

Calgary



Centre City Plan Refresh

Economic and Climate Resilience Brief

About this brief

This brief summarizes inputs collected and reviewed related to economic and climate resilience in the centre city as part of the Centre City Plan Refresh project. This brief presents some preliminary ideas and proposals for Plan content based on the process to date. A detailed internal review of the ideas and proposals included within this brief is ongoing prior to the release of a formal draft Plan.

Through the project work to update the *Centre City Plan* there have been multiple inputs to consider. These inputs include:

- a review of the existing 2007 *Centre City Plan* to identify which information should remain in the Plan and be updated and which information should be removed;
- a review of related City of Calgary policy, guideline and strategy documents;
- input collected from various departments throughout The City;
- results of the Strategic Foresight process;
- stakeholder and public engagement that was compiled into a *What We Heard Report*;
- results from the Downtown Economic Summit that was held on 2017 March 2; and
- a review of best practice research.

All this information was used to compile several briefs relating to a variety of topics. Each brief starts with an overview of the topic, which includes a description and statistics. Then, through analysis of the inputs, key elements for economic and climate resilience in the centre city were compiled. These elements include outcomes, goals, and challenges. All these elements informed topics for discussion in a workshop held June 12, 2019. Additional questions will be resolved prior to the new draft of the *Centre City Plan*. The workshop provided an opportunity for stakeholders to The City's goals for economic and climate resilience in the centre city and prioritize initiatives to achieve those goals.

After the workshop, a *What We Heard Report* was prepared and this brief was updated with a summary of findings. This brief has also been reviewed and updated with more recent information. This brief will inform economic and climate resilience content for the updated *Centre City Plan*.

Project overview

In 2007, based on extensive citizen input, City Council adopted the [Centre City Plan](#), a vision document that describes what the Centre City could look like in 30 years. The *Centre City Plan* is a coordinated strategy document that pulls together the vision for the Centre City along with strategies and actions relating to land use planning, economic, cultural, and social development, and governance. With the approval of the adoption of the *Centre City Plan* (CPC2007-049), it included a recommendation for regular monitoring and reporting. In January 2017 the *Centre City Plan* was identified as one of 28 Council policies to be amended. It's time to review and refresh the original *Centre City Plan*.

Calgary's Centre City is the area south of the Bow River (including Prince's Island Park) from 17th Avenue Southwest and 14th Street Southwest, to the Elbow River. It also includes Downtown, Eau Claire, West End, West Connaught, Connaught Centre, Victoria Crossing Centre, East Victoria Crossing, East Village, Chinatown and Stampede Park area. (A map is contained in the *Centre City Plan*, 2007.)

The purpose of this refresh project is to: affirm the current plan's vision and principles; reassess the big-picture direction for the Centre City; identify actions to realize the vision; update the information in the Plan to align with other city policies; and eliminate overlap with other documents.

Engagement was approached with the understanding that the plan need not be re-written; rather it will be updated or, "refreshed", to reflect the current thinking within the Centre City. An update to the *Centre City Plan* is an opportunity to refocus Calgary's energy and reinvigorate a commitment to success in the Centre City. For more information, see [Calgary.ca/centrecityplan](http://calgary.ca/centrecityplan).

Table of Contents

About this brief.....	2
Project overview	2
Overview of economic & climate resilience in the Centre City.....	4
Economic Resilience.....	4
Climate Resilience	4
Analysis.....	5
Population and socioeconomics	5
Employment and office vacancy	5
Climate change	6
Key elements for resilience.....	7
Alignment with Centre City Plan principles	7
Key outcomes over the next 10 to 20 years.....	7
Key goals.....	7
Key challenges and opportunities	9
Summary of workshop findings.....	9
Rationale for goals and priority actions	10
Appendix A: Inputs into the refreshed Plan	14
Strategic Foresight	14
Downtown Economic Summit	19
External Stakeholder and Public Engagement	20
Values, aspirations and concerns.....	20
Feedback by principle.....	21
Big ideas, issues and actions by principle (quick win ideas).....	23
Existing policy review: Centre City Plan (2007)	23
Policies to remain in the Centre City Plan	23
Redundant Policies.....	25
Internal Stakeholder Review	28
Economic Development.....	28
Resilience Lens in the Centre City.....	30
Sustainable Food System.....	30
Climate Change Resilience	31
Sustainable Development.....	34
Water Resources.....	34
Appendix B: Existing policy reviews.....	36
Calgary in the New Economy.....	36
Place Pillar.....	36
Innovation Pillar.....	37
Climate Resilience Strategy: Mitigation & Adaptation Action Plans (2018)	37
One Calgary	38
Resilient Calgary (Draft).....	40
Calgary Stresses and Shocks.....	41
Calgary's Challenges and Opportunities	41
How can Centre City be more Resilient?	42
Appendix C: Best practices research	44
Other Cities	44
Plan Houston's "Creating an Innovation District"	46
Appendix D: Goals and initiatives overview	47
Appendix E: Questions	59

Overview of economic & climate resilience in the Centre City

The challenges that come from our changing world leave cities exposed. Calgary's Centre City has been exposed to challenges related to extreme weather, a shifting economy, property tax revenue shortfall, infrastructure demands and increasing population diversity. "The capacity of individuals, institutions, businesses and systems within a city to adapt, survive and thrive no matter what kind of chronic stresses and acute shocks they experience" is how the 100 Resilient Cities organization defines Resilience.

The topic of this Brief is Resilience focusing primarily on stresses related to the economy and from climate change.

Economic Resilience

Calgary's Centre City has been a national and global center of business for the oil and gas sector for decades. Calgarians are familiar with the cyclical boom-and-bust cycle that our local economy has historically endured as a result of being primarily driven by the oil and gas sector. When the global price in oil declined in 2014, it set off an economic slowdown unlike any other experienced in Calgary. This slowdown has been more persistent and unpredictable than previous cyclical "busts", signaling to many that the anticipated return to business-as-usual can no longer be expected and that there has been a structural change to our economy.

To mitigate the instability of the boom-bust cycles, economic diversification of our local economy is focused on opportunities in both established sectors (energy, agribusiness and transportation/logistics) and emerging sectors (tourism, creative industries, life sciences/health and financial services).

Recognized as a sum of many parts, local economic development involves multiple stakeholders contributing to different aspects of what makes Calgary a desirable place to be. Calgary's economic strategy focuses on a range of tactics to support Calgary as 1) a destination for talent, 2) home to a strong innovation ecosystem, and 3) Canada's most livable and 4) business-friendly city. For example, talent is needed to attract new firms and retain existing firms. Unlike the oil and gas firms that built up the Downtown Core, these new firms attract desirable talent by locating their offices in urban environments that are lively, connected and interesting.

Climate Resilience

"The consequences of climate change are widespread and well known in Calgary and include increasing frequency and magnitude of extreme weather events causing floods and outages. The inevitability of future climate change requires The City to integrate climate resiliency across the organization to maintain the level of services and minimize costs" (Climate Resilience Strategy, p. ii).

"Climate change acts as a risk multiplier by increasing the frequency, variability, and intensity of hazards. Calgary is forecast to be impacted by more extreme weather events which will require more frequent and costlier responses and the long-term effects of climate change will also stress our critical infrastructure. Actions taken to adapt and manage these risks today will be critically important in the future" (Climate Resilience Strategy, p. 16).

"Calgary's green economy is growing. There are already more than 15,000 Calgarians employed in this sector, from transportation to green buildings and energy efficiency in the commercial sector. In a recent study conducted by Calgary Economic Development, it was reported that this industry already brings in more than \$3 Billion of investment into Calgary. By investing in a low carbon, cost-effective economy, we not only generate jobs, but also keep investments in energy (fuel, energy efficiency and electricity) local" (Climate Resilience Strategy, p. 4).

Calgary's Centre City will experience challenges to the economy and climate in the future and the more resilient the area is, the more successful Calgary will be.

Analysis

Population and socioeconomics

Population and demographic statistics for the Centre City show that the Centre City has been one of the fastest-growing parts of Calgary for the past decade. Since 2007, the population of the Centre City has increased by over 10,000 people, with most growth in the Beltline. The following statistics are from the Civic Census:

- 43,500 people currently live in the Centre City of Calgary
- 31 per cent increase in total population (2007-2018)
- 253 per cent increase in children age 0-4 (2006-2016)

These statistics lend support for increased investment in amenities for the residential population, especially those targeted at families with young children. Providing these much-desired amenities, will improve the quality of life in the Centre City and attract more residents. Additionally, entertainment, arts and cultural attractions within the Centre City will appeal to a more diverse age-range.

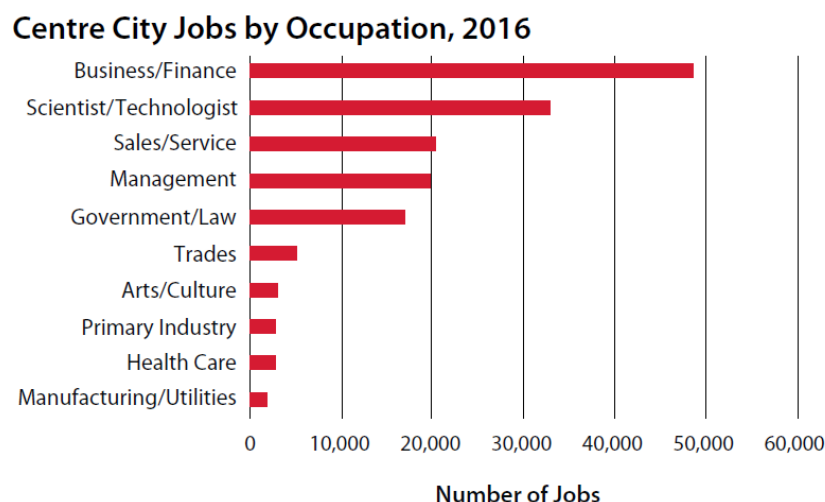
Since 1982, Calgary's after-tax income inequality (measured by Gini coefficient) has increased four times faster than the national average (CPAC Canada). While some level of income inequality will always be present, growing inequality can reduce economic mobility for lower and middle-income citizens and may produce social polarization and instability.

Employment and office vacancy

As of 2016, the Centre City contained 25 per cent of all jobs in the city. The figure below (Figure 1) shows the jobs in the Centre City by occupation. The economic downtown has erased many of the job gains made over the past decade, particularly in the Centre City where white-collar professions were hit hard. Roughly 13 million square feet of office space has been constructed since 2007; approximately the same amount is currently vacant.

- 165,000 jobs in the Centre City (2016 estimate) (Civic Census)
- 31 per cent increase in office space (2007-2018) (City of Calgary)
- 24.9 per cent of Downtown office space was vacant at the end of 2018 (Calgary and Region Economic Outlook 2019 - 2024)

Figure 1: Centre City Jobs by Occupation, 2016



Much of the office space built since 2007 is Class A and AA, allowing for companies to move from a large amount of Class B and C which sits currently vacant. While the office vacancy rate may have currently stabilized somewhat, as term leases end in the next few years, there could be another increase in vacancy for the Class B and C product as tenants pursue higher quality office space at a reduced rate. We are currently unsure about how tenants may decide whether or not to leave the Centre City in pursuit of different office space. Arts and culture organizations, much like any other tenants who are looking to lock in a good deal, pursue longer term leases with building owners.

Discussions with our stakeholder groups have concluded that many building owners are reluctant to make longer term commitments to tenant groups they are not accustomed with (namely, non-oil and gas tenants) and as such, are not interested in pursuing them. There is also concern that office tower suites may not be well suited to non-oil and gas tenants in general, which could make filling them challenging unless building owners are motivated to renovate their space and reposition their offerings. City-sponsored subsidies to motivate building owners to accommodate new tenant pools could yield benefits.

Climate change

Calgary is both a contributor to the causes of climate change and exposed to its adverse effects. The Centre City will be a focal point for actions related to both mitigation and adaptation.

A recent analysis of 216 large buildings in the Centre City revealed that 77 percent of a building's total energy demand is for electricity and 23 percent is for heating. If we are to make progress toward our emission reduction goals, we will need to find ways to reduce both our electricity and heating demand.

Because non-residential buildings use five times as much electricity as a residential building, office-to-residential conversions may result in lower power requirements than when the buildings were fully staffed with workers. As technology develops in an increasingly networked world, the intensity of electrical use per person may increase. Mitigation strategies will need to address energy consumption, production and emissions.

The Centre City will also need to be more prepared to adapt to stronger weather events, particularly with respect to drought, intense storms, heat waves, high winds, and major river flooding. Infrastructure (defined as “the backbone of the city” in the *Climate Adaptation Action Plan*) needs to be resilient to support Calgarians in times of critical need, and can play a major role in maintaining livability in an increasingly threatening environment.

Key elements for resilience

Alignment with Centre City Plan principles

The intent of the *Centre City Plan* is to strengthen the Centre City in accordance with eight fundamental principles. Policies related to economic and climate resilience include:

- Principle 4: Support and enhance the Centre City as Calgary's centre of culture, information exchange and communication ;
- Principle 5: Ensure the Centre City remains and grows in reputation as a location of choice for business; and
- Principle 8: Be a model of urban ecology.

Key outcomes over the next 10 to 20 years

These are the suggested outcomes for the Centre City over the next ten to twenty years. These outcomes are the measurable results of successful implementation of the key goals (see next section.)

Improve the economic and climate resilience of the Centre City through:

- A more innovative and climate resilient Centre City; and
- A vibrant and business-friendly Centre City.

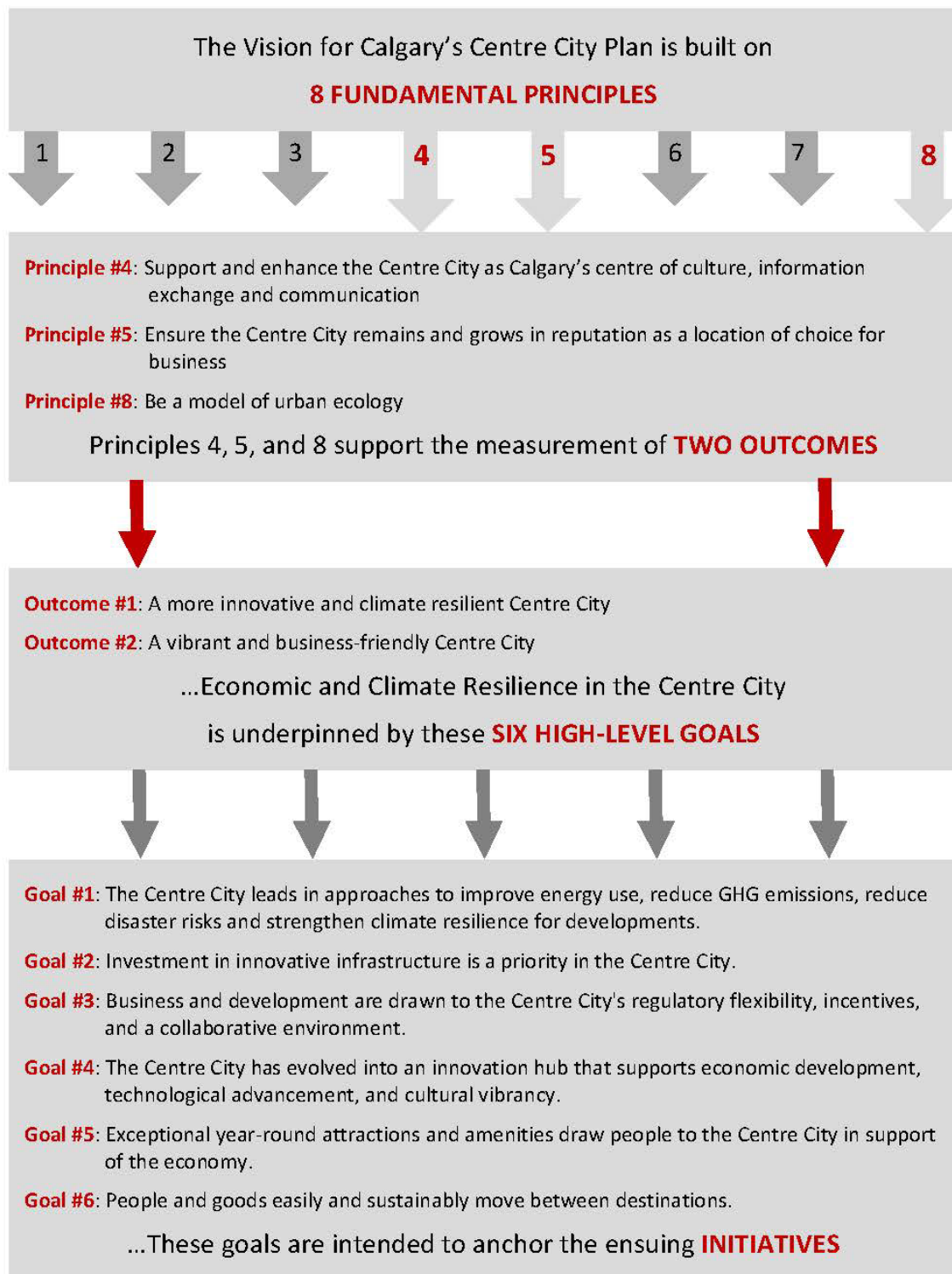
Key goals

The following goals are specific to the Centre City to achieve the key outcomes listed above. These goals are based on an analysis of all the inputs or information gathered relating to this topic in the Centre City. See the **Goals and Initiatives Overview** section in **Appendix D** at the end of this document to see how these goals were crafted. The goals below have been amended slightly since the Economic and Climate Resilience workshop on June 12, 2019.

1. The Centre City leads in approaches to improve energy use, reduce GHG emissions, reduce disaster risks and strengthen climate resilience for developments.
2. Investment in innovative infrastructure is a priority in the Centre City.
3. Business and development are drawn to the Centre City's regulatory flexibility, incentives, and a collaborative environment.
4. The Centre City has evolved into an innovation hub that supports economic development, technological advancement, and cultural vibrancy.
5. Exceptional year-round attractions and amenities draw people to the Centre City in support of the economy.
6. People and goods easily and sustainably move between destinations.

The vision for the Centre City was established in the 2007 *Centre City Plan* with eight fundamental principles to support that vision. The current vision and principles are under review, but still valid for the purposes of evaluating outcomes and goals. Relating to the topic of economic and climate resilience, there are three principles that apply. The figure below (Figure 2) shows the relationship between the principles and economic and climate resilience outcomes and goals.

Figure 2: Hierarchy of principles, outcomes, goals and initiatives



Key challenges and opportunities

The following are key challenges relating to economic and climate resilience in the Centre City:

1. Economic downturn.
2. Collaboration.
3. Calgary lacks an established, well-understood brand.
4. Funding for infrastructure upgrades.

Summary of workshop findings

An economic and climate resilience workshop was held on June 12, 2019. The workshop provided an opportunity for stakeholders to discuss The City's goals for both economic and climate resilience in the Centre City and prioritize initiatives to achieve those goals. After the workshop, a *What We Heard Report* was prepared for the workshop and below is a summary of the findings.

- Calgary perceived as leaving the traditional boom/bust economic cycle that has shaped decision-making in both public and private spheres for generations. Calgary in the "New Economy" (defined as true economic diversification) will be competing with other cities for both private investment and talent, which are attracted to places that are truly economically innovative, amenity-rich and climate-resilient. Calgary may be left behind if people feel that climate issues aren't recognized as a legitimate mitigation/adaptation issue.
- Prioritize the downtown as key to Calgary's success and make longer term choices that support this. Concentrating on our best pedestrian streets and making them special. Focus on smaller-scale investments in the downtown to improve the downtown experience for people. Better connectivity between river paths and downtown through low-speed connections; North/South version of Stephen Avenue - possibly on 2 Street (Green Line).
- To strengthen Calgary's overall climate resilience, the corporation should pilot regulatory changes that encourage private industry to prototype new approaches in how they approach buildings, the public realm and infrastructure.
- Perception that financial incentives instead of development-restrictive policies will yield stronger outcomes. Cost of building new and life cycling existing infrastructure are massive – private industry has deep pockets to drive projects and explore innovative approaches; Incentives to attract private-funding and other forms of collaboration have strong potential to access both creativity and funding needed.
- Public engagement efforts in Calgary seen as unproductive and "inviting disaster" – noted that many countries in Europe do little to no public engagement.
- Businesses need longer term sustainment (i.e. operation and communication support when there's a road closure for an event) and not just de-regulation. Use of regulatory standards (based on mixed-use development learnings) instead of inconsistent rule relaxations; City processes are inconsistent and city staff experts are seen by developers as disruptive.
- Allow citizens to lead year-round attractions, activation and placemaking - and let private sector lead too. Branding and promoting our new downtown to attract interest and change perceptions - People need to "buy in" to the downtown in that they feel like it's their community and not just another place in Calgary

Rationale for goals and priority actions

During the workshop there were discussions regarding the viability of the proposed outcomes and goals along with prioritization of related actions. The case for each outcome and goal, along with its highest-priority actions are as follows:

Outcome 1: A more innovative and climate resilient Centre City.

Calgarians have been well-accustomed to the boom-and-bust economic cycles that can be said to have defined the Albertan way of life. Economic downturns are expected and the approach to handling them has always been the same: just wait it out until the next boom comes back. This approach to economic well-being was challenged with the global Great Recession and then by the drop in global oil prices in 2014 that has had a lasting impact on Calgary and Alberta as a whole.

While crude oil and other resource extraction industries are expected to remain a significant part of Calgary's economy, there is a growing acceptance that the latest economic downturn was the result of a more permanent, structural change to the global economy and waiting for the next boom could cause innumerable short-sighted decisions that will stifle Calgary's economic for decades to come.

Many are now accepting that Alberta's unprecedented economic heyday during the 2000's, caused by record-high oil prices, is unlikely to return and instead we should focus on economic diversification and innovation. Pivoting on Calgary's history as an Oil & Gas Industry hub, there are vast economic opportunities awaiting in responding to the reality of the extreme weather events and climate change.

With increased extreme weather incidents and their related effects such as more severe forest fires, Calgary has become aware of its role as both a contributor to the causes of climate change and exposed to its adverse effects. The Centre City will be a focal point for actions related to both mitigation and adaptation. The Centre City will also need to be more prepared to adapt to stronger weather events, particularly with respect to drought, intense storms, heat waves, high winds, and major river flooding.

Cities in the "New Economy" (defined as true economic diversification) are competing for both private investment and talent, which are attracted to places that are truly economically innovative, amenity-rich and climate-resilient (especially with flooding).

Outcome 2: A vibrant and business-friendly Centre City

Related to Outcome #1, a vibrant public-realm within the Centre City is a core component to "place-making" which creates the social connectivity needed for an innovative economy. Vibrancy is understood as a non-transactional, 24 hours a day and all-season cycle of people always being present in the public realm which includes the Plus 15 system and is driven by event programming of all sizes. A public-realm built-form that provides an amenity-rich environment that is facilitated in part by a range of smaller to medium size businesses throughout, will rely in part by business-friendly regulatory practices on the part of the City of Calgary administration.

Goal 1: The Centre City leads in approaches to improve energy use, reduce greenhouse gas (GHG) emissions, reduce disaster risks and strengthen climate resilience for developments.

The [City of Calgary's Climate Resilience Strategy](#) outlines corporate-wide strategies and actions to improve energy management and GHG reduction, as well as respond to a changing climate by implementing risk management measures to reduce impacts on city infrastructure and services. The Centre City Plan furthers this strategy by focusing specifically on our downtown's role in achieving these outcomes.

Priority actions:

- Initiate the development of a set of “green design principles”, in consultation with industry and the community, to become requirements on all new and renovation developments throughout Centre City. These green building design requirements may be based on and equivalent to the LEED System but will be specific to the Calgary context and will promote the reduction of resource use and building emissions as well as the creation of healthy indoor environments. The result will be a checklist for all building applications tailored to building types and contexts and including pass/ fail prerequisites.
- Designate the Centre City as an “experimentation zone” for new and innovative building energy design to streamline approvals of buildings with high energy performance or with integrated renewable energy systems.
- Provide planning incentives (i.e. Density bonusing, parking relaxations, etc.) for buildings that achieve a high standard of energy performance and incorporate low carbon technologies (such as renewable energy or electric vehicle charging).

Goal 2: Investment in innovative infrastructure is a priority in the Centre City

Water, sanitary and storm water infrastructure within the Centre City are among the oldest in Calgary and will need upgrading as residential and non-residential densities increase. To effectively manage the cost of this future upgrading, an innovative approach to funding, designing and building this infrastructure will be needed.

An increase in digital infrastructure (understood as equipment needed to transmit and access data) has seemingly limitless potential and is increasingly needed in the 21st century knowledge and innovation economies. Ensuring the efficient and flexible implementation of these technologies in the Centre City will provide the future-proofing needed to adapt to the needs that Connected Autonomous Vehicles and other smart public infrastructure will best serve the needs of Calgarians, business and visitors.

Infrastructure (defined as “the backbone of the city” in the *Climate Adaptation Action Plan*) needs to be resilient to support Calgarians in times of critical need and can play a major role in maintaining livability in an increasingly threatening environment.

Priority actions:

- Expand Calgary's digital infrastructure
 - Expand the fiber optic network throughout the Centre City.
 - Integrate technology to improve infrastructure performance and efficiency
 - Implement “smart” systems throughout the Centre City.
 - Ensure Calgary continually improves its digital infrastructure to remain competitive (e.g. autonomous vehicles).
- Maximize green and natural landscaping to mitigate the urban heat island effects.
- Economic development focus on investment in urban infrastructure.

Goal 3: Business and development are drawn to the Centre City's regulatory flexibility, incentives, and a collaborative environment.

Prior to 2014, the Centre City contained numerous head offices for various oil and gas industry firms, elevating property values and supporting many related businesses. With the global decline of oil prices in 2014, many of these firms downsized, relocated outside the Centre City or went bankrupt, creating a sharp decrease in office occupancy, revenue for the surrounding businesses and municipal property tax revenue. To attract a more diverse range of new development and businesses, municipal regulations should be streamlined to ensure that private industry can hit the ground running and encourage public-private collaboration.

Priority actions:

- Increase funding for programming attractive to SMBs and their employees such as:
 - Arts, culture, streetscapes, infrastructure etc.
 - Beltline Urban Mural Project
 - Events/festival funding
 - Temporary/permanent street changes (patios etc.)
 - "Make the CC Instagrammable"
- Create a more livable Centre City to attract innovative businesses by increasing public art, cycling infrastructure, transit, and trees, as well as narrower and slower streets.
- Need more private-public collaboration and investment.

Goal 4: The Centre City has evolved into an innovation hub that supports economic development, technological advancement and cultural vibrancy

Despite the office vacancy and property tax revenue issues within the Centre City, business leaders have told us that there are still lots of great things happening there. To sustain this momentum, Calgary Economic Development and other stakeholders should work together to purposefully locate an Innovation Corridor within the downtown and other appropriate surrounding areas, as well as other appropriate hub(s) that focus innovation and density within downtown.

A Calgary Innovation Corridor would address key challenges facing the community and serve to build connections between ideas and financial capital. As the centre of the Calgary Innovation Corridor, The Centre City will be a place that cultivates networks and enhances collisions between start-ups, large business, potential customers, academia and capital. It will build on existing and planned assets including Bow Valley College, Nucleus, Edison, Central Library, Platform, and a cluster of professional services, corporate headquarters and existing start-ups.

Priority actions:

- Test, experiment and pilot
 - Test new ideas and concepts throughout the Centre City regularly.
 - Create the space to test, fail and learn.
 - Keep meticulous records and data to accurately understand implications of these initiatives.
- Create an Innovation District with the Centre City
- Create "hubs" in the core in key sectors (e.g. education, maker-spaces, tech etc.).

Goal 5: Exceptional year-round attractions and amenities draw people to the Centre City in support of the economy

It's no surprise that the Downtown is not as busy as it once was due to the sharp decline in the number of downtown office workers and those workers from supporting businesses. While employment is expected to continue being a significant reason for people to be in the downtown, an economically resilient downtown should attract people looking for fun things to do and to meet other people. This can happen through festivals and events that happen in the summer and winter seasons. This could be encouraging public participation through work that empowers [citizens to undertake small-scale improvements to public spaces that turn them from eye sores to neighborhood highlights](#). This is an important goal because it will help citizens "buy in" to the downtown in that they feel like downtown is their community and not just another place in Calgary

Priority actions:

- Increase the appeal of the Centre City to the broadest demographic possible
 - Use infrastructure to support increased residential uses in the downtown core.
 - Promote the benefits of the Centre City – unique, high-quality public spaces, dining opportunities, attractions, etc.
 - Amplify choice across the Centre City in housing, recreation, leisure, transportation, etc.
- Consider families and seniors in infrastructure decisions.
- A high-quality public realm is recognized as a major factor in the visitor experience. Therefore, investment in the public realm should be an investment in the tourism industry.
- Reinforce arts, entertainment, parks and recreation as foundation of Centre City vibrancy.

Goal 6: People and goods easily and sustainably move between destinations

Whether it be walk, cycling, transit, a car or a truck, a resilient downtown has different choices in which to get around, ensuring that everyone can safely travel not only within but also between adjacent communities. With people's shifting preferences towards non-automobile forms of travel, it will be important that Calgary's Centre City demonstrates that it is plugged into the needs of the New Economy.

Priority actions:

- Create a network of destinations and connections throughout the Centre City
 - Identify existing and future destinations and improve the mobility connections between them.
 - Improve Stephen Avenue as both a connector and a destination, especially west of 3 Street SW.
 - Link to destinations outside the Centre City (Kensington, Mission, Inglewood etc.) *focusing on North/south links*
- Revitalize/redesign/rebrand Eau Claire as a destination.
- Adapt infrastructure to changing preferences and community aspirations
 - Create pedestrian-only spaces with programming opportunities.
 - Close Stephen Avenue completely to traffic and extend it to the future Contemporary Calgary site.
 - Allow early morning deliveries in pedestrianized spaces.
 - Increase the amount of safe cycling connections between destinations.
- Encourage non-car modes of transportation.

Appendix A: Inputs into the refreshed Plan

Strategic Foresight

Strategic Foresight is a scenario-based methodology that immerses participants in a study of the future by asking them to explore multiple plausible alternatives and identify the challenges and opportunities that may emerge within each.

During the Strategic Foresight process, participants agreed that the following critical uncertainties would have the most impact on the future of the Centre City:

- **Future of work:** Successful cities attract highly-skilled workers, are centres for innovation and entrepreneurship, and have a concentration of universities and research and production facilities.
- **Local climate change impacts:** Modelling shows that Calgary will experience increased risk of climate change impacts in the coming years and decades. The highest risks are extreme heat days, heavy winter storms, multi-year drought and extreme summer storms.
- **Income disparity:** There is a growing gap between high-income and low-income earners.
- **Public realm and social equity:** As spaces for interaction or quiet, rest or play, well-designed public spaces improve a city's livability, have a positive impact on its economy and provide city residents with a chance to encounter nature and wildlife. In many cities; however, space is becoming increasingly owned and controlled by private entities, undermining the democratic nature of public space and potentially resulting in declining public realm vitality.
- **Distributed digital services:** Innovative and vibrant cities rely on connectivity and connectivity requires infrastructure. Strong digital infrastructure allows cities to design systems that are responsive to citizens' needs and desires; allows new and diversified transit and transportation possibilities; and enables better connection of job seekers to training and employment opportunities, innovators with venture capital investors and institutions looking to share information.
- **Who and what we elect:** Strong city leadership provides visibility, legitimacy and decision-making power to city governance. More financial powers and autonomy are important for urban areas to achieve economic growth as well as social and environmental improvements.

Four scenarios were developed around these critical uncertainties. Rather than work to either avoid or intentionally pursue any particular scenario, participants were most interested in a strategic planning approach that would increase the resiliency of Calgary's Centre City across all futures.

The following themes were identified as those which may prove to be most impactful at increasing the resiliency of Calgary's Centre City across multiple, plausible futures.

Resilient & multi-purpose infrastructure:

- Prioritize infrastructure upgrades that respond proactively to climate change
- Re-imagine or better utilize infrastructure as multi-purpose (e.g. use of vacant buildings, parking lots and garages; year-round activation of Stampede Park)
- Intentionally build resiliency and efficiencies into infrastructure

Growth funding & investment:

- Support a robust Centre City growth strategy with investment dollars and incentives
- Establish a public/private agency to pursue investments and remove barriers to growth
- Research and leverage other tax, revenue, grant and funding models and streams
- Redistribute tax burden and/or keep more tax revenue in the Centre City

Economic diversification & innovation:

- Invest heavily in digital infrastructure to support diversification and innovation
- Create policies and processes that attract small and medium enterprises and entrepreneurs
- Reinforce arts, entertainment, parks and recreation as foundation of Centre City vibrancy
- Explore potential for innovation hubs
- Encourage and incentivize small and medium businesses (SMBs) into the City Centre

Bold strategy & direction:

- Embrace bold discussion, direction setting and decision-making on key Centre City topics including economic diversification, prioritization of the collective good, the human experience and the Centre City/suburb divide
- Develop and utilize Centre City measures and data to support discussion and decision-making required

Further exploration of these themes identified the need for investment in digital infrastructure, attracting small to medium businesses (SMB), focusing on arts/entertainment/recreation as the foundation for vibrancy as well as exploring the potential for innovation hubs.

To provide the funding and investment needed to support the existing Centre City businesses and residents, a growth strategy is needed to attract the investment money and incentives. To make this happen, a public/private agency should be established to lead this effort, identifying barriers and leverage tax revenue, grant and funding models and streams. It is also important to explore redistributing the tax burden and/or keep more of that tax revenue in the Centre City.

Strategic issues were selected for further investigation. Within each strategic issue are strategies and direct tactics to consider as well as big bold decisions that are needed to achieve each issue.

Encourage/incentivize small and medium businesses (SMBs) into the City Centre:

Strategies and Direct Tactics

1. Promote residential development in the Centre City; convert from office to residential.
2. Recognize and promote innovation already occurring in the Centre City as a result of SMBs.
3. Increase the flexibility of uses/users in existing buildings.
 - a. Allow for innovative re-use that creates the environments that SMBs need.
 - b. Reduce barriers to convert and repurpose space that is no longer in demand (office).
4. Encourage students (high school and younger, post-secondary) to use vacant space and participate in downtown culture.
 - a. Mentorship in new SMBs; attract and retain talent for new industries; creative use of space.
 - b. Help change culture of downtown and Centre City; “a Centre City for everyone, not just big businesses and commuters”.
5. Design desirable meeting places (private/public) to encourage new businesses and residents.
6. Create “hubs” in the core in key sectors (e.g. education, maker-spaces, tech etc.).

Big, Bold Decisions that need to be made

1. Incentivize landlords by applying “incentive best practices” that reduce loopholes, inefficient/costly processes, undesirable outcomes so they are encouraged to:
 - a. Convert office to residential
 - b. Offer new affordable and market housing
 - c. Have co-working and flexible spaces
2. Improved communications to public on resources, programs and grants available such as:
 - a. Façade rehabilitation program
 - b. TBD incentives to repurpose/develop SMB spaces

3. Increase funding for programming attractive to SMBs and their employees such as:
 - a. Arts, culture, streetscapes, infrastructure etc.
 - b. Beltline Urban Mural Project
 - c. Events/festival funding
 - d. Temporary/permanent street changes (patios etc.)
 - e. "Make the CC Instagrammable"
4. Reduce barriers – both real and perceived – that prevent SMB employees and customers from considering doing business, visiting and living in in the Centre City.
 - a. Parking costs to visit
 - b. Development restrictions
 - c. Lack of amenities
5. Incentivize potential entrepreneurs by subsidizing things that are commonly difficult for them to become and excel as entrepreneurs in SMBs.
 - a. "How can we help make entrepreneurs more successful and willing to take risks?" vs. continue in traditional work
 - b. E.g. living expenses, financing, family transportation etc.
6. Continue City Centre Enterprise District Program.

Relax municipal oversight and regulation in the City Centre

Strategies and direct tactics

1. We need to shift to a suite of regulations that enable more than restrict. Our focus needs to be on the general positive outcomes we desire rather than the specific negatives we seek to avoid, and these general positive outcomes need to be integrated across all of our priorities.
2. We need to identify baseline expectations for protection and the public good, clarify our strategic goals, and go forward. Some things truly need to be regulated, while others do not.
3. A more distributed decision-making model can help by enabling employees and business partners to make decisions without seeking higher corporate approval – staff are told that they have permission to find a solution, but do not have the authority to execute it.
4. In general, move towards collaboration rather than regulation – have the right partners at the table, all of whom have the correct mandate and appropriate level of decision-making power to make progress.
5. Seek opportunities for great place-making (e.g. CP Rail corridor)
6. Break the rules!

Big, bold decisions that need to be made

1. Identify what's truly important and enable it.
2. New/better density bonus-earning items in the Commercial Residential District CR20-C20/R20
3. Partners help us define new bonusing items and decide on their suitability (i.e. BOMA, BIAs, CAs, etc.)
4. Think differently about how we use space, allow more flexibility in its use.
5. Design thinking
6. Less policing of space based on morality and instead guiding toward important outcomes
7. Can The City handle more liability or an increase in risk? Implications need to be clear to Council
8. Identify obstructive bylaws and regulations – audit of policy documents for alignment with corporate goals.
9. Matrix reporting structure rather than hierarchy.
10. Business and partnership mentality fused with planning background.
11. Multi-disciplinary workforce.
12. Monitor and collect data to understand how less/different regulation is affecting the city.

Anticipate and address climate change impacts that may limit Centre City growth and potential

Strategies and direct tactics

Mitigation:

1. Implement beyond building code energy efficiency and renewable energy requirements. This could apply to both new and existing buildings and should be performance or prescriptive requirements differentiated by sector
2. Implement minimum renewable energy standards
3. Enable shared thermal energy districts
4. Implement energy labelling and benchmarking for new and existing buildings.
5. Increased investment in transit, cycling and pedestrian infrastructure, and actively discourage vehicles in the Centre City

Adaptation:

6. Flood protection for the Bow and Elbow Rivers
7. Increase urban tree canopy to reduce heat island, wind and shade issues
8. Increase permeable surface area in the Centre City
9. "Harden" infrastructure to withstand climate impacts, and update design standards so that we are building to withstand the expected climate change impacts
10. Communicate real time data on the impacts of climate change

Big, bold decisions that need to be made

1. Leadership is needed to make the tough decisions. For example, to regulate better energy building performance, to restrict vehicles in the Centre City (by closing streets to vehicles or by implementing tolls), to restrict development in the flood plain.
2. Provincial and federal funding (particularly as infrastructure money is increasingly being tied to demonstrating action on climate change). Connect provincial and federal funding to targets for both GHG reductions and adaptation actions.
3. Collaboration with other levels of government and the private sector to secure innovative project funding.
4. Economic development focus on investment in urban infrastructure.

Maintain/optimize/expand/upgrade necessary public and digital infrastructure

Strategies and direct tactics

Strategies	Tactics
Defines your long-term goals and how you're planning to achieve them.	Concrete and oriented towards smaller steps and shorter timeframes.
Create a network of destinations and connections throughout the Centre City	<ul style="list-style-type: none"> • Identify existing and future destinations and improve the mobility connections between them. • Improve Stephen Avenue as both a connector and a destination, especially west of 3 Street SW. • Link to destinations outside the Centre City (Kensington, Mission, Inglewood etc.) • Revitalize/redesign/rebrand Eau Claire as a destination.
Improve stormwater and drought management	<ul style="list-style-type: none"> • Increase the amount of permeable surfaces throughout the Centre City. • Balance the riverfront's role as a recreation destination with its ecological/stormwater management functions. • Integrate stormwater management into design and transportation projects and ensure proper maintenance.

	<ul style="list-style-type: none"> • Lobby the Alberta Government to change the building code to accommodate greywater reuse in buildings. • Look for opportunities to use stormwater for irrigation. • Use drought tolerant and hardy plants for landscaping.
Integrate infrastructure improvements	<ul style="list-style-type: none"> • Coordinate transportation, utility, design and art improvements to minimize disruption and maximize benefits.
Expand Calgary's digital infrastructure	<ul style="list-style-type: none"> • Expand the fiber optic network throughout the Centre City. • Integrate technology to improve infrastructure performance and efficiency. • Implement "smart" systems throughout the Centre City. • Ensure Calgary continually improves its digital infrastructure to remain competitive (e.g. autonomous vehicles).
Study and evaluate infrastructure needs regularly to ensure high level of service	<ul style="list-style-type: none"> • Collect detailed land use and population data (including uses exempt from permit processes). • Optimize the water and sanitary network to accommodate growth while maintaining an efficient system. • Create an adaptable/flexible process to realize opportunities when they present themselves.
Pivot Calgary's brand to a unique, lifestyle focus tied to the mountains	<ul style="list-style-type: none"> • Expand Calgary's brand beyond traditional western imagery and the oil and gas industry. • Identify strategic opportunities to use iconic infrastructure to reinforce Calgary's lifestyle brand. • Rethink Calgary's iconic infrastructure from Saddles to Peace Bridge. • Connect the Centre City to the mountains by rail. • Create an iconic Calgary brand instead of a "generic, mid-size city brand". • Maintain and enhance the remaining historic character. • Plan the Centre City as "Calgary's living room". • Provide a new refurbished arena that moves beyond the Saddledome.
Increase the appeal of the Centre City to the broadest demographic possible	<ul style="list-style-type: none"> • Use infrastructure to support increased residential uses in the downtown core. • Promote the benefits of the Centre City – unique, high-quality public spaces, dining opportunities, attractions, etc. • Amplify choice across the Centre City in housing, recreation, leisure, transportation, etc. • Consider families and seniors in infrastructure decisions.
Adapt infrastructure to changing preferences and community aspirations	<ul style="list-style-type: none"> • Create pedestrian-only spaces with programming opportunities. • Close Stephen Avenue completely to traffic and extend it to the future Contemporary Calgary site. • Allow early morning deliveries in pedestrianized spaces. • Increase the amount of safe cycling connections between destinations.
Test, experiment and pilot	<ul style="list-style-type: none"> • Test new ideas and concepts throughout the Centre City regularly. • Create the space to test, fail and learn. • Keep meticulous records and data to accurately understand implications of these initiatives.

Big, Bold Decisions that need to be made

1. Prioritize infrastructure improvements in the Centre City
2. Defining a new Calgary and/or Centre City Brand
3. Establish the level of service and quality expected for each infrastructure category.
 - a. Decide and define a higher standard of infrastructure for the Centre City.
4. Decide whether Calgary wants to be a world-class city.
 - a. What does that mean?
 - b. What areas should we focus on?

Downtown Economic Summit

The Downtown Economic Summit was held on 2017 March 2 and was hosted jointly by The City, CED and CMLC with approximately 160 participants. Throughout the event, participants answered specific questions about Calgary's Centre City, including its current strengths and possibilities to help address vacant office space and job creation. Participants then put the possibilities into priorities and identified tactics to consider moving forward.

The following actions are related to Economic and Climate Resiliency in the Centre City and can be found in [Attachment 2](#) of Report [C2017-0344](#):

- 1. Continue to evaluate, prioritize and implement actions and ideas identified in the Centre City Plan.
- 2. Work with stakeholders to explore opportunities to repurpose existing downtown real estate.
- 3. Implement the Council approved [Civic District Public Realm Strategy](#).
- 4. Work with the development community in the further build out of East Village.
- 6. Complete new Area Redevelopment Plans for Chinatown and Downtown West End.
- 12. Work with CED-Real Estate Sector Advisory Committee and The City to advance the Real Estate Sector Top Ten List including opportunities to repurpose or convert downtown office space to residential.
- 20. Design parks, public spaces and streetscape spaces so there is appropriate infrastructure in place for turn-key festival and event use.
- 24. Promote Calgary as a film, television and digital media centre to best utilize and connect cultural resources and support local talent.
- 25. Support community partners to strengthen Calgary's creative industries and cultural sector through a multi-pronged business development strategy that includes creative industry hubs.
- 27. Collaborate with CED and Calgary Arts Development Authority (CADA) to develop a coordinated digital and content strategy to maximize benefits for the creative industries and cultural sector. Digitize and distribute important tangible and intangible cultural artifacts as part of the strategy.
- 34. Meet regularly with post-secondary institutions to identify opportunities to expand their presence in the downtown and Centre City.
- 35. Continue to advance strategies and actions of the Economic Strategy.
- 36. Continue to work with CED-Real Estate Sector Advisory Committee, innovators, the Rainforest group and post-secondary institutions to explore opportunities to develop, create, partner and/or support innovation hubs.
- 37. Provide support to The City and CMLC to identify and develop emerging business cases and estimated return on investment and public benefit measurement on proposed projects.
- 38. Implement the Talent Hub and Headquarter Strategy to attract companies to fill downtown space and utilize available talent.
- 39. Collaborate with the Calgary Convention Centre Authority, Calgary Stampede, and Tourism Calgary to promote and attract meetings, conferences and conventions and effectively meet Calgary's long-term needs.

- 41. Implement the Centre City Enterprise Area and monitor impact and outcomes to facilitate the occupancy of vacant retail and office space.
- 42. Develop a new Centre-City wide communication platform to inform private investors of The City's overall plans for the Centre City and downtown area– including all Business Units and CMLC.
- 43. Implement recommendations from the Calgary Building Services ZBR to simplify the processes required for small businesses to open and operate safely in Calgary.
- 44. Review the Centre City Redevelopment Levy Program.
- 45. Convene a downtown and Centre City developer's roundtable program to identify existing barriers in the land use bylaw and policy documents to various types of residential and mixed-use development.
- 46. Host a small business-focused Planning & Development challenge on the Civic Innovation YYC Platform. Implement rapid experiments to generate insight and data for update and refresh of the Centre City Plan.
- 48. Implement refreshed Economic Strategy actions and tactics.
- 49. Work with key convention centre delivery partners to monitor and adjust Calgary's convention centre offerings as needed based on market demand for services. (Community Services)
- 55. Create a cross-corporate working group to support CED and the Mayor's Office in attracting companies to specific sites in Calgary's downtown by developing transportation improvement plans, particularly to create active mode connections between those sites and nearby amenities. Consider partially funding those improvements through short term allocation of new revenue.

External Stakeholder and Public Engagement

Engagement was approached with the understanding that the *Centre City Plan* need not be re-written; rather it will be updated or, "refreshed", to reflect the current thinking within the Centre City. The targeted audience for this engagement was divided into three primary categories: key stakeholders, Calgarians interested in the Centre City, and internal stakeholders. The engagement approach intended to be respectful of the diversity of people living, working and spending time in the Centre City and a number of steps were taken as outlined in the above-mentioned report.

The following input from the *What We Heard Report* relates to the topics of economic and climate resilience in the Centre City.

Values, aspirations and concerns

- Values (200 references)
 - #1 Parks, Green Spaces and Outdoor Attractions (83)
 - #4 History, destinations, and character areas (26)
 - #5 Community building and togetherness (22)
- Aspirations (126 references)
 - #2 Parks, Green Spaces and Outdoor Attractions (69)
 - #3 Vibrancy and liveliness (50)
 - #4 Development and mixed-use (40)
 - #6 History, destinations, and character areas (34)
- Concerns (233 references)
 - #3 Art, beauty, cleanliness, redevelopment, and maintenance (59)
 - #5 Parks, green spaces, and outdoor attractions (24)

Feedback by principle

General themes

- Need for amenities, services, and vibrancy to attract residents
 - Need for grocery stores, schools, and other essential services. The idea that vibrancy must be enhanced in order to attract residents (all hours businesses, attractions for all people)
- Need to diversify the economy and support local/ small business also
 - Immediate need to shift from oil focus. Green and tech sectors are major opportunities. Need business to operate all hours to enhance vibrancy/safety/livability. More service-oriented/ small business will support/enhance residential shift. Support entrepreneurs, innovation and risk-taking.
- Connections to, from, and between neighborhoods and distinct areas
 - Should include periphery neighbourhoods such as Kensington and Bridgeland. Need high-quality connections between key character areas. Considerate of winter's impact on those connections.
- Preserving history and enhancing/utilizing unique and distinct areas
 - Spaces such as the river walk and 17th Avenue seen as distinct areas with opportunity for smart use. Importance of preserving history. Ideas that developing distinct character areas with unique feelings and characteristics will make Centre City more vibrant and attractive. A benefit to tourism.
- Decentralization of business
 - Not necessary to focus all business in the Centre City. Communication and tech allow people to work from anywhere. Large offices take away from residential opportunity and hinder the success of other principles.
 - Opportunity for more, smaller business hubs throughout the city.
- Resiliency, climate, green building and design
 - Lots of opportunities for enhanced or mandated green building design. Opportunity to use roofs for gardens, green space, and solar energy.
 - Enhance resiliency and preparedness for climate-based disasters and events.
 - Need to consider people in ecological design (not isolated from the environment).

Principle 1: Build livable, inclusive and connected neighbourhoods

Top themes

- Importance of integrating residents and business community to build and enhance vibrancy/livability.
- Diverse housing with populations to support local businesses.
- Repurposing and re-zoning of vacant spaces for other purposes, i.e. turn vacant offices into apartments. Recognition of growing role of short-term rentals, which has positive and negative impacts.

Principle 5: Ensure the Centre City remains and grows in reputation as a location of choice for business

Top themes

- Emphasizing the need to shift from oil and gas.
- Green and tech sectors are seen as opportunities.
- Small business is also important to prioritize.
- Need for businesses to operate all hours to enhance vibrancy.
- Need services for diverse clientele.
- Services and small business will drive influx of residents.

- Highlighting the need for service-oriented business to support residents.
 - Need healthcare and schools, daycare and dog care.
- Tech infrastructure will encourage businesses.
 - Progressive investments and amenities to attract progressive businesses.
- The need for conventional office space is questioned.
- Some questioning of the need or value of trying to centralize business in the Centre City. Some suggest it causes more traffic and impedes success of other areas.
- Need to repurpose current spaces and develop new forms of office space e.g. live/work.
- Need incentives for developers to build what's needed.
- Need support from other levels of government to support business.

Principle 7: Create a lively, active and animated environment

Top themes

- Celebrate/utilize history and focus on placemaking.
- Street-level buildings and amenities must be open to the public.
- Highlighting the importance of public art in creating vibrancy.
- Temporary activities and art installations also create excitement and vibrancy.
- Sentiment that Centre City is only exciting in summer or during work hours. Desire to have more activity all year and all hours of the day.
- We need more things to attract people downtown. Music, culture and festivals are examples. Suburban Calgarians need a draw.
- The City is risk-averse and should allow more to happen. We need a supportive environment to bring liveliness and activity to the Centre City.

Principle 8: Be a model of urban ecology

Top themes

- The importance of including green spaces. Quality over quantity is emphasized. Maintenance, cleanliness and programming discussed as ways to sustain use.
- The river is discussed as a great asset and something that could be used as more of an attraction.
- Use rooftops for energy and food harvesting.
- Design standards should ensure sunlight reaches public spaces.
- Require green building standards and retro fit inefficient buildings.
- More water conservation and re-use.
- Need to design and plan to be prepared for extreme weather events.
- It is important to recognizing climate change in The Plan.
- Build sustainably.
- Address people and the environment together, not in isolation. Humans benefit as a result of a healthy environment. Mental, physical, and social benefits to a healthy environment.
- Spaces need to be and feel safe to encourage usage.
- Plan to preserve the environment, because once it's gone it's gone. More needs to be done to ensure commitment and implementation.

Missing principles

Top themes

- The Plan should prioritize a funding approach.
- To be successful, The Plan needs cheerleaders and enforcement from the top. Implementation is key.
- More residential focus and live/work buildings.

- Highlight the adaptability and unique nature of Centre City.
- Beautification through development.
- Increase entertainment and vibrancy.
- Highlight and recognize Indigenous people and Truth and Reconciliation.
- Importance of supporting small businesses through zoning, building sizes and affordability.
- Retail and entertainment to enhance vibrancy after 5 p.m.
- Collaboration with innovators and Business Improvement Areas.

Big ideas, issues and actions by principle (quick win ideas)

The full list of quick win ideas can be found in the *What We Heard Report* online at Calgary.ca/centrecityplan and are also included in this document in the Goals and Initiatives Overview.

Existing policy review: Centre City Plan (2007)

The following is a list of existing policies within the 2007 Centre City Plan. A review of these policies identified a need to keep their intent in the updated Plan. Policies as written below may be consolidated or rewritten as necessary.

Policies to remain in the Centre City Plan

Urban Ecology

7.9.5 Wherever possible, strongly encourage the retention of existing buildings or portions thereof (except when referring to heritage where the preference is to preserve the whole building) to lower the total embodied energy of new structures while reducing the impact on the City Landfill.

7.9.6 Reduce the effect of “Urban Heat Islands”, created when dark coloured roofing and paving materials absorb and radiate heat, raising building and ambient temperatures and affecting building cooling loads.

7.9 Action #1 Initiate the development of a set of “green design principles”, in consultation with industry and the community, to become requirements on all new and renovation developments throughout Centre City. These green building design requirements may be based on and equivalent to the LEED System but will be specific to the Calgary context and will promote the reduction of resource use and building emissions as well as the creation of healthy indoor environments. The result will be a checklist for all building applications tailored to building types and contexts and including pass/ fail prerequisites.

7.9 Action #3 Report to Council on options and incentives to encourage the “green” renovation/retrofit of existing buildings. An example would be tax relief for existing buildings that achieve certification under the Building Owners and Managers Association’s (BOMA) Go Green Program.

7.9 Action #5 Develop a set of key targets and indicators to measure progress on achieving ecological and sustainability goals and report back to Council.

Economic development

8.1.1 Monitor the economic health of the Centre City that may pose challenges or threats to its long-term sustainability.

8.1.3 Ensure the business community is provided the environment, infrastructure, services and amenities necessary to flourish and prosper within the Centre City and remain competitive in the international marketplace.

Tourism

8.2.1 The Centre City is a major destination for visitors to the Calgary and Rocky Mountain region. Accordingly, plans, designs, initiatives and actions in the Centre City should consider and incorporate the needs of visitors.

8.2.2 Retention of existing and development of new tourist and visitor attractions within the Centre City is encouraged in order to attract more visitors who will in turn support local businesses.

8.2.3 Ensure efficient and direct transportation connections from the Centre City to other tourist attractions and destinations outside of the Centre City including the Zoo, COP, Telus Spark, and the airport.

8.2.4 New systems of wayfinding and information systems to direct visitors to and inform them about key destinations and attractions should be developed. This may include creative physical signage approaches as well as the use of new communication technologies including wireless and other electronic and digital methods.

8.2.5 The +15 system should be recognized both as a service to and destination for visitors. Tourism stakeholders should be involved in planning for the future of the +15 system.

8.2.6 A high-quality public realm is recognized as a major factor in the visitor experience. Therefore, investment in the public realm should be seen as an investment in the tourism industry.

8.2.8 Encourage convention organizers to consider ways to subsidize visitors' transit use travelling between the Downtown and Stampede Park, particularly during large-scale conventions.

Entertainment

8.3.1 The Centre City will be the major entertainment centre in Calgary. New entertainment concepts and activities will be embraced and encouraged.

8.3.2 The City will consider the feasibility of establishing defined Entertainment Districts where mutually supportive entertainment uses are encouraged to locate and where special strategies, design guidelines and incentives are developed to create an exciting and energetic environment. Stampede Park and vicinity is considered to be an Entertainment District. Other possibilities include a Film and Entertainment District centered on 8 Avenue SW and 5 Street SW and an entertainment area around Eau Claire Market and Plaza and Prince's Island Park. Linking the districts through strong pedestrian connections and wayfinding should also be examined. Stakeholders within these areas are encouraged to develop District Strategies to develop the Entertainment District concept within their area, such as the Olympic Plaza Cultural District Strategy.

8.3.3 New development and redevelopment projects, particularly within any defined Entertainment Districts, are encouraged to provide physical space opportunities for entertainment venues such as below grade and upper level spaces for such things as restaurants, nightclubs, and performance venues.

8.3 Action #1 Work with local BRZs to determine the feasibility and possible locations of Entertainment Districts.

Retail

8.7.3 Support creativity and innovation in the provision of retail services including various formats and physical designs.

Education

8.8.1 The City will provide support to institutions seeking to expand or locate new facilities in the Centre City. The nature of support will depend on the needs and circumstances of each unique institution.

8.8.2 While clustering some institutions in one area can be mutually supportive to create a significant node, it is also important that education institutions be located in other areas of the Centre City as well. This helps to diversify more neighbourhoods and promote pedestrian movement between educational centres.

8.8.3 Student housing is strongly encouraged to be provided with any educational institution in order to add vitality to the area and to ensure affordable student housing is available in close proximity to the institution.

8.8 Action#1 Support and collaborate with educational institutions to establish and maintain campus facilities within the Centre City.

Heritage

8.9.4 The City will place a high priority on making its heritage buildings available for use by cultural and education institutions, uses that have a difficult time finding space in the private market.

Information exchange & communication

8.10.1 The Centre City will be a centre of intensity for information exchange and communication including the following sectors: business, tourism, entertainment, culture, public services and education.

8.10.2 New technologies that enable information exchange and communication will be embraced, encouraged and accommodated. Examples include wireless communication and new forms of digital audio and visual communication.

8.10.3 Ensure that all citizens in the Centre City have access to necessary information and communication modes. For example, the Public Library system should continue to provide free internet access to all citizens.

Redundant Policies

The following is a list of existing policies within the 2007 Centre City Plan. A review of these policies identified that they should be or already are in a Local Area Plan, guidelines or strategy documents and do not need to be kept in the updated Plan. Policies as written below should be deleted.

The Centre City Plan Refresh, Technical Advisory Team (TAC) has suggested that much of the existing Urban Ecology policy can be better addressed by the more current and flexible strategies/actions contained within the [Climate Resilience Strategy: Mitigation & Adaptation Action Plans \(2018\)](#), which provides actions to achieve the council-approved target to reduce city-wide Green House Gas emissions by 20% below 2005 levels by 2010, and 80% below 2005 levels by 2050.

Urban Ecology

7.9.1 Encourage specific green building design initiatives on all new and renovation developments throughout the Centre City. These initiatives may be based on and equivalent to the Leadership in Energy and Environmental Design (LEED) System but will be specific to the Calgary context and will promote the reduction of resource use and building emissions as well as the creation of healthy indoor environments.

7.9.3 Require all new City of Calgary developments in the Centre City to meet the Centre City Green Design standards (equivalent to LEED Gold or better).

7.9.4 Fully integrate green design considerations into the approvals process; simple evaluation criteria should be collaboratively developed to ensure a clear and consistent application of the objectives.

7.9.7 Be aware of and informed of the impacts of the built environment on the migration of birds

7.9.8 Develop/adopt incentives and create opportunities to encourage recycling of all building materials.

7.9.9 Encourage the remediation and redevelopment of Brownfield sites.

7.9.10 Require that all existing City of Calgary facilities within the Centre City be renovated to meet an energy efficiency/air quality standard equivalent to LEED EB Gold or better.

7.9.11 Investigate alternate heating and energy supply technologies, such as district energy or geothermal, as a source for new developments within the Centre City. Where demonstrated to be environmentally beneficial and practical, encourage implementation on a site by site or comprehensive basis. Implementation may include partnering with the utilities or providing incentives to private developers.

7.9 Action #2 Initiate the “green” renovation of the Municipal/ Public Buildings to illustrate Sustainable Building Design principles (meeting the equivalent of LEED EB Gold or better) while improving energy consumption, indoor air quality, day lighting; and a demonstration green roof.

7.9 Action #3 Initiate a strategy for the redevelopment of an “Eco-neighbourhood” in the West Park/ Lower Sunalta area, combining housing with open space as a demonstration of Brownfield site remediation, storm water and grey water management, and the best principles of sustainable neighbourhood design at a large urban scale.

7.9 Action #6 Investigate and report back to Council on the impact of built form on the migration of birds within the specific Calgary context. The report should propose specific mitigation techniques if warranted and achievable

Economic Development

The following Economic Development policies are recommended for removal because they are either not actionable, better addressed through implementation of Calgary Economic Development “Calgary in the New Economy” strategy or do not align with the new general realities of the Post-2014 economy in Calgary’s Centre City.

8.1.2 When issues are identified, action strategies should be promptly developed to ensure that the Centre City remains a location of choice for business.

8.1.4 In order to meet future office demand, support the expansion of the Downtown office core south of the CPR tracks to 12 Avenue when land supply in the Downtown becomes constrained.

8.1.5 Support the development and growth of local businesses, both large and small, to ensure that the Centre City retains its local character.

8.1 Action #1 Prepare a regular report (annual or bi-annual) on the competitiveness of the Centre City office market relative to other locations in the CER, AB, CA, and the world.

8.1 Action #2 Conduct regular surveys on the satisfaction of Centre City employees with their business location.

Tourism

The following tourism policy is recommended for removal because there are currently a few highly rated walking tour operators within the Centre City.

8.2.7 Work with various partners to develop high-caliber walking tours throughout the Centre City (e.g. heritage, public art and +15 walking tours).

Entertainment

The following Entertainment policies are recommended for removal because there is very little activity currently within the 5 Street/8 Avenue area that would warrant the growth of an Entertainment District in this specific location. Additionally, given the current Centre City economic state, more design guidelines would only increase “red tape” and are unlikely to promote new entertainment-related business in the area.

8.3 Action #2 Prepare a feasibility study or District Strategy for a Film and Entertainment District at 5 ST & 8 AV

8.3 Action #3 Develop design guidelines and incentives to create spaces suitable for nightclubs and other venues within a designated Entertainment District.

Arts & Culture

8.4.4 In addition to the OPCD, cultural facilities are encouraged to locate in all areas of the Centre City. This helps promote neighborhood diversity and pedestrian movement.

8.4 Action #1 Prepare a Centre City Arts and Culture Master Plan to include both facility and programming strategies.

Public Art

8.6.2 Creating a culture of excellence in regards to public art by encouraging collaboration and cooperation between The City and the private sector

8.6 Action#1 Develop a Centre City Public Art Plan in collaboration with the Public Art Program that provides a long range, visionary approach to public art in the Centre City and contributes to a culture of excellence for all public improvement projects in the area.

Retail

8.7.4 Based on market research, identify Districts, streets and corridors with high retail potential and develop strategies and programs to foster their development and viability. This may include developing incentives or programs for the redevelopment of existing buildings within the street level and +15 retail zones.

8.7 Action #2 Meet with retailers and building owners and managers to develop a retail district strategy

Heritage

8.9.1 The City will strive to be a leader in preserving and enlivening heritage resources using the following tools: (1) Land use policies and bylaws; (2) Tax relief or incentives; (3) Advocacy, stewardship and promotion; (4) Partnerships and collaborative relationships; and (5) Any other innovative approaches.

8.9.2 Support the completion and implementation of the Historic Resource Management Plan.

8.9.3 The City will serve as a role model for the creative use and adaptive re-use of City-owned heritage buildings and excellence in maintenance and restoration.

8.9.5 Public realm improvement projects should incorporate local history interpretive elements through such means as plaques, public art, concrete etchings or other textual and photographic inserts.

8.9 Action#1 Complete and implement the Historic Resource Management Plan as it relates to the Centre City.

8.9 Action#2 Amend the applicable density bonus systems to provide greater opportunities for heritage building designation and preservation.

8.9 Action#3 incorporate heritage interpretation elements in the design and development of the 13 Ave Greenway.

Policy identified to potentially move to MDP

8.7 Action #1 Undertake a detailed retail market study with the purpose of identifying high potential districts, streets and corridors for future retail.

Policy identified to potentially move to a Guidebook

8.7.1 Encourage the provision of street level retail wherever possible in the Downtown and mixed-use neighbourhoods.

8.7.2 Where it can be demonstrated that sufficient market demand exists and where supported by land use policy, consider requiring street level retail uses in specific Districts or along certain corridors.

8.7.3 Support creativity and innovation in the provision of retail services including various formats and physical designs.

Internal Stakeholder Review

The following content has been suggested for addition to the refreshed Centre City Plan.

Economic Development

Actions: Short-term

- Continue to support advancing strategies and actions of the Council approved Calgary in the New Economy: An update to the Economic Strategy for Calgary stewarded by Calgary Economic Development that support the 10 priorities identified at the Downtown Economic Summit (hosted March 2, 2017):
 - Residential densification;
 - Creating more hubs/innovation centres and centres of excellence (entrepreneurial, exchange, high tech research and development);
 - Arts and Culture District;
 - Repurposing existing downtown real estate;
 - Events and festivals;
 - Bringing more post-secondary downtown;
 - Walkability and cycling infrastructure;
 - Music city/district and supports;
 - New arena; and,
 - Convention centre expansions.
- Support Calgary Economic Development (CED) in facilitating regular meetings with post-secondary institutions to identify opportunities to expand their presence in the downtown and Centre City.
- Work with the Calgary Municipal Land Corporation (CMLC) and CED to identify and develop emerging business cases and estimated return on investment and public benefit measurement on proposed projects.
- Support CED in the implementation of a Talent Hub and Headquarter Strategy to attract companies to fill downtown space and utilize available talent
- Monitor the impact and outcomes of the Centre City Enterprise Area to facilitate the occupancy of vacant retail and office space.
- Develop a new Centre-City wide communication platform to inform private investors of The City's overall plans for the Centre City and downtown area – including all Business Units and CMLC.

- Implement recommendations from the Calgary Building Services Zero-Based-Review (ZBR) to simplify the processes required for small businesses to open and operate safely in Calgary.
- Review the Centre City Redevelopment Levy Program.
- Convene a downtown and Centre City developer's roundtable program to identify existing barriers in the land use bylaw and policy documents to various types of residential and mixed-use development.

Actions: Medium-term

- Support the CED in refreshing the Economic Strategy for Calgary in consultation with stakeholders. Work with The City's Resiliency Team to determine how the 100 Resilient Cities Network resources and opportunities can be leveraged to enhance and refine the Economic Strategy, and to ensure resiliency planning and the Economic Strategy are complimentary and aligned.
- Support the CED in the implementation of a refreshed Economic Strategy actions and tactics.
- Work with key convention centre delivery partners to monitor and adjust Calgary's convention centre offerings as needed based on market demand for services.
- Create an Innovation District with the Centre City

"Innovation districts embody the very essence of cities: an aggregation of talented, driven people, assembled in close quarters, who exchange ideas and knowledge in what urban historians call a "dynamic process of innovation, imitation, and improvement."

— Peter Hall, Cities in Civilization

(Based on text from "Plan Houston" example)

The Calgary Innovation Corridor will address key challenges facing the community and serve to build connections between ideas and financial capital. As the centre of the Calgary Innovation Corridor, Calgary's downtown will be a place that cultivates networks and enhances collisions between start-ups, large business, potential customers, academia and capital. It will build on existing and planned assets including Bow Valley College, Nucleus, Edison, Central Library, Platform, and a cluster of professional services, corporate headquarters and existing start-ups. The downtown will anchor nodes of activity extending from Fuse33 Makerspace and International Avenue, SAIT and ARIS, Calgary Technologies Inc., The University of Calgary and Mount Royal University, all connected by mass rapid transit. Cortex in St. Louis is an excellent example of clusters of activity and collaboration between stakeholders to create a robust innovation community.

- Add CED "Right to win" business areas and how it can be encouraged in the core.
- Support a "lead" organization or governance structure for the Innovation District, its associated venue(s), and member companies. In advanced innovation districts throughout across North America, leaders found the Triple Helix model of governance to be fundamental to their success. The Triple Helix consists of structured interactions between industry, research universities, and government. The leadership model should also include a development agency member, ensuring feasible implementation of chosen strategies (<https://www.brookings.edu/essay/rise-of-innovation-districts/>)
- Partner with the Calgary Technologies Inc. committee to identify potential funding sources for necessary capital improvements and operating programs that would strengthen the Innovation District.
- Guide access to venture capital and angel investment for innovation businesses and provide programs for information and technical assistance.
- Build momentum and relationships within the innovation ecosystem by strengthening connections between existing businesses, funders, entrepreneurs, and the innovation workforce through targeted programming.

- Pursue university satellite campuses, supported by corporate sponsorships that are fully integrated into the Centre City and a potential Innovation District.
- Promote inclusive growth by guiding the creation of educational, employment and other opportunities for low-income residents of the city.
 - Innovation districts offer multiple opportunities for neighborhood revitalization, quality employment, and poverty alleviation. Pursuing these opportunities will lessen the tensions between innovative and inclusive growth, which have emerged in many communities.
 - Educational: Use the talent available within the Innovation District to support developing more STEM-orientated curriculum, teaching assistance and internship opportunities for nearby primary, secondary and post-secondary schools.
 - Employment: Focus on equipping workers with the skills they need to participate in the innovation economy or other secondary and tertiary jobs generated by innovative growth

Digital Infrastructure and Communication

Content about how this is needed, will support entrepreneurialism, in demand, etc. to attract new companies and talent.

- How would increased access to digital infrastructure benefit citizens including disadvantaged communities from a social and economic perspective?
- What infrastructure is required to support innovation (5G, open data, transit)?
- Understand the impact of digital infrastructure solutions to support the economic participation and social inclusion of all citizens.

Resilience Lens in the Centre City

In May 2016, The City of Calgary was named part of the 100 Resilient Cities (100RC). 100RC, pioneered by The Rockefeller Foundation is a global network of cities working to address some of the biggest challenges facing cities.

Applying a resilience lens can lead to better designed projects and policies that are able to address multiple challenges at once, improving services and saving resources. This is known as the resilience dividend—the net social, economic and physical benefits achieved when designing initiatives and projects in a forward looking, risk aware, inclusive and integrated way.

For the Centre City Plan, the Resilience Lens can be applied to:

1. Understand resilience concepts and tools;
2. improve the resilience of your strategies by planning for stresses and shocks, and applying the resilience qualities to your strategies; and,
3. Tell the story of your resilience value through the City Resilience Framework.

Sustainable Food System

Food plays an important role in supporting community economic development, promoting health, conserving the environment and building strong, resilient and diverse communities. A food system is a network connecting food production, processing, distribution, access and preparation, consumption and food waste recovery. This system deals with products that often have a limited shelf life and is reliant on basic inputs such as electricity, water and transportation.

The Centre City plan should support a more robust and sustainable food system through the following policies:

1. Evaluate the opportunity for community gardens and local food production and implement identified opportunities.
2. Evaluate vacant and under-utilized land to identify opportunities for local food production as an interim or permanent use.
3. Identify areas appropriate for light industrial or small-scale manufacturing in the Centre City. This would allow for food production, food processing.
4. Establish a strategy to integrate grocery stores and other retail food opportunities into the Centre City. Food retail should be located in all TOD areas and along pedestrian routes.

Climate Change Resilience

Climate change resilience is taking action to reduce the Centre City's contribution to worsening the impacts of climate change (climate change mitigation) and taking action to reduce vulnerability to the already-unavoidable impacts of climate change (climate change adaptation). The City of Calgary must do both in the Centre City to be truly resilient.

Climate Change Mitigation

Calgary has a Council-approved target to reduce city-wide GHG emissions by 20% below 2005 levels by 2020, and 80% below 2005 levels by 2050.

Actions

Energy use in buildings represents almost 70% of the total GHG emissions in Calgary, and the Centre City represents the highest concentration of energy use in buildings in Calgary. The Centre City area has a range of building types, including residential, mixed use, commercial, light industrial and institutional buildings.

The Centre City Plan provides guidance to improve the energy performance as well as the integration of renewable energy into the Centre City Plan area to exemplify Calgary's commitment to climate action. The following policies should be implemented in the Centre City to achieve significant reductions in GHG emissions from buildings and infrastructure:

1. Designate the Centre City as an "experimentation zone" for new and innovative building energy design to streamline approvals of buildings with high energy performance or with integrated renewable energy systems.
2. Require that new building in the Centre City achieve a minimum standard of energy performance (beyond what's required in the building code).
3. Provide planning incentives (i.e., density bonusing, parking relaxations, etc.) for buildings that achieve a high standard of energy performance and incorporate low carbon technologies (such as renewable energy or electric vehicle charging).
4. Require disclosure of energy performance of commercial buildings in the Centre City.
5. Require that all large-scale developments consider the feasibility of low-carbon energy systems as part of the approvals process.

Transportation represents almost 30% of city-wide GHG emissions. The Centre City is the commercial and business heart of Calgary and has many growing residential neighbourhoods. Alternative transportation modes (i.e., transit, walking and cycling) must be encouraged, as well as encouraging a shift from diesel and gasoline vehicles to low or zero-emissions vehicles. Specifically:

6. Eliminate parking requirements for all developments in the Centre City.
7. Encourage redevelopment of underutilized surface parking lots in the Centre City, and allow creative interim uses (such as temporary parks or community gardens).
8. Require the provision of electric vehicle charging in new residential and commercial buildings, as well as public charging infrastructure.

9. Implement road diets to constrain traffic flow, particularly through residential neighbourhoods such as the Beltline, East Village, Eau Claire, and Chinatown. Road space should be reallocated to other transportation users and should be prioritized based on the transportation hierarchy.
10. New and emerging transportation businesses (i.e., car2go, Uber, bike share, autonomous vehicles, drone delivery) should be accommodated without the safety and comfort of citizens that live, work and play in the Centre City.
11. Require that the implication of new transportation options, business models and technologies be considered in all Centre City transportation decisions.

Climate Change Adaptation

Climate change adaptation are actions that reduce the risk of impact as Calgary's climate changes. We know that Calgary will experience some level of climate change. Adaptation actions help ensure that we are ready for these changes and minimize the risk to people and infrastructure. Calgary's Centre City is particularly vulnerable to the impacts of climate change due to higher population density, a high proportion of already-vulnerable residents, aging infrastructure, low-lying land, high levels of impermeable surfaces, and a concentration of businesses, and social services. Heat, flooding and extreme storms are particularly relevant risks to the Centre City.

Risks and Actions

The changing climate is already being felt locally, from heat waves to increased winter storms and flooding recorded in recent years. These events have resulted in material and financial damages, especially in Calgary's downtown area, and have a direct impact on the downtown population's activities. In response to these changes, Calgary's Climate Resilience Strategy and Action Plans are in place to increase focus increasing the climate resilience of natural, built, and socio-economic systems from the projected climate and extreme weather risks. Both fields in disaster risk reduction and climate change adaption are focused on assessing risk, reducing vulnerability, increasing capacity, mitigating potential damage, and enhancing resilience in order to achieve long-term sustainability goals. The five greatest risks to the Centre City are:

- Flooding
- Heavy winter storms
- Heat waves
- High winds
- Intense summer storms

These major climate risks identified in the Climate Resilience Strategy will affect downtown in terms of the following services, which create both risks to achieving the goals of the Centre City Plan and opportunities to improve the area's resilience.

Drinking water supply

Risks:

- Projected increase of intense summer storms and occupancy in downtown businesses increases the risk that local stormwater drainage system demand.
- Increase in potential for localized surface flooding and elevated groundwater and backup of sewer systems leading to basement flooding in different parts of downtown areas, as we have seen in the 2013 flooding incident within the Centre City.

Actions:

1. Evaluate climate change impacts to water supply and demand to inform Water Efficiency Plan and water sustainability targets.
2. Work with other levels of government and regional stakeholders to analyze long term river flow and water quality in the Bow and Elbow Rivers.

Interruption of utility services

Risks:

- The risk of increased utility demand and utility supply reliability during intense summer storms, winter storms, flooding and other climate risks.

Actions:

3. Perform assessment of buildings with connection sites and have hook ups in place for emergency generators.
4. Develop flood damage reduction policies including consideration of appropriate land uses and decision making for emergency response.
5. Integrate adaptation programming into disaster risk reduction strategies in order to increase resilience.
6. Integrate climate risks into public disaster risk reduction website

Transportation

Risks:

- Traffic interruptions due to intense storms can affect businesses and users of the downtown core.
- Air and noise pollution from vehicles impacts local air quality, health and quality of life for downtown residents and users.
- During times of congestion, idling vehicles waste energy and time, while increasing operating costs.

Actions:

7. Enhance pedestrian infrastructure along Primary Transit Network and safety and accessibility for walking and cycling through infrastructure and service improvements.
8. Improve wayfinding in centre city (including Plus 15s).
9. Support the implementation of transportation demand management plans in new and existing buildings.
10. Support the utilization of new and innovative bicycle technologies and programs.

Buildings and hard infrastructure

Risks:

- The risks of increasing wind, winter and intense summer storms increase more potential damages on buildings
- The risk of increasing buildings along the river line in downtown area creates high risk of basement flooding and seepage, affecting buildings and hard infrastructure foundations.
- The need to manage energy consumption and ensure the quality and reliability of utility service provided in the Centre City.

Actions:

11. Improve safety standards on construction sites
12. Advance design and codes standard
13. Collaborate with industry to update design standards and building codes to mitigate climate risks
14. Develop a commercial building benchmarking program for Calgary

Natural systems

Risks:

- Natural assets are better able to self-adapt to changes in Calgary's climate than hard infrastructure. Protecting and maximizing the use of these natural assets can also offset costly investments in new hard infrastructure, helping Calgary to efficiently manage the risk of increasingly intense storms and flooding.

Actions:

15. Continue to support and advocate for the priority protection of environmentally significant areas in accordance with the Municipal Development Plan within the Centre City.
16. Increase of tree spacing and promotion of green roofs/natural infrastructure in downtown area.

Policies

The following policies should be implemented in the Centre City to reduce vulnerability.

1. All new buildings and infrastructure projects should evaluate the short, medium and long-term risks of climate change impacts and incorporate design changes to reduce the risk of impacts.
2. Establish new infrastructure standards to ensure new and existing buildings are built to withstand the anticipated changes in climate and weather.
3. Expand green space and naturalization efforts to increase green space, park space and natural areas in the Centre City.
4. Encourage the incorporation of natural infrastructure into new and existing development.
5. Evaluate the growing power requirements for the Centre City and establish a plan to decentralize the power provision to residents and businesses in the Centre City. This should include a more robust traditional power network, build should focus on renewable, low carbon and decentralized power generation and distribution.

Sustainable Development

An opportunity to use the redevelopment levy to incentivize sustainable development could be through discounts rather than waivers. Toronto has a program, the Toronto Green Standards, that offers a levy discount for sustainable/green developments. This allows us to still collect funds while supporting more efficient/sustainable buildings

Water Resources

The following suggestions were provided for consideration by the Water Resources Department.

1. Maximize green and natural landscaping to mitigate the urban heat island effects.
2. Integrate water management into the design of open spaces, including streetscapes, throughout the Centre City through increased permeability and stormwater storage capacity.
3. Pilot innovative projects throughout the Centre City to incorporate stormwater management techniques, particularly through streetscape, complete streets and open space improvements.
4. Explore opportunities for greywater reuse in the Centre City, particularly for irrigation.
5. Work with the development industry to incorporate stormwater management features into their site and building designs.
6. Dedicate a funding stream to upgrade infrastructure when opportunities arise to facilitate development.
7. Improve land use and population data collection, monitoring and reporting to ensure water and sanitary servicing responds effectively to growing and declining demands.
8. Prioritize investments, including piloting emerging technology, to improve the efficiency and longevity of utility services within the Centre City.

9. Continue to coordinate utility upgrades with other infrastructure improvements throughout the Centre City.
10. Ensure all public spaces and streetscapes, with the capacity to host festivals and events, include convenient water hook-ups.

Appendix B: Existing policy reviews

Calgary in the New Economy

Calgary in the New Economy is the latest version of the Calgary Economic Development Strategy that has evolved since the initial plan was created in 2008 and updated in 2014. *Calgary in the New Economy* centers on four pillars, with the most relevant pillars to the Centre City being the “Place” pillar and the “Innovation” pillar.

Place Pillar

Place is not just the environment we live in. It includes our overall quality of life. Creating conditions that enhance livability will support how well we attract new talent and businesses.

The “Place” pillar is intended to be achieved through three initiatives, all of which either directly mention “downtown” or would be well-supported if initiated in the Centre City. The initiatives are outlined below:

Initiative 1

Accelerate urbanization and connectivity in the downtown core (timeframe 5-plus years).

To be achieved through the following 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.

Initiative 2

Expand and enhance tourism, cultural and recreational assets (timeframe 5-plus years).

To be achieved through the following 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.

Initiative 3

Actively support diversity and inclusion (timeframe 1 to 5 years).

To be achieved through the following activities:

- Increase economic participation for the underrepresented and underemployed.
- Promote *Enough for All* – Calgary’s poverty reduction strategy.
- Continually provide affordable housing options.

To successfully implement and continuously improve this initiative, CED will track key performance indicators at all activity levels. At the highest level, they include:

- Percentage of the population living in the city’s core area
- Overall quality of life rating based on The City of Calgary’s annual Citizen Satisfaction Survey
- Global livability score

Innovation Pillar

“When we say innovation, we mean the number of new and creative solutions being introduced to solve the world’s problems” (*Calgary in the New Economy*, p. 19).

The “Innovation” pillar is intended to be achieved through four initiatives. Only the first initiative mentions “downtown” or would be well-supported if initiated in the Centre City. The initiative is outlined below:

Initiative 1

Create the Calgary Innovation Corridor (timeframe immediate).

To be achieved through the following activities:

- Create more enterprise connections for startup and scale-up companies
- Build on existing assets to connect and expand innovation places and spaces in the downtown core
- Find creative ways to provide access to workspaces

Climate Resilience Strategy: Mitigation & Adaptation Action Plans (2018)

The Climate Resilience Strategy adopted in 2018 provides the main direction for Climate Resiliency in Calgary. In addition to the Strategy are two Action Plans, one for Climate Mitigation and one for Climate Adaptation.

The Climate Mitigation Action Plan identifies the role and actions of The City to ensure services, enabling activities, regulations and operations are provided to reduce emissions and enable the low carbon economy. The Plan identifies the actions in collaboration with stakeholders across the community and over the next one to two business cycles, and presents five themes (buildings and energy systems, land use and transportation, consumption and waste, natural infrastructure and leadership) that cover the largest areas of impact for emissions and energy in Calgary.

The Climate Adaptation Action Plan identifies the risks and vulnerabilities from severe weather events and involves an iterative process of risk assessment. City business units identified a series of actions to manage the climate risks for Calgary grouped into a series of five themes (people, infrastructure, natural infrastructure, water management and governance).

The Principles, approved by Council on March 21, 2018 (C2018-0340) will guide the mainstreaming of climate-specific decision-making into policies, programs and projects. The Climate Goals stipulate the key aspects to achieve over time to reach the 2050 Target of 80 per cent reduction in GHG emissions (p. 5).

Guiding Principles for Climate Resiliency

Innovation – The City will play an active role in the process of climate innovation.

Inclusiveness – The City will involve multiple stakeholders in planning and implementation at a city, regional and inter-governmental scale.

Integration – The City will integrate both mitigation and adaptation considerations in all investments to improve energy use, reduce GHG emissions, reduce disaster risks and strengthen resilience for future climate conditions.

Relevance – The City will develop locally-relevant solutions to address local climate-risks and vulnerabilities, and low carbon energy opportunities.

Commitment – The City will provide strong governance to assess and sustain progress, adequately fund and ensure ongoing meaningful partnerships.

Goals

- *Reduce vulnerabilities and risks to severe weather and long-term climate effects*
- *Improve energy use and reduce GHG emissions*
- *Support the low carbon economy*

One Calgary

The City of Calgary's four-year budget for 2019-2022 is a service-based plan for municipal governance. It identifies the priorities of Calgarians, City Council, and City Administration and associated metrics for measuring success in service delivery.

Two Citizen Priorities for 2019 – 2022, relate to the topic of this Brief. They are:

- **A Prosperous City:** Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.
- **A Healthy & Green City:** Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.

The **A Prosperous City** priority guides three of the following Council Directives with associated strategies:

- **P1:** The City needs to continue building a local economy that is more resilient to changes in commodity prices. Although Calgary continues to diversify its economy and reduce dependency on the resources sector, Council acknowledges that more work is required. We need to update and implement Calgary's economic development strategy while maintaining support for our energy and technology industries.

Plan Highlights

- We will continue the implementation of the economic strategy, Calgary in the New Economy: An update to the Economic Strategy, to diversify and build a resilient, prosperous local economy.
- To support economic development, we will invest in Civic Partners to help meet the demand for entrepreneurial support and foster innovation. As our Civic Partners manage and operate City-owned assets and steward Council approved strategies, our investment in them provides a cost-effective approach to delivering economic development and tourism services.
- **P2:** Recently Calgary Economic Development identified six potential industries that will drive economic growth and spur job creation. These all require attention and nurturing. For example, one of those growth industries, travel and tourism, needs to move to a new level with an enhanced focus on arts, culture, festivals, and winter activities.

Plan Highlights

- We will participate in capital planning to support arts, culture, festivals and events to assist in attracting new businesses and industries to Calgary.
- The development of a Winter City and Event strategy will increase the opportunities for citizens to participate in civic and community life.
- By leading tourism programs and delivering high quality cultural attractions we will help grow the travel and tourism industry.
- Support will be increased to Calgary Arts Development Authority to sustain operations of Calgary's arts organizations and creative industries.
- **P3:** Accordingly, Calgary's new economic strategy must include policies that will attract these growth industries to Calgary, support Calgary's existing businesses, enhance support for entrepreneurs, and revitalize the city's downtown core. At the same time, The City needs to

methodically remove red tape and barriers that impede businesses from locating to Calgary or interfere with existing businesses and new business start-ups. Attracting and retaining new talent must remain an important cornerstone of our economic strategy.

Plan Highlights

- We are continuing to make the development approval process more efficient and getting to decisions quicker in support of realizing development.
- We will continue to work with industry to understand their business imperatives, reduce barriers and enhance responsiveness through continuous process improvements.
- The increased use of online platforms will enable efficient access to business licensing.
- Following our economic strategy, we will support key business investment areas to create, promote and maintain strong local business areas.

The **A Healthy & Green City** priority guides four of the following Council Directives:

- **H1:** Calgary needs to address climate change in a way that engages Calgarians, resonates with the majority, and doesn't alienate people. We need to lever incentives that focus on the economic benefits of addressing climate change (such as business diversification, job creation, opportunities for small businesses and all Calgarians) and align The City's climate change strategies with other orders of government and industry initiatives.

Plan Highlights

- We will implement the Climate Resilience Strategy and Action Plans.
- We will invest operating and capital funds to help reduce the impacts from severe weather, decreasing energy costs and greenhouse gas emissions by implementing energy efficient solutions into our fleet, facilities and operations.
- We will design future capital infrastructure to ensure service provision to Calgarians are maintained.
- Over the next four years, focus will be to reduce The City and the community's environmental impact through approaches that educate and engage citizens, businesses, stakeholders and community partners.
- We will foster environmental stewardship and leadership in The City and community.
- **H2:** Calgary and The City should become nationally and internationally competitive by embracing a low carbon economy, fostering alternative energies and developing strategies to reduce adverse impacts and vulnerabilities resulting from climate change.

Plan Highlights

- We will support the protection and enhancement of our community's natural environment.
- Over the next four years, we will invest in technology and alternative energy to improve our organization's environmental performance, including a greener fleet.
- Within the community, we will evaluate, protect and manage our ecological corridors to support biodiversity and environmental resilience.
- **H3:** Integrated watershed management is essential to protect public health and the environment, while strengthening our resiliency to a changing climate. Calgary must develop our communities with a focus on achieving future water security and a sustainable water supply. Accordingly, watershed management must be integrated into our land use policies, plans and decisions. Accomplishing sustainable, effective watershed management within Calgary and the region will also require working collaboratively with other orders of government, adjacent municipalities, residents, landowners, developers, businesses, and the First Nations.

Plan Highlights

- We will continue to work with stakeholders to reduce risks to our source water, all to ensure the quality and quantity of The City's drinking water.
- We will also continue to work with regulators and make additional investments in wastewater treatment upgrades to meet regulatory compliance and protect the health of the river. We will strengthen our resiliency to climate change by considering climate change parameters into capital design and operating activities.
- The City will make investments in flood resiliency and improvements to river and riverbank health and collaborate with citizens and partners on flood mitigation and preparedness.
- **H4:** We must also develop strategies to create communities that support healthy lifestyles and interaction amongst residents (walkability, pedestrian, bike and public transit connections) to reduce and prevent social isolation. Partnerships with community groups, not-for-profits and businesses will encourage the development of public meeting places that can be used by Calgarians of all ages, abilities and during all seasons.

Plan Highlights

- Maintaining a network for walking and cycling is essential for every neighbourhood to support healthy lifestyles and social connections.
- We will continue to build, maintain and modify sidewalks and pathways to make walking and cycling attractive options.
- Safety and accessibility are key concerns and we will increase resources to advance the Safer Mobility Plan, Step Forward, and the Pathway and Bikeway Plan to improve conditions for citizens. Examples include temporary traffic calming curbs, curb ramp retrofits with tactile pads, audible pedestrian signals, improved pathway and bike route connections.
- Through our neighbourhood supports, we will provide funding for the capital lifecycle of community facilities operating on City-owned land to ensure the preservation of public spaces.
- Our social programs will continue to provide local, equitable programs for Calgarians facing negative social conditions to achieve social wellbeing.

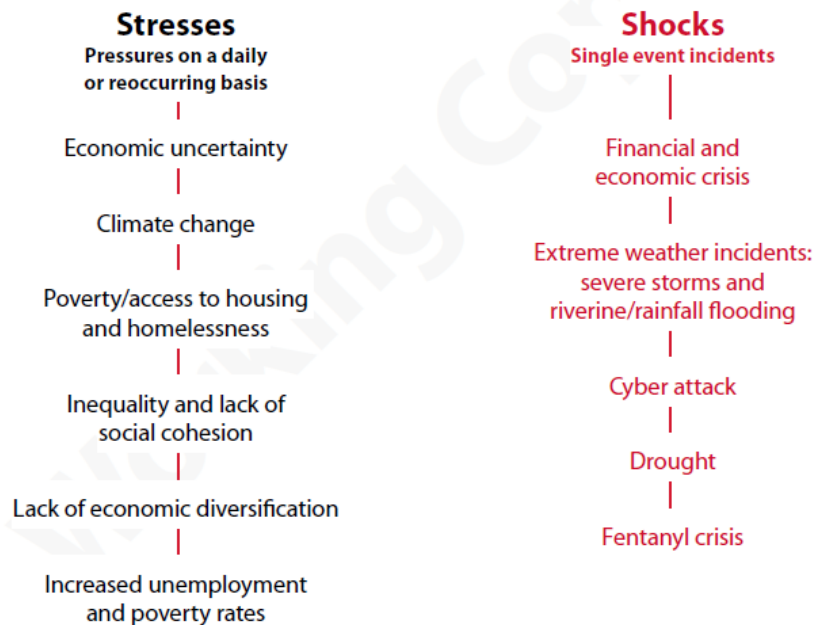
Resilient Calgary (Draft)

Resilient Calgary, the resilience strategy for Calgary is drafted and was adopted at Council June 3, 2019.

Urban resilience is the capacity of individuals, institutions, businesses and systems within a city to adapt, survive and thrive no matter what kind of chronic stresses and acute shocks they experience. Urban resilience is important because the world is rapidly changing and cities will be increasingly exposed to different challenges and risks. Climate change, increase in migration, aging and diverse populations, infrastructure demands, the transformation of public management and social inequality are all challenges to which cities must be able to respond.

Cities are complex systems with their cultural, social and economic wealth based largely on the extensive network of connections between people, institutions, stakeholders, infrastructure and ecosystems. If the risks and extent of the consequences are not known, complex urban systems may become vulnerable to stresses and shocks. It's important to identify the outside factors that contribute to the transformation of the environment, just as it's important to identify the potential shocks and stresses of the city.

Calgary Stresses and Shocks



Calgary's Challenges and Opportunities

Our past experiences can help inform future decisions. There is value in bringing together a range of diverse systems and institutions. Calgary faces many challenges and can collectively create opportunities through the resilience strategy.

Challenges

- Economic participation is hindered by systemic and mobility barriers.
- Difficulty attracting business, venture capital, and talent.
- A boom and bust economy.
- Stronger business continuity required.
- Address prolonged office space oversupply and mitigate tax impact on tax base.
- Traditional funding models for infrastructure needs, including operating, capital maintenance, and capital growth, are at risk.
- Understanding the financial impact of climate change.
- Addressing impacts of a low carbon economy.
- Managing urban water through flood and drought.
- Growing risk of cyber-attack and telecommunications breakdown.
- Insufficient appropriate infrastructure at the community level negatively impacts quality of life.
- Living in a VUCA city (Volatile Uncertain Complex and Ambiguous).
- Growing prominence of regional governance model.
- Organizational effectiveness.
- Lack of innovation due to a risk-adverse culture.

Opportunities

- Leveraging social and intellectual capital of Calgary's diverse communities.
- There is a pivotal point for inclusive leadership and decision-making.
- Capitalize on Biodiversity Action Program.
- Capitalize on climate resilience & environmental well-being regulation.

- Calgary's commitment to housing.
- Leverage flood recovery and interest in business continuity to strengthen resilience in business and non-profit sectors.
- Leverage the Community Economic and Development Investment.

This strategy provides 36 actions which are based on four main goals. The following actions were selected for inclusion in this briefing because they support an economically resilient and innovative Centre City. Specifically, these actions are seen to either directly or indirectly involve physical development (namely infrastructure), encouraging innovative practices, diversity and/or inclusion:

Pillar 1: The Future of Calgary's Economy

Resiliency is boosted when all Calgarians are encouraged and able to participate in a diverse and strong economy.

- Action 1B.3: 5G ready by 2020
- Action 1C.2: Business Supports Through Infrastructure Construction
- Action 1D.2: Implement a Living Lab Strategy and Governance Model
- Action 1D.3 Future of Calgary's Centre City

Pillar 2: Inclusive Futures

Infusing trust in our relationships with Calgary's diverse communities is essential for our organization and the resilience of our City of Calgary

- Action 2D.1 Developing Products/Services to Strengthen Inclusion
- Action 2D.3 Determining the Feasibility of an Income Security Pilot

Pillar 3: The Future of Calgary's Natural Infrastructure

Calgary's resilience is improved when integrated systems are in place to conserve, enhance and maintain our natural assets

- No relevant actions identified

Pillar 4: The Future of Calgary's Infrastructure

Calgarians are supported through strategic investment in future-focused and resilient infrastructure

- Action 4A.1 A resilience lens is applied to strengthen all public infrastructure investment decisions for Calgary.

How can Centre City be more Resilient?

There are seven qualities of resilience. Reflective, Inclusive, Robust, Flexible, Integrated, Redundant and Resourceful. While all seven are important, the five listed below are most relevant to the Centre City Plan Refresh. Use the following questions to help assess how resilient your strategy/plan/action is, in order to identify opportunities to improve it.

Reflective

Recognizes the world is continuously changing. Able to learn and apply learning to future decisions.

Questions:

- How is your strategy/plan/action informed by past events, analysis of context changes, and what is known and uncertain?
- How do you monitor and analyze change for impacts to your strategy?

Inclusive

Equitable and accessible for all.

Questions:

- How are you ensuring your strategy/plan/action is accessible by Calgary's diverse communities?
- Who will benefit the most, and who are the most vulnerable that may be impacted?

Robust

Strong enough to withstand stresses and shocks.

Questions:

- How does your strategy/plan/action avoid overreliance on a single resource to prevent multiple or related failures?
- How is your strategy/plan/action designed to withstand changes in demand and future stresses and shocks to reduce vulnerability?

Flexible

Able to use the same thing in different ways, are responsive to changes and potential failures.

Questions:

- How is your strategy/plan/action adaptable for multiple uses or responsive to future stresses and shocks?
- What are your alternate ways of resourcing if there are context changes (budget, policy etc.) or shock events?

Integrated

Systems work together to catalyze co-benefits.

Questions:

- How does your planning process take into account multiple stakeholders, services and scenarios?
- How does your strategy/plan/action identify dependencies and impacts upon others and improve coordination and co-benefits?

Redundant and Resourceful

The other two qualities that have not been listed above are: Redundant and Resourceful. While they are both important they are reflected in either another quality listed above or in another service already offered.

Redundancy refers to spare capacity available to address and accommodate disruption. This is reflected in the Calgary Emergency Management Agency (CEMA) led business continuity work and the robust resilience quality described above.

Resourcefulness recognizes alternative ways to use resources and is largely reflected in the flexible resilience quality described above.

Appendix C: Best practices research

Other Cities

City	Strategy	Calgary Context
Denver	Housing development in oldest part of downtown. Reduced regulations, increased allowable densities, financed unconventional projects, protected historic buildings, provided “relocation toolkit” to businesses looking to come back downtown.	We already offer high densities and light regulation for residential development downtown. Current development likely to meet market demand. Additional vitality could be provided by City-supplied affordable housing to increase population – may compete with market.
Winnipeg	TIF created to support district including arena and convention centre. 3-year \$20M downtown residential grant program.	Residential grant program could be considered. TIF model already in place for Rivers District but may also be useful in other locations provided there is provincial support.
Edmonton	Urban Economy Division within econ dev org has created a program to match businesses to vacant spaces. Offers short-term rentals to give businesses a chance to test the water before committing to downtown.	This is an excellent strategy we should pursue with Calgary Economic Development. Centre City Plan should focus on attracting residents and improving public realm to help these businesses succeed.
Philadelphia	Iterative place-making using modest, removable interventions. Hack/tinker/analyze/design iteration – “perfect is the enemy of done” uses data to objectively determine project success.	Calgary citizens and landowners are used to big projects rather than small improvements – successes will need to be widely broadcasted. Has potential.
Detroit	Tax abatements to draw large corporate offices, “New Economy Initiative” funded by philanthropy (\$100m fund) to fund small businesses and entrepreneurs.	Economic development goes concurrent with residential growth, often in the same locations. Need to think about how to grow a village/node rather than isolated towers/projects.
Des Moines	Rather than master plan, identified series of “moments” – civic projects that would enhance downtown fabric. P3 models used to finance ideas generated with local business leadership. Projects leveraged by handcuffing investors together – all or nothing financing.	Great ideas. Need civic leadership – everyone is currently working on things around this but there is no point person responsible for consolidating all of this together within one vision.
Austin	Tax credits and incentive programs focused on arts, cut red tape on small businesses, dramatically expanded Green Building program, district cooling system. Removed parking	Tax/incentives likely to have the greatest impact. We need to increase parking demand in off-peak hours, as many members of the public don’t come downtown on the weekend/evening as they believe there is nowhere to park or it’s too

	requirements for downtown, responsive variable parking meters.	expensive. Ad campaign to get people to come downtown by various means.
Montreal	The Quartier Des Spectacles Partnership is a not-for-profit org that brings together 60 members for the development and promotion of the cultural value of the Quartier by integrating urban, touristic, social and economic consideration into every one of its actions. "Live, Learn, Create, and Entertain Downtown."	This is a good example of partnership managing the success of an area. The group first worked on a vision and identity for the area and now is more focused on operations (programming, management of public spaces and cultural enhancement).
Bangkok	Under the "Driving a Strong and Competitive Economy" strategic area, the city aims to leverage local communities' cultural heritage and craft skills to develop Bangkok's cultural character and create new business opportunities. Initiatives include training opportunities for small and medium sized tourism-related enterprises and local communities with guidelines, practical tools and processes for promoting and preserving cultural heritage (see action 8.1.1 on p. 108 of their resilience strategy). @Tantikom Supachai	

Plan Houston's "Creating an Innovation District"

This text is based on the Houston, Texas's "[Plan Downtown: Converging Culture, Lifestyle & Commercial](#)" (November 2017) which involved various downtown partner associations as well as city, county and community leaders.

The following is an adaptation of their Downtown Innovation District strategy for the potential inclusion as part of the Centre City Plan Refresh:

The Calgary Innovation Corridor will address key challenges facing the community and serve to build connections between ideas and financial capital. As the centre of the Calgary Innovation Corridor, Calgary's downtown will be a place that cultivates networks and enhances collisions between start-ups, large business, potential customers, academia and capital. It will build on existing and planned assets including Bow Valley College, Nucleus, Edison, Central Library, Platform, and a cluster of professional services, corporate headquarters and existing start-ups. The downtown will anchor nodes of activity extending from Fuse33 Makerspace and International Avenue, SAIT and ARIS, Calgary Technologies Inc., The University of Calgary and Mount Royal University, all connected by mass rapid transit. Cortex in St. Louis is an excellent example of clusters of activity and collaboration between stakeholders to create a robust innovation community.

1. Support a "lead" organization or governance structure for the Innovation District, its associated venue(s), and member companies. In advanced innovation districts throughout across North America, leaders found the Triple Helix model of governance to be fundamental to their success. The Triple Helix consists of structured interactions between industry, research universities, and government. The leadership model should also include a development agency member, ensuring feasible implementation of chosen strategies (<https://www.brookings.edu/essay/rise-of-innovation-districts/>)
2. Partner with the [Calgary Technologies Inc. committee](#) to identify potential funding sources for necessary capital improvements and operating programs that would strengthen the Innovation District.
3. Guide access to venture capital and angel investment for innovation businesses and provide programs for information and technical assistance.
4. Build momentum and relationships within the innovation ecosystem by strengthening connections between existing businesses, funders, entrepreneurs, and the innovation workforce through targeted programming.
5. Pursue university satellite campuses, supported by corporate sponsorships that are fully integrated into the Centre City and a potential Innovation District
6. Promote inclusive growth by guiding the creation of educational, employment and other opportunities for low-income residents of the city.
7. Innovation districts offer multiple opportunities for neighborhood revitalization, quality employment, and poverty alleviation. Pursuing these opportunities will lessen the tensions between innovative and inclusive growth, which have emerged in many communities.
8. Educational: Use the talent available within the Innovation District to support developing more STEM-orientated curriculum, teaching assistance and internship opportunities for nearby primary, secondary and post-secondary schools.
9. Employment: Focus on equipping workers with the skills they need to participate in the innovation economy or other secondary and tertiary jobs generated by innovative growth

Appendix D: Goals and initiatives overview

As part of the analysis of existing policy, strategy and engagement both with internal and external stakeholders, the following goals and their supporting initiatives were identified. These goals and initiatives will be examined as part a focused workshop.

The following legend helps with interpretation of the tables.

- SF = Strategic Foresight
- ISR = Internal Stakeholder Review
- WWHR = What We Heard Report
- CCP = Centre City Plan
- SMBs = Small and Medium Businesses
- CC = Climate Change
- WR = Water Resources
- DTES = Downtown Economic Summit

Goal #1	The Centre City leads in approaches to improve energy use, reduce GHG emissions, reduce disaster risks and strengthen climate resilience for developments.
Source	Initiative
CCP 7.9 Action #1	Initiate the development of a set of “green design principles”, in consultation with industry and the community, to become requirements on all new and renovation developments throughout Centre City. These green building design requirements may be based on and equivalent to the LEED System but will be specific to the Calgary context and will promote the reduction of resource use and building emissions as well as the creation of healthy indoor environments. The result will be a checklist for all building applications tailored to building types and contexts and including pass/ fail prerequisites.
ISR: CC Adaptation	Collaborate with industry to update design standards and building codes to mitigate climate risks
ISR: CC Adaptation	Advance design and codes standard
ISR: CC Adaptation	Develop a commercial building benchmarking program for Calgary
ISR: CC Adaptation	All new buildings and infrastructure projects should evaluate the short, medium and long-terms risks of climate change impacts and incorporate design changes to reduce the risk of impacts.
ISR: CC Adaptation	Encourage the incorporation of natural infrastructure into new and existing development.
ISR: CC Adaptation	Expand green space and naturalization efforts to increase green space, park space and natural areas in the Centre City.
ISR: CC Adaptation	Increase of tree spacing and promotion of green roofs/natural infrastructure in downtown area.
CCP 7.9 Action #3	Report to Council on options and incentives to encourage the “green” renovation/retrofit of existing buildings.
CCP 7.9.5	Wherever possible, strongly encourage the retention of existing buildings or portions thereof (except when referring to heritage where the preference is to preserve the whole building) to lower the total embodied energy of new structures while reducing the impact on the City Landfill.
ISR: CC Mitigation	Require that all large-scale developments consider the feasibility of low-carbon energy systems as part of the approvals process.
ISR: CC Mitigation	Require the provision of electric vehicle charging in new residential and commercial buildings, as well as public charging infrastructure.

ISR: CC Mitigation	Provide planning incentives (i.e., density bonusing, parking relaxations, etc.) for buildings that achieve a high standard of energy performance and incorporate low carbon technologies (such as renewable energy or electric vehicle charging).
ISR: CC Mitigation	Require disclosure of energy performance of commercial buildings in the Centre City.
ISR: CC Mitigation	Require that new building in the Centre City achieve a minimum standard of energy performance (beyond what's required in the building code).
WWHR - Common	Support more green building features.
WWHR - P8	Support new buildings to harness solar and wind power.
WWHR - P8	Use roof tops for green design and patio space.
WWHR - P8	Incentives to encourage energy efficiency and sustainable building design.
SF - CC - M	Implement minimum renewable energy standards
SF - CC - M	Implement energy labelling and benchmarking for new and existing buildings.
ISR: CC Adaptation	Improve safety standards on construction sites
ISR: CC Mitigation	Designate the Centre City as an "experimentation zone" for new and innovative building energy design to streamline approvals of buildings with high energy performance or with integrated renewable energy systems.
SF - CC - A	Communicate real time data on the impacts of climate change
CCP 7.9 Action #5	Develop a set of key targets and indicators to measure progress on achieving ecological and sustainability goals and report back to Council.
WWHR - P8	Innovation and citizen involvement in reducing the ecological footprint.
ISR: CC Adaptation	Perform assessment of buildings with connection sites and have hook ups in place for emergency generators.
WWHR - P1	More resilient design in the Centre City to adapt to extreme weather events and aid in emergency response. I.E. Parkades, elevators, evac/egress plans.
SF - CC - M	Implement beyond building code energy efficiency and renewable energy requirements. This could apply to both new and existing buildings and should be performance or prescriptive requirements differentiated by sector
CCP 7.9.6	Reduce the effect of "Urban Heat Islands", created when dark coloured roofing and paving materials absorb and radiate heat, raising building and ambient temperatures and affecting building cooling loads.
ISR: CC Adaptation	Integrate climate risks into public disaster risk reduction website
WWHR - P8	Consider building orientation to enhance access to sunlight.

Goal #2	Investment in innovative infrastructure is a priority in the Centre City.
Source	Initiative
SF - Infrastructure	Prioritize infrastructure improvements in the Centre City
SF - Infrastructure	Prioritize infrastructure upgrades that respond proactively to climate change
SF - Infrastructure	Expand Calgary's digital infrastructure <ul style="list-style-type: none"> • Expand the fiber optic network throughout the Centre City. • Integrate technology to improve infrastructure performance and efficiency. • Implement "smart" systems throughout the Centre City. • Ensure Calgary continually improves its digital infrastructure to remain competitive (e.g. autonomous vehicles).
ISR: CC Adaptation	Evaluate climate change impacts to water supply and demand to inform Water Efficiency Plan and water sustainability targets.
ISR: CC Adaptation	Work with other levels of government and regional stakeholders to analyze long term river flow and water quality in the Bow and Elbow Rivers.

ISR: WR	Prioritize investments, including piloting emerging technology, to improve the efficiency and longevity of utility services within the Centre City.
ISR: Water Resources	Pilot innovative projects throughout the Centre City to incorporate stormwater management techniques, particularly through streetscape, complete streets and open space improvements.
ISR: WR	Explore opportunities for greywater reuse in the Centre City, particularly for irrigation.
ISR: WR	Work with the development industry to incorporate stormwater management features into their site and building designs.
ISR: WR	Improve land use and population data collection, monitoring and reporting to ensure water and sanitary servicing responds effectively to growing and declining demands.
ISR: WR	Continue to coordinate utility upgrades with other infrastructure improvements throughout the Centre City.
ISR: WR	Dedicate a funding stream to upgrade infrastructure when opportunities arise to facilitate development.
ISR: WR	Maximize green and natural landscaping to mitigate the urban heat island effects.
ISR: WR	Integrate water management into the design of open spaces, including streetscapes, throughout the Centre City through increased permeability and stormwater storage capacity.
SF - CC	Collaboration with other levels of government and the private sector to secure innovative project funding.
SF - CC	Leadership is needed to make the tough decisions. For example, to regulate better energy building performance, to restrict vehicles in the Centre City (by closing streets to vehicles or by implementing tolls), to restrict development in the flood plain.
SF - CC - A	"Harden" infrastructure to withstand climate impacts, and update design standards so that we are building to withstand the expected climate change impacts
SF - CC - A	Flood protection for the Bow and Elbow Rivers
SF - CC - A	Increase permeable surface area in the Centre City
SF - Infrastructure	<ul style="list-style-type: none"> • Improve stormwater and drought management • Increase the amount of permeable surfaces throughout the Centre City. • Balance the riverfront's role as a recreation destination with its ecological/stormwater management functions. • Look for opportunities to use stormwater for irrigation. • Use drought tolerant and hardy plants for landscaping. • Integrate stormwater management into design and transportation projects and ensure proper maintenance. • Lobby the Alberta Government to change the building code to accommodate greywater reuse in buildings.
WWHR - P8	Use green spaces for rainwater management.
SF - CC	Provincial and federal funding (particularly as infrastructure money is increasingly being tied to demonstrating action on climate change). Connect provincial and federal funding to targets for both GHG reductions and adaptation actions.
SF - Infrastructure	Integrate infrastructure improvements <ul style="list-style-type: none"> • Coordinate transportation, utility, design and art improvements to minimize disruption and maximize benefits
SF - CC - M	Enable shared thermal energy districts
SF - Infrastructure	Study and evaluate infrastructure needs regularly to ensure high level of service <ul style="list-style-type: none"> • Collect detailed land use and population data (including uses exempt from permit processes). • Optimize the water and sanitary network to accommodate growth while maintaining an efficient system. • Create an adaptable/flexible process to realize opportunities when they present themselves.
ISR: CC Adaptation	Continue to support and advocate for the priority protection of environmentally significant areas in accordance with the Municipal Development Plan within the Centre City.

ISR: Sustainable Food	Evaluate vacant and under-utilized land to identify opportunities for local food production as an interim or permanent use.
SF - CC - A	Increase urban tree canopy to reduce heat island, wind and shade issues
WWHR - Common	Need for more trees and greenery.
ISR: CC Adaptation	Develop flood damage reduction policies including consideration of appropriate land uses and decision making for emergency response.
ISR: CC Adaptation	Establish new infrastructure standards to ensure new and existing buildings are built to withstand the anticipated changes in climate and weather.
ISR: CC Adaptation	Evaluate the growing power requirements for the Centre City and establish a plan to decentralize the power provision to residents and businesses in the Centre City. This should include a more robust traditional power network, build should focus on renewable, low carbon and decentralized power generation and distribution.
ISR: CC Adaptation	Integrate adaptation programming into disaster risk reduction strategies in order to increase resilience.
SF - Infrastructure	Re-imagine or better utilize infrastructure as multi-purpose (e.g. use of vacant buildings, parking lots and garages; year-round activation of Stampede Park)
SF - Infrastructure	Intentionally build resiliency and efficiencies into infrastructure
SF - CC	Economic development focus on investment in urban infrastructure.
ISR: Sustainable Development	An opportunity to use the redevelopment levy to incentivize sustainable development could be through discounts rather than waivers. Toronto has a program, the Toronto Green Standards, that offers a levy discount for sustainable/green developments. This allows us to still collect funds while supporting more efficient/sustainable buildings.

Goal #3	Business and development are drawn to the Centre City's regulatory flexibility, incentives, and a collaborative environment.
Source	Initiative
WWHR - P5	Need more private-public collaboration and investment.
SF - Growth	Establish a public/private agency to pursue investments and remove barriers to growth
WWHR - P5	Make the Centre City the location of choice for businesses and talent.
ISR: Ec Dev	Convene a downtown and Centre City developer's roundtable program to identify existing barriers in the land use bylaw and policy documents to various types of residential and mixed-use development.
ISR: Ec Dev	Review the Centre City Redevelopment Levy Program.
ISR: Ec Dev	Monitor the impact and outcomes of the Centre City Enterprise Area to facilitate the occupancy of vacant retail and office space.
WWHR - P8	Support Urban Farming in the Centre City.
DTES	2. Work with stakeholders to explore opportunities to repurpose existing downtown real estate.
SF - Ec Diversification	Create policies and processes that attract small and medium enterprises and entrepreneurs
DTES	12. Work with CED-Real Estate Sector Advisory Committee and The City to advance the Real Estate Sector Top Ten List including opportunities to repurpose or convert downtown office space to residential.
WWHR - P1	Make office space more adaptable.
WWHR - P1	Adaptable planning regulation and enforcement in the Centre City.
DTES	4. Work with the development community in the further build out of East Village.
SF - SMBs	Design desirable meeting places (private/public) to encourage new businesses and residents.

SF - SMBs	Incentivize landlords by applying “incentive best practices” that reduce loopholes, inefficient/costly processes, undesirable outcomes so they are encouraged to: a. Convert office to residential b. Offer new affordable and market housing c. Have co-working and flexible spaces
SF - SMBs	Improved communications to public on resources, programs and grants available such as: a. Façade rehabilitation program b. TBD incentives to repurpose/develop SMB spaces
SF - SMBs	Increase funding for programming attractive to SMBs and their employees such as: a. Arts, culture, streetscapes, infrastructure etc. b. Beltline Urban Mural Project c. Events/festival funding d. Temporary/permanent street changes (patios etc.) e. “Make the CC Instagrammable”
SF - SMBs	Increase the flexibility of uses/users in existing buildings. a. Allow for innovative re-use that creates the environments that SMBs need. b. Reduce barriers to convert and repurpose space that is no longer in demand (office).
WWHR - Common	Replace all surface parking lots with interesting uses including commercial and residential.
WWHR - Common	Repurpose office and parking space as needed, mostly for residential or amenities.
WWHR - P1	Assess population in each neighbourhood to ensure sufficient numbers to sustain businesses and vibrancy.
WWHR - P1	Mixed-use development that supports small business and creativity.
WWHR - P5	Incentivise more live/work units.
WWHR - P5	Create a more livable Centre City to attract innovative businesses by increasing public art, cycling infrastructure, transit, and trees, as well as narrower and slower streets.
DTES	42. Develop a new Centre-City wide communication platform to inform private investors of The City’s overall plans for the Centre City and downtown area– including all Business Units and CMLC.
DTES	3. Implement the Council approved Civic District Public Realm Strategy.
DTES	6. Complete new Area Redevelopment Plans for Chinatown and Downtown West End.
SF - Growth	Support a robust Centre City growth strategy with investment dollars and incentives
SF - Growth	Redistribute tax burden and/or keep more tax revenue in the Centre City
WWHR - P1	Tax incentives for small businesses.
WWHR - P5	Incentivise more retail to the Downtown Core.
WWHR - P5	Make tax paid in Centre City used in Centre City.
WWHR - P5	Tax reductions for starts ups and cultural/creative ideas.
WWHR - P5	Reduce business tax in the Centre City.
WWHR - P7	A program to improve building facades.
WWHR - P7	Allow light projection onto building facades.
SF - Ec Diversification	Encourage/Incentivize Small and Medium Businesses (SMBs) into the City Centre
WWHR - P5	Incentivise vertical farming.
WWHR - P7	Patios do not need rules!
WWHR - P7	Identify great streets that are struggling and help them out (Stephen Ave after hours).
CED Place Initiative 1 and WWHR - Common	Create a multi-agency committee to implement the vision of our downtown core and investigate funding models for catalytic investment.

DTES	43. Implement recommendations from the Calgary Building Services ZBR to simplify the processes required for small businesses to open and operate safely in Calgary.
CCP 8.1.1	Monitor the economic health of the Centre City that may pose challenges or threats to its long-term sustainability.
SF - Relax Regulations	Break the rules!
SF - Relax Regulations	We need to shift to a suite of regulations that enable more than restrict. Our focus needs to be on the general positive outcomes we desire rather than the specific negatives we seek to avoid, and these general positive outcomes need to be integrated across all of our priorities.
SF - Relax Regulations	New/better density bonus-earning items in the Commercial Residential District CR20-C20/R20
CCP 8.8.1	The City will provide support to institutions seeking to expand or locate new facilities in the Centre City. The nature of support will depend on the needs and circumstances of each unique institution.
SF - Relax Regulations	Think differently about how we use space, allow more flexibility in its use.
SF - Relax Regulations	In general, move towards collaboration rather than regulation – have the right partners at the table, all of whom have the correct mandate and appropriate level of decision-making power to make progress.
SF - SMBs	Reduce barriers – both real and perceived – that prevent SMB employees and customers from considering doing business, visiting and living in in the Centre City. a. Parking costs to visit b. Development restrictions c. Lack of amenities
DTES	55. Create a cross-corporate working group to support CED and the Mayor's Office in attracting companies to specific sites in Calgary's downtown by developing transportation improvement plans, particularly to create active mode connections between those sites and nearby amenities. Consider partially funding those improvements through short term allocation of new revenue.

Goal #4	The Centre City has evolved into an innovation hub that supports economic development, technological advancement, and cultural vibrancy.
Source	Initiative
ISR: Ec Dev	Create an Innovation District with the Centre City
SF - SMBs	Create "hubs" in the core in key sectors (e.g. education, maker-spaces, tech etc.).
ISR: Ec Dev	Support a "lead" organization or governance structure for the Innovation District, its associated venue(s), and member companies. In advanced innovation districts throughout across North America, leaders found the Triple Helix model of governance to be fundamental to their success. The Triple Helix consists of structured interactions between industry, research universities, and government. The leadership model should also include a development agency member, ensuring feasible implementation of chosen strategies (https://www.brookings.edu/essay/rise-of-innovation-districts/)
ISR: Ec Dev	Partner with the Calgary Technologies Inc. committee to identify potential funding sources for necessary capital improvements and operating programs that would strengthen the Innovation District.
DTES	38. Implement the Talent Hub and Headquarter Strategy to attract companies to fill downtown space and utilize available talent.
ISR: Ec Dev	Guide access to venture capital and angel investment for innovation businesses and provide programs for information and technical assistance.
ISR: Ec Dev	Build momentum and relationships within the innovation ecosystem by strengthening connections between existing businesses, funders, entrepreneurs, and the innovation workforce through targeted programming.

ISR: Ec Dev	Pursue university satellite campuses, supported by corporate sponsorships that are fully integrated into the Centre City and a potential Innovation District.
ISR: Ec Dev	Support Calgary Economic Development (CED) in facilitating regular meetings with post-secondary institutions to identify opportunities to expand their presence in the downtown and Centre City.
ISR: Ec Dev	Support CED in the implementation of a Talent Hub and Headquarter Strategy to attract companies to fill downtown space and utilize available talent
ISR: Ec Dev	Work with the Calgary Municipal Land Corporation (CMLC) and CED to identify and develop emerging business cases and estimated return on investment and public benefit measurement on proposed projects.
ISR: Ec Dev	Continue to support advancing strategies and actions of the Council approved Calgary in the New Economy: An update to the Economic Strategy for Calgary stewarded by Calgary Economic Development
WWHR - Common	Need a central source of information.
DTES	25. Support community partners to strengthen Calgary's creative industries and cultural sector through a multi-pronged business development strategy that includes creative industry hubs.
DTES	27. Collaborate with CED and Calgary Arts Development Authority (CADA) to develop a coordinated digital and content strategy to maximize benefits for the creative industries and cultural sector. Digitize and distribute important tangible and intangible cultural artifacts as part of the strategy.
CCP 8.7.3	Support creativity and innovation in the provision of retail services including various formats and physical designs.
CCP 8.8 Action #1	Support and collaborate with educational institutions to establish and maintain campus facilities within the Centre City.
ISR: Sustainable Food	Identify areas appropriate for light industrial or small-scale manufacturing in the Centre City. This would allow for food production, food processing.
ISR: Digital Infrastructure	Understand the impact of digital infrastructure solutions to support the economic participation and social inclusion of all citizens.
ISR: Digital Infrastructure	Understand what infrastructure is required to support innovation (5G, open data, transit).
DTES	46. Host a small business-focused Planning & Development challenge on the Civic Innovation YYC Platform. Implement rapid experiments to generate insight and data for update and refresh of the Centre City Plan.
DTES	35. Continue to advance strategies and actions of the Economic Strategy.
SF - Infrastructure	Test, experiment and pilot <ul style="list-style-type: none"> • Test new ideas and concepts throughout the Centre City regularly. • Create the space to test, fail and learn. • Keep meticulous records and data to accurately understand implications of these initiatives.
WWHR - P7	The City must share the RISK to be innovative and creative.
CCP 8.9.4	The City will place a high priority on making its heritage buildings available for use by cultural and education institutions, uses that have a difficult time finding space in the private market.
CED Innovation Initiative 1	Build on existing assets to connect and expand innovation spaces in the downtown core, find creative ways to provide access to workspaces, and more enterprise connections for startup and scale-up companies. (Create the Calgary Innovation Corridor)
DTES	34. Meet regularly with post-secondary institutions to identify opportunities to expand their presence in the downtown and Centre City.
DTES	36. Continue to work with CED-Real Estate Sector Advisory Committee, innovators, the Rainforest group and post-secondary institutions to explore opportunities to develop, create, partner and/or support innovation hubs.

ISR: Ec Dev	Add CED "Right to win" business areas and how it can be encouraged in the core.
SF - SMBs	Recognize and promote innovation already occurring in the Centre City as a result of SMBs.
SF - SMBs	Encourage students (high school and younger, post-secondary) to use vacant space and participate in downtown culture. a. Mentorship in new SMBs; attract and retain talent for new industries; creative use of space. b. Help change culture of downtown and Centre City; "a Centre City for everyone, not just big businesses and commuters".
SF - Strategy	Embrace bold discussion, direction setting and decision-making on key Centre City topics including economic diversification, prioritization of the collective good, the human experience and the Centre City/suburb divide
WWHR - Common	Enable risk taking and innovation.
WWHR - P5	Ensure Centre City is equipped with future technology.
WWHR - P5	Shift the focus to innovation and off of Oil & Gas.
WWHR - P5	Custom permitting/policy/rules in Centre City to allow for innovation and experimentation.
WWHR - P5	Market and brand the Centre City to attract business.
WWHR - P5	Broaden the image + reputation of the Centre City.
WWHR - P5	Allow pop-up art in vacant spaces.
WWHR - P5	Attract and/or incentivise businesses in the Centre City that are open off-peak hours to improve vibrancy at all hours.
CCP 8.1.3	Ensure the business community is provided the environment, infrastructure, services and amenities necessary to flourish and prosper within the Centre City and remain competitive in the international marketplace.
CCP 8.10.3	Ensure that all citizens in the Centre City have access to necessary information and communication modes. For example, the Public Library system should continue to provide free internet access to all citizens.
SF - Ec Diversification	Invest heavily in digital infrastructure to support diversification and innovation
SF - SMBs	Incentivize potential entrepreneurs by subsidizing things that are commonly difficult for them to become and excel as entrepreneurs in SMBs. a. "How can we help make entrepreneurs more successful and willing to take risks?" vs. continue in traditional work b. E.g. living expenses, financing, family transportation etc.
CCP 8.10.2	New technologies that enable information exchange and communication will be embraced, encouraged and accommodated. Examples include wireless communication and new forms of digital audio and visual communication.
DTES	1. Continue to evaluate, prioritize and implement actions and ideas identified in the Centre City Plan.
DTES	37. Provide support to The City and CMLC to identify and develop emerging business cases and estimated return on investment and public benefit measurement on proposed projects.
ISR: Ec Dev	Promote inclusive growth by guiding the creation of educational, employment and other opportunities for low-income residents of the city.
DTES	24. Promote Calgary as a film, television and digital media centre to best utilize and connect cultural resources and support local talent.
CCP 8.8.2	While clustering some institutions in one area can be mutually supportive to create a significant node, it is also important that education institutions be located in other areas of the Centre City as well. This helps to diversify more neighbourhoods and promote pedestrian movement between educational centres.

CCP 8.8.3	Student housing is strongly encouraged to be provided with any educational institution in order to add vitality to the area and to ensure affordable student housing is available in close proximity to the institution.
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Goal #5	Exceptional year-round attractions and amenities draw people to the Centre City in support of the economy.
Source	Initiative
WWHR - P1	Focus growth in the Centre City rather than suburbs.
SF - SMBs	Promote residential development in the Centre City; convert from office to residential.
WWHR - P5	Repurpose office towers into vertical communities.
WWHR - P5	Increase residential units in the Centre City
WWHR - Common	Need for mixed-use and live/work for a “village” feel in the Centre City.
WWHR - Common	Preserve and capitalize on heritage areas.
CCP 8.3 Action #1	Work with local BRZs to determine the feasibility and possible locations of Entertainment Districts
WWHR - P1	Create character areas to attract visitors.
CCP 8.3.1	The Centre City will be the major entertainment centre in Calgary. New entertainment concepts and activities will be embraced and encouraged.
CCP 8.3.2	The City will consider the feasibility of establishing defined Entertainment Districts where mutually supportive entertainment uses are encouraged to locate and where special strategies, design guidelines and incentives are developed to create an exciting and energetic environment. Stampede Park and vicinity is considered to be an Entertainment District. Other possibilities include a Film and Entertainment District centred on 8 Avenue SW and 5 Street SW and an entertainment area around Eau Claire Market and Plaza and Prince’s Island Park. Linking the districts through strong pedestrian connections and wayfinding should also be examined. Stakeholders within these areas are encouraged to develop District Strategies to develop the Entertainment District concept within their area, such as the Olympic Plaza Cultural District Strategy.
CCP 8.3.3	New development and redevelopment projects, particularly within any defined Entertainment Districts, are encouraged to provide physical space opportunities for entertainment venues such as below grade and upper level spaces for such things as restaurants, nightclubs, and performance venues.
SF - Ec Diversification	Reinforce arts, entertainment, parks and recreation as foundation of Centre City vibrancy
WWHR - Common	Need for more winter activity and amenities.
WWHR - Common	We take a more relaxed approach towards alcohol consumption in public places (parks, etc.) - like other larger, cosmopolitan cities.
WWHR - Common	More facilities & promote all watersports-OLD: rafting, canoeing, fishing; NEW: paddle boarding, surfing, kayaking
WWHR - P7	Repurpose a heritage building for a farmer's market in the Centre City. (like c-space).
CED Place Initiative 2	Expand and enhance tourism, cultural and recreational assets. Attract, enhance and promote premier experiences and events showcasing Calgary as the Ultimate Host City.
ISR: Ec Dev	Work with key convention centre delivery partners to monitor and adjust Calgary's convention centre offerings as needed based on market demand for services.
DTES	39. Collaborate with the Calgary Convention Centre Authority, Calgary Stampede, and Tourism Calgary to promote and attract meetings, conferences and conventions and effectively meet Calgary's long-term needs.
DTES	20. Design parks, public spaces and streetscape spaces so there is appropriate infrastructure in place for turn-key festival and event use.

CCP 8.2.1	The Centre City is a major destination for visitors to the Calgary and Rocky Mountain region. Accordingly, plans, designs, initiatives and actions in the Centre City should consider and incorporate the needs of visitors
CCP 8.2.2	Retention of existing and development of new tourist and visitor attractions within the Centre City is encouraged in order to attract more visitors who will in turn support local businesses
CCP 8.2.4	New systems of wayfinding and information systems to direct visitors to and inform them about key destinations and attractions should be developed. This may include creative physical signage approaches as well as the use of new communication technologies including wireless and other electronic and digital methods
CCP 8.2.5	The +15 system should be recognized both as a service to and destination for visitors. Tourism stakeholders should be involved in planning for the future of the +15 system
CCP 8.2.6	A high-quality public realm is recognized as a major factor in the visitor experience. Therefore, investment in the public realm should be seen as an investment in the tourism industry.
CCP 8.2.8	Encourage convention organizers to consider ways to subsidize visitors' transit use travelling between the Downtown and Stampede Park, particularly during large-scale conventions
SF - Infrastructure	<p>Increase the appeal of the Centre City to the broadest demographic possible</p> <ul style="list-style-type: none"> • Use infrastructure to support increased residential uses in the downtown core. • Promote the benefits of the Centre City – unique, high-quality public spaces, dining opportunities, attractions, etc. • Amplify choice across the Centre City in housing, recreation, leisure, transportation, etc. • Consider families and seniors in infrastructure decisions
WWHR - Common	More live music venues.
WWHR - Common	Need for grocery stores.
WWHR - P1	Need more Schools, Daycares and Dog Cares if you want to promote families to live downtown.
WWHR - P5	Monitor land-use density in the Centre City to optimize across neighbourhoods.
WWHR - P7	Need more spaces in the Core for people to be active around their work life.
WWHR - P8	Retain views of scenic landmarks, skyline, and natural green spaces.
WWHR - P8	Protect the river and access to the river.
WWHR - Common	GREEN the CPR tracks.
WWHR - Common	Need more parks and community gathering spaces.
WWHR - P1	Provide more amenities for the growing residential population in the Centre City.
WWHR - P7	Programming and activities to create vibrancy year-round.
WWHR - P7	Promote opportunities for street performers
WWHR - P7	More places for instagrammable moments.
WWHR - P7	Animation of streets in the Winter.
WWHR - P7	Free wi-fi downtown.
WWHR - P7	No more big flashy signs that cause light pollution.
SF - Relax Regulations	Seek opportunities for great place-making.

Goal #6	People and goods easily and sustainably move between destinations.
Source	Initiative
SF - Infrastructure	Adapt infrastructure to changing preferences and community aspirations <ul style="list-style-type: none"> • Create pedestrian-only spaces with programming opportunities. • Close Stephen Avenue completely to traffic and extend it to the future Contemporary Calgary site. • Allow early morning deliveries in pedestrianized spaces. • Increase the amount of safe cycling connections between destinations.
SF - Infrastructure	Create a network of destinations and connections throughout the Centre City <ul style="list-style-type: none"> • Identify existing and future destinations and improve the mobility connections between them. • Improve Stephen Avenue as both a connector and a destination, especially west of 3 Street SW. • Link to destinations outside the Centre City (Kensington, Mission, Inglewood etc.) • Revitalize/redesign/rebrand Eau Claire as a destination.
WWHR - Common	Personal vehicle free downtown
WWHR - Common	Free street parking on Saturdays will attract family-oriented people and stimulate businesses and Downtown life
WWHR - Common	Hope that LRT goes underground (where it should always have been) and 7th Ave becomes a pedestrian, cyclist mecca
WWHR - P1	Parking-based incentives for retail and residential development.
WWHR - P1	Encourage non-car modes of transportation.
WWHR - P1	Better cohesion between different sectors of downtown.
WWHR - P5	Having the Centre City as the employment HUB of Calgary is more sustainable for transit/ LRT infrastructure.
WWHR - P5	Make the Downtown Core the HUB of the Centre City.
WWHR - P7	Removal of snow along main streets and Business Improvement Areas.
SF - CC - M	Increased investment in transit, cycling and pedestrian infrastructure, and actively discourage vehicles in the Centre City
ISR: CC Adaptation	Support the implementation of transportation demand management plans in new and existing buildings.
ISR: CC Adaptation	Support the utilization of new and innovative bicycle technologies and programs.
ISR: CC Mitigation	Implement road diets to constrain traffic flow, particularly through residential neighbourhoods such as the Beltline, East Village, Eau Claire, and Chinatown. Road space should be reallocated to other transportation users and should be prioritized based on the transportation hierarchy.
ISR: CC Mitigation	New and emerging transportation businesses (i.e., car2go, Uber, bike share, autonomous vehicles, drone delivery) should be accommodated without the safety and comfort of citizens that live, work and play in the Centre City.
ISR: CC Mitigation	Require that the implication of new transportation options, business models and technologies be considered in all Centre City transportation decisions.
ISR: CC Mitigation	Eliminate parking requirements for all developments in the Centre City.
ISR: CC Mitigation	Encourage redevelopment of underutilized surface parking lots in the Centre City, and allow creative interim uses (such as temporary parks or community gardens).
ISR: CC Adaptation	Enhance pedestrian infrastructure along Primary Transit Network and safety and accessibility for walking and cycling through infrastructure and service improvements.
ISR: CC Adaptation	Improve wayfinding in centre city (including Plus 15s).

CED Place Initiative 1	Target investment to enhance connectivity between the downtown core, Rivers and Entertainment Districts and the Beltline (Accelerate urbanization and connectivity in the downtown core).
CCP 8.2.3	Ensure efficient and direct transportation connections from the Centre City to other tourist attractions and destinations outside of the Centre City including the Zoo, COP, Telus Spark, and the airport

Appendix E: Questions

During review of all the inputs, several questions arose that need to be addressed prior to finalizing the draft Plan. These questions are parked in this section.

1. Based on evidence, what economic development approaches will yield best return on investment for The City?
2. What is Calgary's Centre City identity/brand?
 - a. If not encouraging growth evenly across all Centre City neighborhoods, which one(s) are the "anchors" to focus on? (CED chose: Vic Park, East Village, West Village, and Chinatown & Downtown Core.)
3. Are many small improvements more impactful than a few large catalytic investments?
 - a. What data do we need and/or already have to prove this?
4. Is there agreement that future office demand is easily satisfied by existing vacancy stock?
5. What is the future of the City Centre Enterprise Area?
6. Market research available to determine:
 - a. What existing residents and small to medium businesses (SMB) like about current Centre City?
 - b. What the "target market" for future residents & SMB look for?
7. What resources do Civic Partners have that The City can leverage to understand/address/measure progress regarding economic development?
 - a. I.e. CADA has budget for research, CED has budget for marketing/communication, etc.
8. Is there value in convening a downtown and Centre City developer's roundtable program to identify existing barriers in the land use bylaw and policy documents to various types of residential and mixed-use development? (Downtown summit action #45).
9. If upgrading infrastructure is a priority in the Centre City, how are these projects prioritized?