answer any questions about Business Improvement Areas. Support at this meeting was again very positive for the concept of a BIA for the area.

Communications Strategy-

In an effort to reach as many business owners as possible, the following methods of communication have been used to engage stakeholders in the BIA process-

- An e-mail newsletter containing updates on progress and links for more information. (see appendix).
- Two campaigns (2016 and 2017) of door-to-door canvassing across the entire HIPville district.
- Flyers printed and distributed for both Small Business Summits. These were also posted in the windows of local businesses.
- Telephone calling.
-

In summary, the **stakeholder engagement has been extensive and open**. Acceptance of the HIPville BIA has been positive by most businesses as they realize it will address some key problems in the area and make their jobs easier.