

Calgary



# Centre City Plan Refresh

## **What We Heard Report**

Economic and Climate Resilience Workshop 2019 June 12



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Economic and Climate Resilience Workshop

## About this what we heard report

This report summarizes the activities and results of engagement for the “Economic & Climate Resilience (ECR)” Workshop on June 12, 2019 for the Centre City Plan Refresh project. It outlines the project, the purpose of the public engagement, the activities we did, and a summary of what we heard at the events. A full list of comments received through public engagement is included in this report.

## 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 SW and 14th Street SW, 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 such as the [Municipal Development Plan](#) and [Centre City Guidebook](#); 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.



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## Background and Purpose

The workshop engagement approach was designed to review the proposed goals for Economic & Climate Resilience (ECR) in Calgary's Centre City, related initiatives, and outcomes that were developed by the Centre City Plan (CCP) core project team through their analysis of all inputs compiled leading up to the workshop. Multiple 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 (This is a scenario-based methodology that immerses participants in a study of the future by asking them to create and explore multiple plausible alternatives for a domain or topic of interest.);
- stakeholder and public engagement that was compiled into a What We Heard Report;
- a review of the results from the Downtown Economic Summit that was held on 2017 March 2; and
- a review of best practice research.



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## Target audiences

The targeted audience for this engagement was primarily internal stakeholders from the City of Calgary.

### Internal Stakeholders

A wide cross-section of internal & external stakeholders was invited to a focused workshop. The following stakeholders provided representation from the following City of Calgary business units and external agencies, as well as Ward 7 Councillor's office:

- City of Calgary Community Planning, Growth Strategies & Urban Design & Urban Strategy
- City of Calgary Neighborhoods
- City of Calgary Resilience Program
- City of Calgary Parks
- City of Calgary Office of Partnerships
- City of Calgary Environmental & Safety Management
- City of Calgary Real Estate Development
- City of Calgary Information Technology
- City of Calgary Greenline Program
- City of Calgary Emergency Management Agency
- City of Calgary Water Resources
- Ward 7 & 8 Councillors Office
- Calgary Downtown Association
- Calgary TELUS Convention Centre
- Calgary Economic Development
- Tourism Calgary
- Thin Air Labs
- Urban Land Institute (Alberta chapter)

The following stakeholders were invited to the workshop but did not attend:

- Calgary Municipal Land Corporation (CMLC)
- City of Calgary Transportation
- City of Calgary Arts & Culture
- City of Calgary Business Friendly Program
- City of Calgary Sustainable Strategy

## Engagement Overview

### What we asked

The workshop engagement approach was designed to review the proposed outcomes, goals, and related initiatives that were developed by the Centre City Plan core project team through their analysis of all inputs leading up to the workshop.

### Proposed Outcomes and Goals

The Outcomes to improve economic and climate resilience within the Centre City are:

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

The Goals to get to the desired Outcomes are:

1. The Centre City leads in approaches to improve energy use, reduce green house gas (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 drawing 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

Engagement focused on the following components:

Topic	Engagement Questions	How input is used	Level of Engagement
<b>Outcomes</b>	<i>Review each of the two outcomes. Should this outcome be a priority for the next 10 to 20 years? What new opportunities have arisen over the last 10 years that can be capitalized on?</i>	The Centre City Plan Refresh will identify goals, initiatives and priorities to be considered during the preparation of the refreshed Centre City Plan. The project team will review stakeholder input alongside relevant departments from across The City as well as external agencies. Stakeholder ideas will be reviewed, considered and included where	<b>Consult:</b> We will consult with stakeholders to obtain feedback and ensure their input is considered and incorporated to the maximum extent possible. We undertake to advise how consultation impacted the decisions and outcomes.
<b>Goals</b>	Participants reviewed each goal, discussed their viability and the best ways to achieve them.		
<b>Initiatives</b>	Participants reviewed and prioritized pre-identified initiatives for each goal.		
<b>Short / Medium / Long-Term Priorities</b>	Facilitated discussion with all participants at once, discussing what might be the most impactful short term, medium term and long-term actions to take as part of the refreshed CCP.		



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		possible. Where major themes cannot be addressed, the project team will advise why they could not be implemented.	
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## Event Summary

Engagement took place on June 12, 2019 in the Terrace View Room at the Global Business Centre (136 8 Avenue SE). A total of 30 attendees participated in the engagement.

The workshop asked participants to accept the meeting invite to ensure appropriate participation numbers approximately 11 people were seated at each of the four tables. People who accepted the meeting invite were assigned a table. Table assignments considered department representation with the aim of getting a diverse mix of people at each table.

Table facilitators guided the discussions and recorded comments made by attendees. The workshop began with a presentation providing a brief history on the Centre City Plan, the purpose of the workshop, an overview of the briefing analysis and the context of these internal discussions with the project’s current direction.

This workshop format worked well as attendees were generally engaged during the activities and were provided our “Economic & Climate Resilience Brief” analysis document ahead of time for review in preparation for the day’s activities.



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## What We Heard

### Activity 1

Activity one was a table discussion regarding the proposed two outcomes relating to the economic and climate resilience of the Centre City. These were:

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

For each proposed outcome, the facilitator lead participants through a five-minute discussion around the following questions:

- Is this a realistic outcome that we want to see in 10 to 20 years? Should this outcome be a priority for the next 10 to 20 years?
- What new opportunities or challenges have arisen over the last 10 years that can be capitalized on?
- Could the outcome be reworded?
- Why do you feel that way? What is influencing your opinion?
- What inputs from the briefing note are influencing your comments?

The following table is a summary of themes that emerged from the feedback. The summary is in order of rank, meaning that the first theme was the most frequently cited and the last theme was the least cited.

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

Theme	Description
<b>More Common</b>	
Outcome is closely tied to competition between cities for investment and talent	<i>Topics of “innovation” and “climate resilience” are not marketing terms but instead very real issues that must be addressed; Cities compete for private investment as well as talent and Calgary will be left behind if we don’t try to get ahead of this; people are scared to live in places where climate issues aren’t recognized as a legitimate mitigation/adaptation issue</i>
Success of achieving outcome determined by shifting certain stakeholder perspectives	<i>Climate and economic resilience are intertwined; Innovation and technology sector not necessarily the same (i.e. Silicon Valley is very extractive, not innovative); a 20-year time horizon for this outcome is thinking quite short term; innovation should percolate through the regulatory system rather than scraping the system in the name of innovation</i>
Importance of climate resiliency, especially around flood mitigation and adaptation and energy efficiency	<i>This outcome is required and not simply desirable; Climate mitigation and adaptation especially around flood resiliency is needed; Opportunity to substantially increase energy efficiency (both product and acute items) by building it into policy priorities going forward</i>
Associated challenges with this outcome	<i>Finding balance between increasing development density while also mitigating flooding; Risk of opposition from Oil and Gas industry so finding industry leaders is key; Industry slow to adapt to things not seen as immediate threat to them</i>





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<b>Less Common</b>	
Outcome facilitates further positive policy actions	<i>This plan is an opportunity to bring this in from a technical perspective</i>
Outcome does not address social issues which are heavily interconnected with economic issues	<i>Social is missing to make this sustainable - current crisis is about the economy - this is a missed opportunity in how it fits in - interconnected ( e.g. shift in the homeless population from redevelopment that affects young workers that don't have skill and abilities to handle these issues (knock on effects)); Had to recognize the "soft" aspects of resiliency with the economy being challenges - how do "we" be more friendly for innovation and growth in things like climate vs. oil/gas - education opportunities on both sides - understanding the greater picture of how they work together</i>
Textual change to outcome to avoid politically-charged term	<i>Outcome wording change suggestion: "...and climate resilient Centre City" should be changed to "and environmentally resilient Centre City" to avoid the negative political connotations that "climate" has developed</i>
Outcome facilitates need for green / dual-purpose infrastructure	<i>Look at the heat sink effect and quality of life impacts - dual purpose infrastructure - utility and quality of life - need greener infrastructure</i>



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## Outcome 2: A vibrant and business-friendly Centre City

Theme	Description
<b>More Common</b>	
Interconnected-nature of this outcome is key to its success	<i>Calgary seen as leaving the traditional Boom/Bust economic cycle and as such, true economic diversification (the “New Economy”) is starting to take hold; “New Economy” requires shift to a built-form that provides an amenity-rich environment; Quality of Life, economic needs and infrastructure needs can be complimentary to each other and should be addressed as such; Discussion around what “vibrancy” actually means: 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, driven by event programming of all sizes, Social disorder and homeless people are an unavoidable feature of vibrancy</i>
Vibrancy key ingredient to economic growth	<i>Office-to-Residential conversion brings “vibrancy” which can lead to growth; Businesses that provide customer “experiences” are succeeding at attracting people to places</i>
<b>Less Common</b>	
Suggested changes to the outcome text	<i>Include the third leg needed to make this a realistic outcome: funding for sustainable infrastructure, connect benefits to upfront capital requirements; Mention of the people that are a part of this experience</i>
Outcome lacks social context	<i>We may have the mechanics for these, but not the soul - adding social programming to the conversation</i>



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## Activity 2

The second activity related to the following question:

***To achieve these outcomes for the Centre City, we have prepared the following list of suggested goals based on several inputs gained through the process.***

The suggested goals are:

1. The Centre City leads in approaches to improve energy use, reduce green house gas (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 drawing 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

This activity was divided into three parts. A total of 60 minutes was given for this exercise.

### Parts 1 and 2: Goal Viability and Goal Implementation

The table facilitator lead participants through discussions on the viability of each goal and the best way to achieve each goal. Ten minutes was allotted for each goal for a total of 50 minutes.

For Part 1, Goal Viability, participants were asked the following questions:

- Is this a realistic goal? Is it viable? Why or Why not?
- What are the best ways that this goal could be implemented? What would it take? Who would need to be involved?

For Part 2, Goal Implementation, participants were asked to identify the best ways in which to achieve each goal. This discussion was guided by the following questions:

- What would it take?
- Who would need to be involved?
- How could it be done?

### Part 3: Report Back

Based on the findings from parts one and two, a representative from each table reported back to the entire room regarding what they felt was or was not achievable as well as any new strategies that were suggested. Ten minutes was allotted for this discussion.

The following tables summarize the themes that emerged from the feedback regarding each goal. The summary is in order of rank, meaning that the first theme was the most frequently cited and the last theme was the least cited.



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

Theme	Description
<b>More Common</b>	
<b>Pilot municipal regulatory changes to achieve this outcome</b>	<i>Less development regulation; Clearly define what “green building” features are; City program to reduce GHG emissions from existing buildings (i.e. turn off lights when empty); City to incentivize early adaptors so that they can plant seeds and prototype new approaches instead of pushing the status quo (lots of new development following existing minimum standards); Explore regulation approach to encourage innovative infrastructure; Encourage development of natural infrastructure by addressing obstacles (i.e. CPTED design changes that eliminate it as well as perceived cost to build it)</i>
<b>How to finance both public and private infrastructure changes</b>	<i>Centre City is ideal place to enact this goal because of the higher return on investment that comes with higher density areas; Incentives may be more realistic as too much policy increases developers to follow a simple, proven and non-innovative path to approval/construction; Retrofits require a financial backstop which previous provincial governments have provided (but perhaps not the current?) and the Opportunity Calgary Incentive Fund (OCIF) is perceived by some to not be the right vehicle; <a href="#">Federation of Canadian Communities (FCM) to provide a \$20 million grant to Calgary</a> “private actors” so as to implement infrastructure; The City should look to their reserves for quick/nimble funding opportunities</i>
<b>Importance of collaboration and partnerships to achieve this goal</b>	<i>As a municipality we have a limited ability to innovate - partnerships are the best opportunity; any partnerships must balance need for removing barriers with actual positive innovation; Idea: Finding the one-off building owners that are vacant and engaging with them for conversions, improving their investment; Idea: Stampede grounds are quite large and usage best if year-round and not just seasonal.</i>
<b>Suggested climate change mitigation focus areas</b>	<i>More green space within both public and private realms to decrease urban <a href="#">heat island effect</a>; Increased residential development within downtown to reduce potential vehicle travel; Incentivize photovoltaic energy generation; install digital message boards <a href="#">with travel cost calculator</a> at key destinations (i.e. Deerfoot) that show actual costs of trips</i>
<b>Less Common</b>	
<b>Suggested outcome wording changes</b>	<i>Replace the word "reduce " with “improve” to provide a more positive connotation; Replace the word "climate" with "environment" to avoid a term that has proven to be politically-problematic</i>
<b>Portraying actions taken to accomplish this goal as a matter of public safety</b>	<i>Tackling the issue from a safety point of view (i.e. Increased climate change results in increased storm and flooding issues</i>
<b>Suggested actions to increase local food security</b>	<i>Vertical agriculture and availability of more local produce</i>

<b>Long term data and ability to measure progress</b>	<i>Regarding awareness in long term gains, do we know that people haven't reduced already and where we might have already made progress?</i>
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## Goal 2: Investment in innovative infrastructure is a priority in the Centre City

Theme	Description
<b>More common</b>	
Public regulatory systems have potential to drive positive change but are often mired in politics	<p><i>Municipal government has a history of being a catalyst and “paving the way” on sustainability (i.e. LEED guidelines incorporation into 2007 Centre City Plan) and green economics (i.e. ENMAX District Energy); to identify areas for energy performance improvement, first benchmark existing energy performance of centre city buildings and then target areas for improvement;</i></p> <p><i>Municipal politics seen as a substantial obstacle to professionals pursuing innovation; Public engagement efforts in Calgary seen as unproductive and “inviting disaster” – noted that many countries in Europe do little to no public engagement;</i></p>
Help bring more people into downtown and feel comfortable moving around	<p><i>Use city-owned land to kickstart projects that improve the efficient movement of people into the downtown (more people result in more interest to push for further improvements); Concentrating on our best pedestrian streets and making them special; New infrastructure and innovative approaches (i.e. woonerf, closing 17 avenue and other streets to cars); Mode pricing into the downtown to encourage active, low impact modes and help fund related infrastructure improvements;</i></p> <p><i>Opportunity missed right now for tourism, with the ability to park tour buses in the downtown</i></p>
Key funding opportunity through private investment and how to make that happen	<p><i>Existing Centre City Levy for utility contributions has been successful so expand and/or create new levy to develop innovative infrastructure; 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 phasing will help ease these impacts</i></p>
<b>Less Common</b>	
Defining what is meant by “innovative infrastructure”	<p><i>Multi-purpose innovation - thinking of materials and ability to infrastructure to adapt (i.e. permeable surfaces, winter city thinking, freeze/thaw can affect infrastructure); Infrastructure Lifecycle Work to include more out-of-the-box thinking via academia involvement in project scoping</i></p>
Using green infrastructure to address climate adaptation needs	<p><i>Focus on natural infrastructure - innovative, cost effective, resilience</i></p> <p><i>Adapt the existing environment and build on existing assets (e.g. rivers);</i></p> <p><i>Address increasing concerns regarding smoke from annual wild fires</i></p>
Illumination	<p><i>Investing in lighting projects could be an 'easy' first move to activate the city</i></p>

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

Theme	Description
<b>More Common</b>	
Longer-term oversight within this environment will help balance short term gains with long term needs	<i>Lots of current decisions are made for short-term gain and do not balance longer-term interests; Success depends on who’s involved in and the approach to oversight of this goal (i.e. Business Improvement Districts / Revitalization Zone involvement, ensuring they have the capacity to support it and track changes); 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; Paying attention to risk-mitigation will help reduce tension that arise when questioning which regulatory requirements can be flexed; Contracts work against innovations</i>
Ideas of where to start to achieve this goal	<i>Prepare for the coming autonomous vehicle revolution and the potential influx of potentially unnecessary surface <a href="#">parking space that can be repurposed</a>; Explore replacing rules with more flexible principles instead; Untapped potential of the <a href="#">Tech Zone in Vic Park</a></i>
Lack of consistency with city rules and policy resolved by using standards instead	<i>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; More consistency across teams internally could help</i>
<b>Less Common</b>	
Innovative funding needed	<i>Current economy requires innovation in funding development, not just the physical development</i>
Establishing who is best suited for what in a collaborative environment	<i>City helps grab/find an opportunity and the developers then work out from there on a parcel lot/block scale</i>
Best practise example of this goal in action	<i>Similar approach to Denver downtown - affordable housing and TOD</i>

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

Theme	Description
<b>More Common</b>	
Prioritize the downtown as key to Calgary’s success and make longer term choices that support this	<i>Helping citizens understand downtown as the #1 priority as it effects all Calgarians, not just those living and working there; Lots of great things already happening in the downtown but need to sustain this by supporting the conversion of old office building, purposefully locating appropriate hubs within the downtown and focusing innovation and density within downtown; risk that downtowns potential will suffer if future innovation and density is defused city-wide</i>
Branding and promoting our New	<i>Many things happening in downtown but not well communicated/advertised – solutions could include demonstration projects (i.e. location alerts for</i>

Downtown to attract interest and change perceptions	<i>events, e-newsletter/calendar, digital wayfinding and event boards, smart lampposts, recharge locations for scooters, free Wi-Fi); Reinforcing values and behaviours that align with downtowns' identity/brand; Civic partners "hub" as a marketing strategy</i>
Easier physical connections through Centre City allows people to do what they want to do	<i>Linking all the destinations within Centre City (i.e.; Riverwalk) especially north-south connections; Mixing different activities residents and workers in the New Downtown want to do (i.e. going out for a drink while testing out a new video game); Mashing different things together</i>
Focus on smaller-scale investments in the downtown to improve the downtown experience for people	<i>We are good at big institutional investments but need to be better at facilitating smaller ones; Focus on the "in-between spaces", quality of life and quick wins to increase vibrancy which will in turn attract businesses - look at new ways to spend city money - bike lanes - pedestrian corridors - learn from smaller projects</i>
<b>Less common</b>	
Establish Downtown's identity	<i>Create and capitalize on a distinct identity (Downtown Calgary is the ___ in the world"); Communicate and celebrate our successes - living lab, Lime bikes, electric autonomous vehicles</i>
Business development Mix	<i>Pull in other key players such as Mount Royal University, Airport, SAIT, etc. to make big connections beyond Centre City; Connecting with groups that are leading innovation</i>
Need for public education on the growing tech sector	<i>Understanding 'tech' and connecting so people can understand and see</i>
Suggest changes to the goal wording	<i>The text, "...and cultural vibrancy" is disjointed and did not really form part of the discussion – perhaps this should be its own goal, linking it to the social aspect that is missing from many of these goals</i>
Defining what an "innovation hub" is	<i>These are area(s) for advanced technology to operate (e.g. driverless vehicles) and require partnerships with City/CED to figure out how to use space and pair companies with that space; Co-working and synergies; Business incubator, partnering with post-secondary</i>

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

Theme	Description
<b>More Common</b>	
Tactics that could be used to achieve this goal	<i>Connecting existing amenities, places and destinations that already exist (i.e. Calgary <a href="#">Art walk</a> and their collaboration with a private group, "<a href="#">Art and the City</a>" see appendix 1); Looping these destinations (instead of a straight linear path) to increase the potential uses of these routes; Allow citizens to lead activation and placemaking - and let private sector lead</i>
Importance of the downtown's identity in realizing this goal	<i>People need to "buy in" to the downtown in that they feel like downtown is their community and not just another place in Calgary; Animate it all the time</i>

	<i>through events that bring people out to start and then into other things that are also downtown; People Culture - to hide from cold</i>
Promoting this activity to attract people	<i>A Calgary calendar with key events throughout the year; Not diluting the "Buzz" from places that are already cool and work with those places; Making/creating sponsorships/marketing to get a place activated</i>
Potential challenges to overcome	<i>CP rail corridor is a big barrier; Vision of a park within rail corridor is inspirational but not realistic given the major changes needed (i.e. closing specific north/south streets that encroach on the park); Social safety and convenience are hand in hand (i.e. convivence of leaving a dog tied up outside a business only occurs if dog-owner feels its safe to do so, i.e. young employees don't have the skills to cope with challenges such as social disorder)</i>
<b>Less Common</b>	
Encouraging public participation	<i>Make citizen participation easier though use of open data; Need to consider users (weekday commuter to weekend warrior)</i>
Install the infrastructure that might attract citizen and visitors that might not have otherwise	<i>Covered street or heat recovery from sewer to melt snow; Electrical charging stations</i>
Downtown as an incubator to new things	<i>Encourage the curve of first creating, then catalysing new items or events, then pass off to other private groups</i>

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

Theme	Description
<b>More Common</b>	
Emphasis on “low(er) speed” transportation options	<i>Existing sidewalks far are too narrow and littered with items – need to be widened substantially to enable walking/cycling/low-speed mobility options); Better connectivity between river paths and downtown through low-speed connections; North/South version of Stephen Avenue - possibly on 2 Street (Green Line)</i>
Suggested ideas to realize this goal	<i>Better connectivity between East Downtown and Victoria Park - more parks in Victoria Park; Structure downtown development through "Super Blocks"; encourage Innovative Infrastructure - not one function but multiple uses</i>
Suggested regulatory measures that could help realize this goal	<i>Locate future Green Line Stations at specific anchor developments; Focus on Principles (encouraging creativity) instead of strict rules; Active modes have increased but need to be continued to be funded - perceived safety is important</i>
<b>Less Common</b>	
Perceived challenges to this goal	<i>Suggested that a goal prioritizing movement is at odds with other important goals such as human scale development and public realm vibrancy; this goal (such as many others in the briefing document) ignore the social/people needs, especially regarding distressed and vulnerable populations</i>



Suggested improvements for wayfinding	<i>Experiential version of Google Maps - cultural, parks - new way to route/connect</i>
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### Activity 3

The third activity consisted of five tables, each having a large piece of paper listing one goal and associated initiatives. Attendees were asked to freely circulate to each of the tables to review each list of initiatives for each goal, discuss them with whomever they chose, and identify which initiatives should be prioritized. Each attendee was asked to prioritize three to five initiatives for each goal. They were asked to prioritize putting a check mark beside the relevant initiative(s) and if desired add a supporting comment.

The following summary of themes, that emerged from Activity #3, are in ranking order, meaning that the first theme was the most frequently cited and the last theme was the least cited. Initiatives that were not selected to be prioritized by any of the participants are omitted from the following tables. Text displayed in italics indicates text that was suggested by an attendee during the workshop process.

Goal #1	<b>The Centre City leads in approaches to improve energy use, reduce GHG emissions, reduce disaster risks and strengthen climate resilience for developments.</b>
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 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.
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 Adaptation	Expand green space and naturalization efforts to increase green space, park space and natural areas in the Centre City.
ISR: CC Adaptation	Encourage the incorporation of natural infrastructure into new and existing development.
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	Develop a commercial building benchmarking program for Calgary
ISR: CC Adaptation	Increase of tree spacing and promotion of green roofs/natural infrastructure in downtown area.
ISR: CC Mitigation	Require that all large-scale developments consider the feasibility of low-carbon energy systems as part of the approvals process.
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.

WWHR - P8	Consider building orientation to enhance access to sunlight.
WWHR - P8	Support new buildings to harness solar and wind power.
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	Require disclosure of energy performance of commercial buildings in the Centre City.
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 Adaptation	Collaborate with industry to update design standards and building codes to mitigate climate risks
SF - CC - M	Implement energy labelling and benchmarking for new and existing buildings.
ISR: CC Adaptation	Improve safety standards on construction sites
SF - CC - A	Communicate real time data on the impacts of climate change
WWHR - P8	Incentives to encourage energy efficiency and sustainable building design.

Goal #2	Investment in innovative infrastructure is a priority in the Centre City.
Source	Initiative
SF - Infrastructure	Expand Calgary's digital infrastructure <ul style="list-style-type: none"> <li>Expand the fiber optic network throughout the Centre City.</li> <li>Integrate technology to improve infrastructure performance and efficiency.</li> <li>Implement "smart" systems throughout the Centre City.</li> <li>Ensure Calgary continually improves its digital infrastructure to remain competitive (e.g. autonomous vehicles).</li> </ul>
ISR: WR	Maximize green and natural landscaping to mitigate the urban heat island effects.
SF - CC	Economic development focus on investment in urban infrastructure.
WWHR - Common	Need for more trees and greenery.
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.
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: Water Resources	Pilot innovative projects throughout the Centre City to incorporate stormwater management techniques, particularly through streetscape, complete streets and open space improvements.
SF - CC	Collaboration with other levels of government and the private sector to secure innovative project funding.
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	Prioritize infrastructure upgrades that respond proactively to climate change
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 - 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 - Infrastructure	<ul style="list-style-type: none"> <li>• Improve stormwater and drought management</li> <li>• Increase the amount of permeable surfaces throughout the Centre City.</li> <li>• Balance the riverfront's role as a recreation destination with its ecological/stormwater management functions.</li> <li>• Look for opportunities to use stormwater for irrigation.</li> <li>• Use drought tolerant and hardy plants for landscaping.</li> <li>• Integrate stormwater management into design and transportation projects and ensure proper maintenance.</li> <li>• Lobby the Alberta Government to change the building code to accommodate greywater reuse in buildings.</li> </ul>
SF - CC - A	Increase urban tree canopy to reduce heat island, wind and shade issues
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: WR	Work with the development industry to incorporate stormwater management features into their site and building designs.
SF - CC - A	Increase permeable surface area in the Centre City
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	<p>Integrate infrastructure improvements</p> <ul style="list-style-type: none"> <li>• Coordinate transportation, utility, design and art improvements to minimize disruption and maximize benefits</li> </ul>
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.
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	Integrate adaptation programming into disaster risk reduction strategies in order to increase resilience.
SF - Infrastructure	Intentionally build resiliency and efficiencies into infrastructure

<b>Goal #3</b>	<b>Business and development are drawn to the Centre City's regulatory flexibility, incentives, and a collaborative environment.</b>
<b>Source</b>	<b>Initiative</b>
SF - SMBs	<p>Increase funding for programming attractive to SMBs and their employees such as:</p> <ol style="list-style-type: none"> <li>Arts, culture, streetscapes, infrastructure etc.</li> <li>Beltline Urban Mural Project</li> <li>Events/festival funding</li> <li>Temporary/permanent street changes (patios etc.)</li> <li>"Make the CC Instagrammable"</li> </ol>



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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.
WWHR - P5	Need more private-public collaboration and investment.
SF - Growth	Establish a public/private agency to pursue investments and remove barriers to growth
SF - SMBs	Increase the flexibility of uses/users in existing buildings. <ul style="list-style-type: none"> <li>a. Allow for innovative re-use that creates the environments that SMBs need.</li> <li>b. Reduce barriers to convert and repurpose space that is no longer in demand (office).</li> </ul>
WWHR - P7	Allow light projection onto building facades.
WWHR - P7	Identify great streets that are struggling and help them out (Stephen Ave after hours).
SF - Relax Regulations	Break the rules!
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	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. <ul style="list-style-type: none"> <li>a. Parking costs to visit</li> <li>b. Development restrictions</li> <li>c. Lack of amenities</li> </ul>
SF - Relax Regulations	Think differently about how we use space, allow more flexibility in its use.
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.
ISR: Ec Dev	Review the Centre City Redevelopment Levy Program.
SF - SMBs	Incentivize landlords by applying “incentive best practices” that reduce loopholes, inefficient/costly processes, undesirable outcomes so they are encouraged to: <ul style="list-style-type: none"> <li>a. Convert office to residential</li> <li>b. Offer new affordable and market housing</li> <li>c. Have co-working and flexible spaces</li> <li>d. <i>Subsidies &amp; incentives for sustainable retrofits</i></li> </ul>
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	6. Complete new Area Redevelopment Plans for Chinatown and Downtown West End.
SF - Growth	Redistribute tax burden and/or keep more tax revenue in the Centre City
SF - SMBs	Improved communications to public on resources, programs and grants available such as: <ul style="list-style-type: none"> <li>a. Façade rehabilitation program</li> <li>b. TBD incentives to repurpose/develop SMB spaces</li> </ul>
WWHR - P8	Support Urban Farming in the Centre City.



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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	Adaptable planning regulation and enforcement in the Centre City.
WWHR - P1	Mixed-use development that supports small business and creativity.
SF - Ec Diversification	Encourage/Incentivize Small and Medium Businesses (SMBs) into the City Centre
WWHR - P7	Patios do not need rules!
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	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. <i>Need to be more organic</i>
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.

Goal #4	The Centre City has evolved into an innovation hub that supports economic development, technological advancement, and cultural vibrancy.
Source	Initiative
SF - Infrastructure	Test, experiment and pilot <ul style="list-style-type: none"> <li>• Test new ideas and concepts throughout the Centre City regularly.</li> <li>• Create the space to test, fail and learn.</li> <li>• Keep meticulous records and data to accurately understand implications of these initiatives.</li> </ul>
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	Build momentum and relationships within the innovation ecosystem by strengthening connections between existing businesses, funders, entrepreneurs, and the innovation workforce through targeted programming.
WWHR - P5	Allow pop-up art in vacant spaces.
ISR: Digital Infrastructure	Understand the impact of digital infrastructure solutions to support the economic participation and social inclusion of all citizens.
WWHR - P7	The City must share the RISK to be innovative and creative.
WWHR - P5	Custom permitting/policy/rules in Centre City to allow for innovation and experimentation.
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.
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 8.8.3	Student housing is strongly encouraged to be provided with any educational institution to add vitality to the area and to ensure affordable student housing is available near the institution.



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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.
DTES	38. Implement the Talent Hub and Headquarter Strategy to attract companies to fill downtown space and utilize available talent.
WWHR - Common	Need a central source of information.
SF - SMBs	Encourage students (high school and younger, post-secondary) to use vacant space and participate in downtown culture & <i>culture groups</i> . 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”.
WWHR - P5	Attract and/or incentivize businesses in the Centre City that are open off-peak hours to improve vibrancy at all hours.
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 ( <a href="https://www.brookings.edu/essay/rise-of-innovation-districts/">https://www.brookings.edu/essay/rise-of-innovation-districts/</a> )
ISR: Ec Dev	Pursue university satellite campuses, supported by corporate sponsorships that are fully integrated into the Centre City and a potential Innovation District.
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.
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)
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	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
ISR: Ec Dev	Add CED “Right to win” business areas and how it can be encouraged in the core.
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.

<b>Goal #5</b>	<b>Exceptional year-round attractions and amenities draw people to the Centre City in support of the economy.</b>
<b>Source</b>	<b>Initiative</b>
SF - Infrastructure	Increase the appeal of the Centre City to the broadest demographic possible <ul style="list-style-type: none"> <li>• Use infrastructure to support increased residential uses in the downtown core.</li> <li>• Promote the benefits of the Centre City – unique, high-quality public spaces, dining opportunities, attractions, etc.</li> <li>• Amplify choice across the Centre City in housing, recreation, leisure, transportation, etc.</li> </ul>

	<ul style="list-style-type: none"> <li>Consider families and seniors in infrastructure decisions</li> </ul>
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 an investment in the tourism industry.
SF - Ec Diversification	Reinforce arts, entertainment, parks and recreation as foundation of Centre City vibrancy
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
WWHR - P1	Provide more amenities for the growing residential population in the Centre City.
SF - SMBs	Promote residential development in the Centre City; convert from office to residential.
WWHR - Common	Need for mixed-use and live/work for a “village” feel in the Centre City.
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.
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 8.3.2	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 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.
WWHR - P7	Repurpose a heritage building for a farmer’s market in the Centre City. (like c-space).
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.
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
WWHR - P1	Need more Schools, Daycares and Dog Cares if you want to promote families to live downtown.
WWHR - Common	Need more parks and community gathering spaces.
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.

WWHR - Common	More facilities & promote all watersports-OLD: rafting, canoeing, fishing; NEW: paddle boarding, surfing, kayaking
WWHR - P5	Increase residential units 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
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
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 - Common	GREEN the CPR tracks.
WWHR - P7	Programming and activities to create vibrancy year-round.
WWHR - P7	Animation of streets in the Winter.
WWHR - P7	Free wi-fi downtown.
SF - Relax Regulations	Seek opportunities for great place-making.

Goal #6	People and goods easily and sustainably move between destinations.
Source	Initiative
SF - Infrastructure	<p>Create a network of destinations and connections throughout the Centre City</p> <ul style="list-style-type: none"> <li>Identify existing and future destinations and improve the mobility connections between them.</li> <li>Improve Stephen Avenue as both a connector and a destination, especially west of 3 Street SW.</li> <li>Link to destinations outside the Centre City (Kensington, Mission, Inglewood etc.) <i>focusing on North/south links</i></li> <li>Revitalize/redesign/rebrand Eau Claire as a destination.</li> </ul>
SF - Infrastructure	<p>Adapt infrastructure to changing preferences and community aspirations</p> <ul style="list-style-type: none"> <li>Create pedestrian-only spaces with programming opportunities.</li> <li>Close Stephen Avenue completely to traffic and extend it to the future Contemporary Calgary site.</li> <li>Allow early morning deliveries in pedestrianized spaces.</li> <li>Increase the amount of safe cycling connections between destinations.</li> </ul>
WWHR - P1	Encourage non-car modes of transportation.
ISR: CC Adaptation	Enhance pedestrian infrastructure along Primary Transit Network and safety and accessibility for walking and cycling through infrastructure and service improvements.
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
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).
SF - CC - M	Increased investment in transit, cycling and pedestrian infrastructure, and actively discourage vehicles in the Centre City
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).



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.
WWHR - P5	Having the Centre City as the employment HUB of Calgary is more sustainable for transit/ LRT infrastructure.
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	Better cohesion between different sectors of downtown.
WWHR - P7	Removal of snow along main streets and Business Improvement Areas.
ISR: CC Mitigation	New and emerging transportation businesses (i.e., car2go, Uber, bike share, autonomous vehicles, drone delivery) should be accommodated with 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 Adaptation	Improve wayfinding in centre city (including Plus 15s).

## Activity 4

As a final workshop activity, the room facilitator engaged all the workshop participants and table facilitators in a conversation centering around the following question:

***After reviewing all the goals and initiatives with respect to Economic and Climate Resilience in the Centre City: From your perspective, what could you do that would have the most impact in the Centre City? Assume you have the authority to act***

### What could you do that would have the most impact in the Centre City?

The following list summarizes the themes from the discussion that emerged from Activity #4.

- The City of Calgary’s corporate culture can change for the better
  - Test piloting EVERYTHING
  - Ask Calgarians for their ideas and open for experimentation
  - Leap first - Launch/Learn/Iterate
  - Do less engagement
- The City of Calgary’s regulatory environment can change for the better
  - Cut red tape
  - Focus on principles / outcomes rather than rules
  - Shift focus from liability and complaint-avoidance
  - More creatively consider safety
- All marketing involving the Downtown / Centre City should support these aspirations:
  - Local promotional campaigns through existing channels
  - Calgarians need to love their downtown
  - Enhance the feeling that it's easy to come downtown
  - Make downtown not scary
  - Show people the easiest routes downtown
  - Sell urban design successes
  - Wayfinding



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- Events as the key to a downtown revival:
  - Animation everywhere
  - Create experiences
  - Cycling pub crawls
  - Adventurous activities like ziplines
- Recognize the importance of bike/pedestrian/low-speed vehicle infrastructure on a downtown revival:
  - Finish the bike infrastructure
  - Increase active modes permeability
  - Boost cycling & walking into the Centre City
  - Emphasize convenience of non-auto mode
- Climate-Resilience aspirations:
  - Continue energy efficiency benchmarking
  - Battle misinformation
  - Soften landscape
  - Consider extreme weather events in land use policy decision

## Next Steps

With this report, the Centre City Plan Refresh team will:

- Review the input;
- Identify issues for further discussion with internal stakeholders;
- Review all workshop results together to find connections;
- Identify policy impacts; and
- Use the information to inform the draft refresh of the Centre City Plan.

Administration aims to rescope the Centre City Plan Refresh project considering work happening at The City that may have impacts such as the Downtown Strategy. Dependant on the results of the project rescoping, the Project Team currently aims to:

- Draft the Plan, including actions;
- Circulate the plan internally;
- Share the Plan with the public for feedback;
- Finalize the Plan;
- Present the Plan to relevant authorities; and
- Respond to any follow up motions.

The input collected from this workshop will be used in addition to the findings from the initial public engagement.



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## Appendix A: Verbatim Attendee Feedback

Verbatim comments presented here include all the feedback collected from the workshop. Comments have not been edited for spelling or grammar. Any personal information such as names or contact information have been removed.

### Activity 1

Outcome #1	A more innovative and climate resilient Centre City.
<b>Response</b>	
Yes, keeping up with the innovation keeps us relevant, other cities will surpass us if we don't get ahead	
Investment will go to cities that are innovating	
Younger workers want to move to cities, to innovate, that are supporting that	
People flock to 'cool' places with opportunity and flexibility	
Innovate or die - process - not marketing	
People are scared to move to places that aren't addressing climate issues	
Climate resilient needs to be linked to economic resilience	
Reframe conversation E.g. Silicon Valley - very extractive	
Allow the innovation to 'bubble through ' (Lothar) the regulation	
20-year horizon - short	
Realistic? Have to	
Climate	
Flood resiliency x 2	
Opportunity to seriously increase energy efficiency - product and acute items - build it into our priorities	
Balance between flood risk and intensifying area	
Oil and Gas - opposition? - A Threat - Leaders	
Industry slow to adapt - speed of adaptation - comfort zone - easier	
Why isn't it valuable?	
This plan is an opportunity to bring this in from a technical perspective	
Social is missing to make this sustainable - current crisis is about the economy - this is a missed opportunity in how it fits in - interconnected - eg shift in the homeless population from redevelopment that affects young workers that don't have skill and abilities to handle these issues (knock on effects)	
Had to recognize the "soft" aspects of resiliency with the economy being challenges - how do "we" be friendlier for innovation and growth in things like climate vs. oil/gas - education opportunities on both sides - understanding the greater picture of how they work together	
Look at the heat sink effect and quality of life impacts - dual purpose infrastructure - utility and quality of life - need greener infrastructure	
Outcome wording change suggestion: "...and climate resilient Centre City" should be changed to "and environmentally resilient Centre City" to avoid the negative political connotations that "climate" has developed	

Outcome #2	A vibrant and business-friendly Centre City.
<b>Response</b>	
With new economy the built form needs to shift - "Amenity Rich Environment" for new economy - How can we retrofit existing items?	
Quality of Life, Economy, Infrastructure need to all be tied - complementing items	
This is the end of the cycle of boom bust. Diversification is starting to happen	
Yes, this is a good idea. Vibrancy can lead growth	
Experience providing businesses are bringing people out	
Office to residential conversion brings vibrancy	



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Third leg is funding for sustainable infrastructure - connect benefits to upfront capital requirements - there may be some long-term ROI's - Part can be reducing energy bill
People are a part of this experience - see the other outcome for how this should be related/connected
We may have the mechanics for these, but not the soul - adding social programming to the conversation
What is Vibrant? - Not transactional
Activated
Festival - Activities - Events
Continually Present - Humans on the Street
Key to get people on the street
24-hour cycle
Homeless People
"Hoteling"
Blank Spaces
Social Disorder
Winter Strategy
Plus 15 (+15)
One Way Street
River Crossing

## Activity 2

<b>Goal #1</b>	<b>The Centre City leads in approaches to improve energy use, reduce GHG emissions, reduce disaster risks and strengthen climate resilience for developments.</b>
<b>Response</b>	
No regulation	
Green building - approved features	
City should implement a program to reduce emissions in existing buildings - like lights off when empty	
Lots of new development isn't forward thinking - need to create a new standard - City can facilitate early adopters - planting seeds early and prototype	
Option to regulate beyond book code (Vancouver Model) - or pre-fits (Toronto Model) - Is there an infrastructure approach to push innovation and demand?	
What about natural infrastructure? - gets designed out (CPTED), after thought, expensive	
Too many policies may drive people away, so incentives more realistic	
To retrofit, an initial financial backstop is required - Provincial government has done this in the past few years - OCIF isn't the right vehicle	
Centre City should lead because of its density - higher ROI for investments	
FCM is providing a \$20M fund for large cities - for private actors to implement infrastructure	
Look at reserves for opportunistic opps - being nimble and acting quickly	
How do this connect to other strategies (e.g. urban forestry, GHG) - Implementation exists elsewhere, need to support each other financially (budget) and get the investment - do regulatory systems need to be reassessed -0 what can be done to incentivize change and the right outcomes? - *needs to appeal to interests to help change* - costs, asset values, customers are a different focus than social value	
Stampede grounds seasonality large area need all year round	
There needs to be a balance between removing barriers and positive innovation	
As a municipality we have a limited ability to innovate - partnerships are the best opportunity	
How do we remove barriers? (e.g. upgraded buildings) - connecting people (e.g. Enmax, grants (federal and provincial))	



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Finding the one-off building owners that are vacant and engaging with them for conversions, improving their investment
Downtown is a heat island - need greener (buildings, urban realm)
Residential - less travel
Solar
Travel cost calculator connected to digital message boards (e.g. Deerfoot) - could show actual cost of trip
Tackling the issue from a safety point of view
Increased climate change = intensification of storms, flooding
Vertical agriculture
Local produce
outcome wording suggestions: replace "reduce " to "improve" (positive connotation)
outcome wording suggestion: replace "climate" with "environment" to avoid politically problematic term
Awareness in long term gains, do we know that people haven't reduced already?
Interest vs Cost
Building Core
Incentivize human
Advocacy
Mechanism
Partnership
Research
Institutions
Need more tools

<b>Goal #2</b>	<b>Investment in innovative infrastructure is a priority in the Centre City.</b>
<b>Response</b>	
2007 LEED pulled the sustainability conversation forward - there are opportunities to stimulate private industry - "Paving the Way" through the city - City as catalyst - city could be on the bleeding edge - showing where the economics can work - ENMAX District Energy example	
Benchmarking energy performance - then targeting areas for improvement	
Politics out of the running the city. Let professionals run it	
Europe no to little engagement	
Calgary - Engagement - is invite disaster	
Taking back some city owned space but to include the efficient movement of people - when people can't commute they won't come downtown	
Opportunity missed right now for tourism, with the ability to park tour buses	
Concentrating on our BEST pedestrian streets and making them special	
New infrastructure and innovative approaches - e.g. woonerf, closing blocks to cars (e.g. 17 avenue SW)	
Mode pricing into the downtown to encourage active, low impact modes	
Utility contribution proportion - successful in Centre City - how can other initiatives be leveraged	
Challenge of age of infrastructure and life cycle costs - ease the transition (financial cost, incentives) - needs to be phased to minimize impacts	
The big opportunity is to allow private sector to innovate - systematic ways to mitigate risk are needed - deeper pockets on private side - more opportunity for innovation	
Multi-purpose innovation - thinking of materials and ability to infrastructure to adapt e.g. Permeable surfaces - Winter city thinking - freeze/thaw can affect infrastructure	
What is innovative infrastructure?	
Infrastructure Lifecycle Work - principal - project standard - plus academia - new thinking approach	
Focus on natural infrastructure - innovative, cost effective, resilience	



# Centre City Plan Refresh

What We Heard Report: 2019 June 12  
Economic and Climate Resilience Workshop

Adapt the existing environment and build on existing assets (e.g. rivers)
Wild Fire - Smoke
Investing in lighting projects could be an 'easy' first move to activate the city
Rule of Government Enabler
Shared space
Technology
Desire line - interest line
Proximity Bias/Threats - Global sales are abstract
What focus?

<b>Goal #3</b>	<b>Business and development are drawn to the Centre City's regulatory flexibility, incentives, and a collaborative environment.</b>
<b>Response</b>	
Lots of current decisions are too "Short-Term Gain" - need a balance between short- and long-term interests	
What is the risk mitigation and how do we balance that? - tension in regulatory enforcement, needs a reevaluation of the approach	
Approach to oversight needs to be explore - who does it involve, role of BRZs/BIA's - capacity of these organizations to support it/track change	
How do we get better - don't forget how to sustain businesses long term - flexibility at the front end (e.g. deregulation) - other operation/communications after these starts is a challenge (e.g. who comments/provides info when there is a road closure)	
Contracts working against innovations	
Autonomous vehicle prep	
No cars? - 30% surface - storage space	
Flexible rules - principles	
Tech Zone in Vic Park - Blank page right now	
Huge amount of work to get to this spot - instead of relaxations, what can become the standard? - Mixed-use development learnings should be incorporated into city principals - make items standard practice	
City processes are prohibitive. The processes are inconsistent, developers look at experts at the City as disruptive	
More consistency across teams internally could help	
Current economy requires innovation to make economics work on new developments that are innovative	
Grab an opportunity/dev's then work out from there - lot and block scale	
Similar approach to Denver downtown - affordable housing and TOD	

<b>Goal #4</b>	<b>The Centre City has evolved into an innovation hub that supports economic development, technological advancement, and cultural vibrancy.</b>
<b>Response</b>	
Supporting on tech companies that are moving here by encouraging and helping with the conversions of old buildings	
Be purposeful in the locations that are encouraged for specific innovation hubs	
Lots of great things already happening - how do we sustain this and help it grow as tech and users change (dark fibre)	
Helping people understand the Centre City is 'THE PRIORITY'	
Risk = losing innovation by dilution of other parts of the city - density all over the city can also be risk	
Establishing the right behaviors for people and reinforcing those values	



# Centre City Plan Refresh

What We Heard Report: 2019 June 12  
Economic and Climate Resilience Workshop

Many things happen but it is not well advertised / communicated
How do we get the word out? - Demonstration projects: location alerts for events, e-newsletter, calendar, digital wayfinding and events boards, smart lampposts, recharge locations for scooters, (free Wi-Fi)
Civic partners 'Hub' as a marketing strategy
Mixing different activities - drinking - test out the game
Mashing different things together
Need to link to the destinations together (e.g. Riverwalk) within the Centre City
Need to better connect people north-south, within the Centre City
We are good at big institutional investments - need to be better at facilitating smaller
Focusing on the in-between spaces - focus on quality of life then businesses will choose to be there
Focus on quick wins to make things vibrant - look at new ways to spend city money - bike lanes - pedestrian corridors - learn from smaller projects
We don't have a distinct identity - how can we create and capitalize on?
Need to communicate and celebrate our successes - living label, lime bikes, electric autonomous vehicles - Connect to the city's identity ("we are the ...in the worlds" what is unique about Calgary?)
Pull in other key players - MRU, Airport, SAIT, etc. - Make big connections beyond Centre City
Connecting with groups that are leading innovation
Understanding 'tech' and connecting so people can understand and see
outcome wording comment: "...and cultural vibrancy" - disjointed, did not really form part of the discussion - Merits a goal on its own? Link it to social that is deficient in these goals
what is an innovation hub? - area for tech (e.g. driverless vehicles) - partnerships with City/CED to figure out how to use space and pair companies with that space - coworking and synergies - business incubator, partnering with post-secondary
Fill the gaps with new industry
Has to happen
Tech advancement
Dynamic network - 5G
Donut Economy
Integration
e.g.; ten cent - gaming
Digital
Arts
DT office - Mechanistic - Space
Plan - Simulate - Build

<b>Goal #5</b>	<b>Exceptional year-round attractions and amenities draw people to the Centre City in support of the economy.</b>
<b>Response</b>	
Utilize operations that already exist e.g.: Art walk	
Loops with Destinations	
Connecting Amenities/Places/Destinations	
Allow citizens to lead activation and placemaking - and let private sector lead	
Allow people to activate public spaces	
Something you must do - people need to feel like downtown is their community - animate it all the time - events to bring people out is a start - pull people from events into other things	
Calgarians need to buy into the downtown	
People Culture - to hide from cold	
A Calgary calendar with key events throughout the year	
Not diluting the "Buzz" from places that are already cool and work with those places	



# Centre City Plan Refresh

What We Heard Report: 2019 June 12  
Economic and Climate Resilience Workshop

Making/creating sponsorships/marketing to get a place activated
Currently there are big barriers - rail corridors
Inspirational but is it realistic? Major changes are needed - may need to be bold (e.g. shut down streets)
Social, safety and convenience e.g. convenience: can't leave dog tied up outside a business, safety: young employees don't have the skills to cope with challenges such as social disorder
Make it easier for people! - allow use of open data
Need to consider users (weekday commuter to weekend warrior)
Covered street or heat recovery from sewer to melt snow
Need more infrastructure - electrical charging stations
Curve of creating/catalyzing items/events, then pass off to other groups
Yes, Event Planning for all season programming
Essential infrastructure
View Destinations

<b>Goal #6</b>	<b>People and goods move easily and sustainably between destinations.</b>
<b>Response</b>	
Serious problem with sidewalks - too narrow - littered with items - need wider sidewalks - the bigger the better	
Better connectivity between river paths and downtown - more cycling/pedestrian connections	
North/South version of Stephen Avenue - possibly on 2 Street (Green Line) - What is the purpose of 2nd and 3rd Street?	
Better connectivity between East Downtown and Victoria Park - more parks in Victoria Park	
"Super Blocks"	
Innovative Infrastructure - not one function but multiple uses	
Green Line Stations at Anchor Developments	
Focus on Principles - allow creativity vs Rules	
Active modes have increased but need to be continued to be funded - perceived safety is important	
Human scale and vibrancy are opposed with movement	
Social/People aspect in the goals - distressed, vulnerable pop	
Experiential version of Google Maps - cultural, parks - new way to route/connect	
Yup this is insanely important for the future workers of this city	
How do you make it the most accessible?	
Shared economy	
Moving is vs Sustainability	
Big Ideas:	
City set example - intensify	
Travel cost calculator	
Moving in Core	



## Activity 3

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	Priority / Comments
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.	√√



# Centre City Plan Refresh

What We Heard Report: 2019 June 12  
Economic and Climate Resilience Workshop

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	Priority / Comments
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"> <li>• Expand the fiber optic network throughout the Centre City.</li> <li>• Integrate technology to improve infrastructure performance and efficiency.</li> <li>• Implement “smart” systems throughout the Centre City.</li> <li>• Ensure Calgary continually improves its digital infrastructure to remain competitive (e.g. autonomous vehicles).</li> </ul>	√√√√√√√√



# Centre City Plan Refresh

What We Heard Report: 2019 June 12  
Economic and Climate Resilience Workshop

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"> <li>• Improve stormwater and drought management</li> <li>• Increase the number of permeable surfaces throughout the Centre City.</li> <li>• Balance the riverfront’s role as a recreation destination with its ecological/stormwater management functions.</li> <li>• Look for opportunities to use stormwater for irrigation.</li> <li>• Use drought tolerant and hardy plants for landscaping.</li> <li>• Integrate stormwater management into design and transportation projects and ensure proper maintenance.</li> <li>• Lobby the Alberta Government to change the building code to accommodate greywater reuse in buildings.</li> </ul>	√√
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.	√



# Centre City Plan Refresh

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SF - Infrastructure	Integrate infrastructure improvements • 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 ( <i>already in progress</i> ) • 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 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.	√√√√



# Centre City Plan Refresh

What We Heard Report: 2019 June 12  
Economic and Climate Resilience Workshop

Goal #3	Business and development are drawn to the Centre City's regulatory flexibility, incentives, and a collaborative environment.	
Source	Initiative	Priority / Comments
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 d. <i>Subsidies &amp; incentives for sustainable retrofits</i>	√√
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	√√√√√√ √√



# Centre City Plan Refresh

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	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	Incentivize 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. Completely 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	Incentivize 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	Incentivize vertical farming.	
WWHR - P7	Patios do not need rules!	√



# Centre City Plan Refresh

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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 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. <i>Need to be more organic</i>	√



# Centre City Plan Refresh

What We Heard Report: 2019 June 12  
Economic and Climate Resilience Workshop

Goal #4	The Centre City has evolved into an innovation hub that supports economic development, technological advancement, and cultural vibrancy.	
Source	Initiative	Priority / Comments
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 ( <a href="https://www.brookings.edu/essay/rise-of-innovation-districts/">https://www.brookings.edu/essay/rise-of-innovation-districts/</a> )	√
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.	





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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 • 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 because of SMBs.	
SF - SMBs	Encourage students (high school and younger, post-secondary) to use vacant space and participate in downtown culture & culture groups. 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 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 incentivize 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 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 to add vitality to the area and to ensure affordable student housing is available near the institution.	√√√



# Centre City Plan Refresh

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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	Priority / Comments
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 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.	√√
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).	√√



# Centre City Plan Refresh

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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 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 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	Increase the appeal of the Centre City to the broadest demographic possible <ul style="list-style-type: none"> <li>• Use infrastructure to support increased residential uses in the downtown core.</li> <li>• Promote the benefits of the Centre City – unique, high-quality public spaces, dining opportunities, attractions, etc.</li> <li>• Amplify choice across the Centre City in housing, recreation, leisure, transportation, etc.</li> <li>• Consider families and seniors in infrastructure decisions</li> </ul>	√√√√√√√
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	Priority / Comments
SF - Infrastructure	Adapt infrastructure to changing preferences and community aspirations <ul style="list-style-type: none"> <li>• Create pedestrian-only spaces with programming opportunities.</li> <li>• Close Stephen Avenue completely to traffic and extend it to the future Contemporary Calgary site.</li> <li>• Allow early morning deliveries in pedestrianized spaces.</li> <li>• Increase the amount of safe cycling connections between destinations.</li> </ul>	√√√√√√√√√√
SF - Infrastructure	Create a network of destinations and connections throughout the Centre City <ul style="list-style-type: none"> <li>• Identify existing and future destinations and improve the mobility connections between them.</li> <li>• Improve Stephen Avenue as both a connector and a destination, especially west of 3 Street SW.</li> <li>• Link to destinations outside the Centre City (Kensington, Mission, Inglewood etc.) <i>focusing on North/south links</i></li> <li>• Revitalize/redesign/rebrand Eau Claire as a destination.</li> </ul>	√√√√√√√√√√ √
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	√



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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 with 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	√√√√√



# Centre City Plan Refresh

What We Heard Report: 2019 June 12  
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## Activity 4

### Discussion

<b>Short-term</b>
<b>Comments</b>
Test piloting EVERYTHING
Ask Calgarians for their ideas and open for experimentation
Cut red tape
Focus on principles / outcomes rather than rules
Shift focus from liability and complaint-avoidance
More creatively consider safety
Leap first - Launch/Learn/Iterate
Do less engagement
Animation everywhere
Create experiences
Local promotional campaigns through existing channels
Calgarians need to love their downtown
Enhance the feeling that it's easy to come downtown
Make downtown not scary
Finish the bike infrastructure
Increase active modes permeability
Show people the easiest routes downtown
Cycling pub crawls
Wayfinding
Adventurous activities like ziplines
Sell urban design successes
<b>Climate</b>
<b>Comments</b>
Continue energy efficiency benchmarking
Boost cycling & walking into the Centre City
Emphasize convenience of non-auto mode
Battle misinformation
Soften landscape
Consider extreme weather events in land use policy decisions

## Appendix B: Art and The City

The following information is in draft form for the event “Art and the City”. It is a review of the 2018 material and planning for the 2019 event.

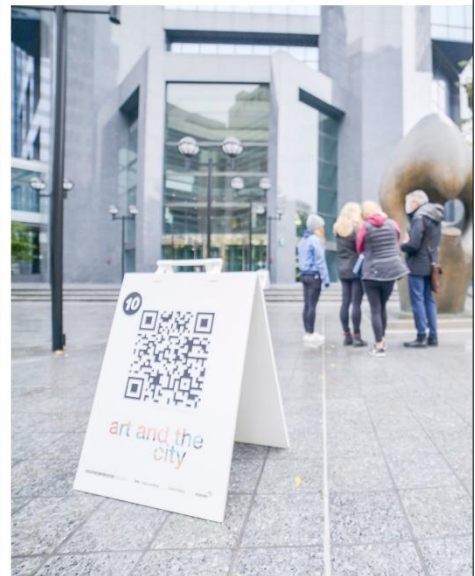




## APRIL 2, 2019 AGENDA

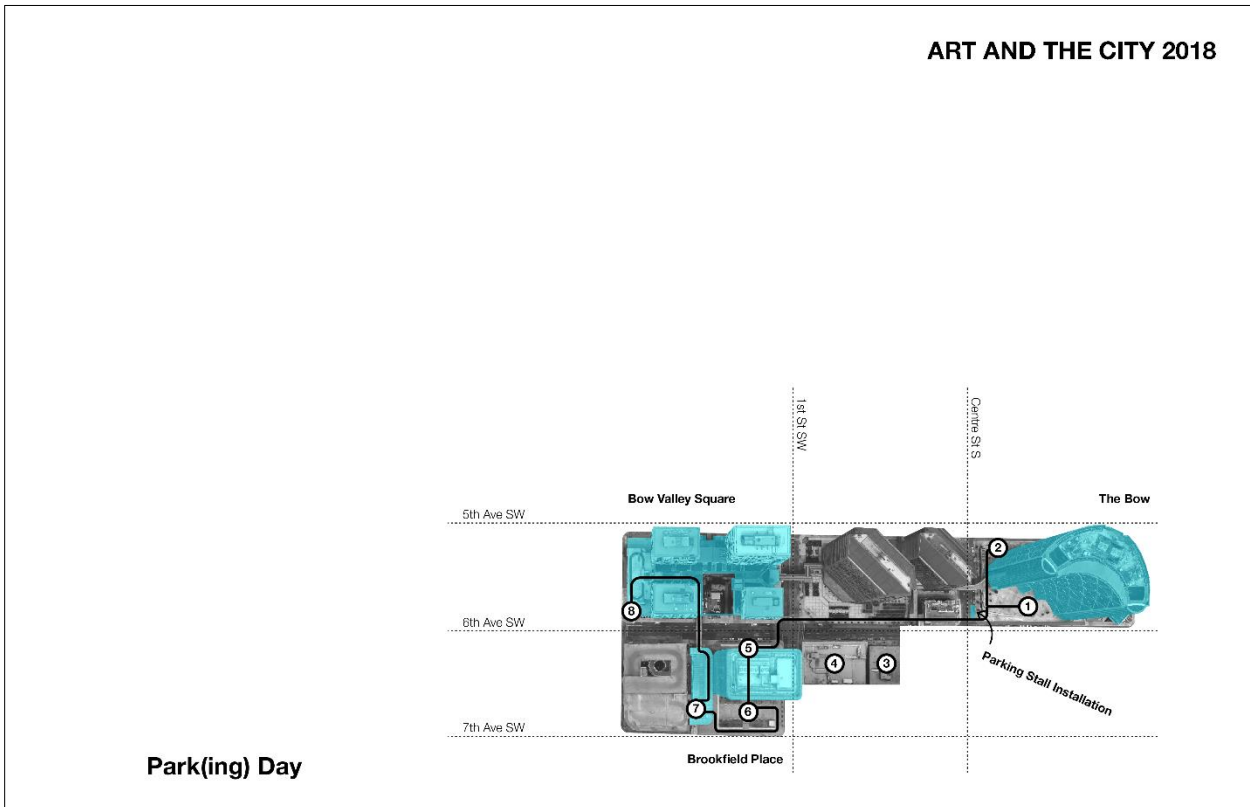
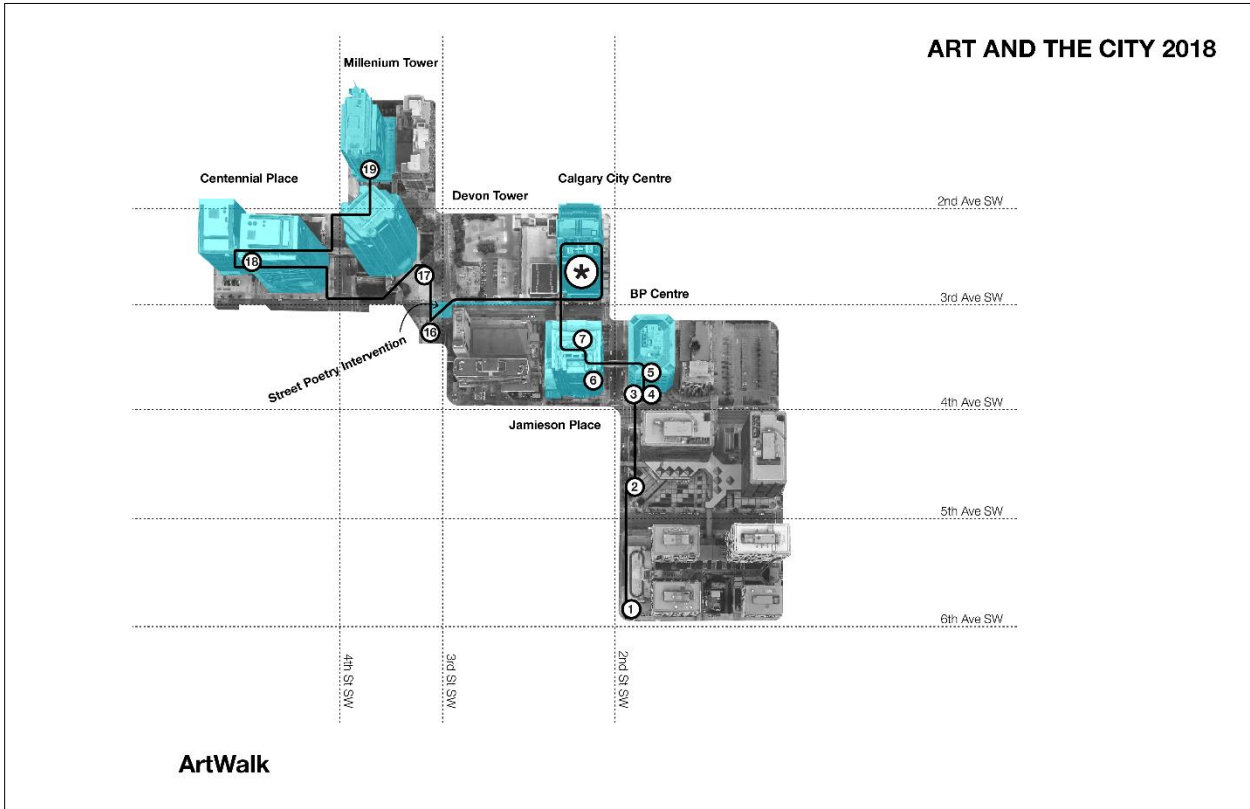
- 1 INTRODUCTION AND SETTING OBJECTIVES FOR 2019
- 2 RECAP ON ART AND THE CITY 2018
- 3 REVIEW DISCUSSIONS TO DATE ON ART AND THE CITY 2019
- 4 ART AND THE CITY 2019 ROUTE MAP
- 5 ART AND THE CITY 2019 DELIVERABLES
- 6 SUPPLEMENTARY ITEMS FOR ART AND THE CITY 2020

## ART AND THE CITY 2018



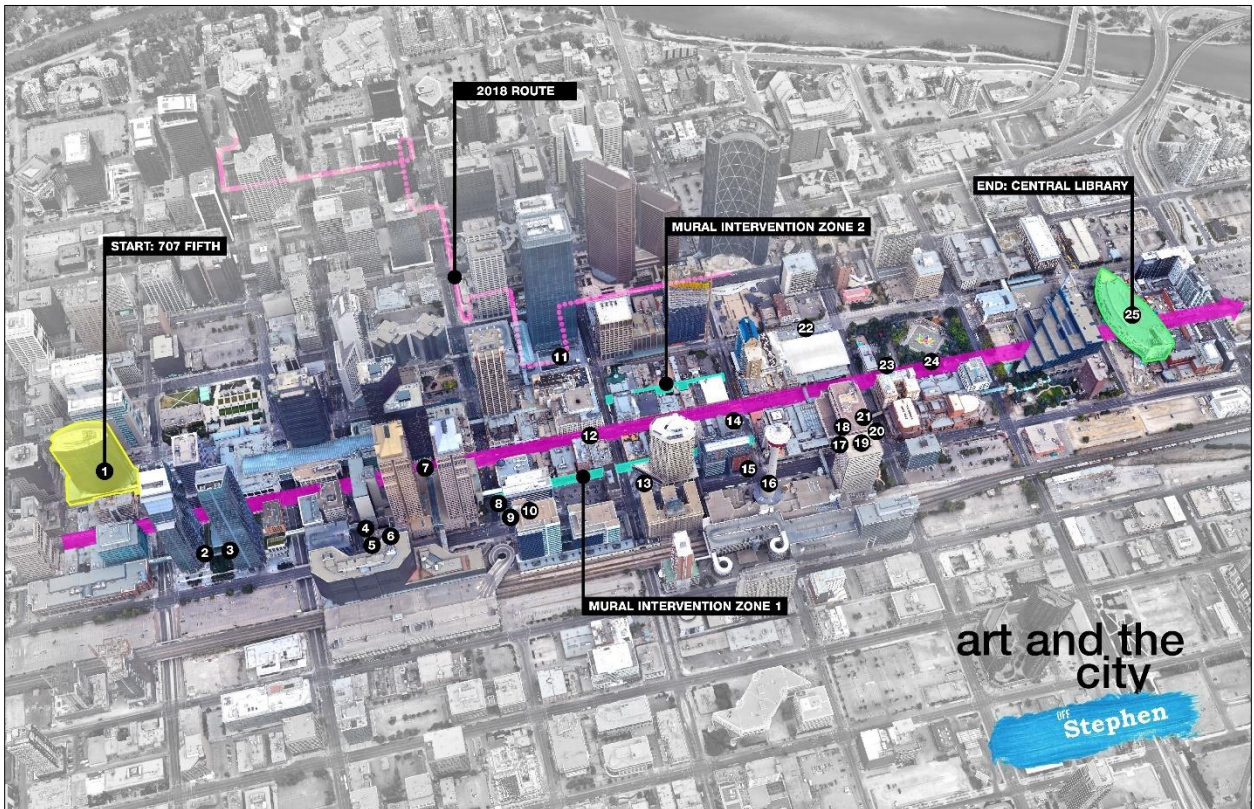
# Centre City Plan Refresh

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## 2019 ART AND THE CITY ITEMS

### GENERAL DELIVERABLES

- Design and print volunteer T-shirts
- Design and print marketing materials
- Determine marketing channels
- Determine funding sources

### 2019 ART WALK DELIVERABLES

- Catalogue and develop QR linked pages for art walks
- Design and print signage for route and artworks (sandwich boards)
- Contact all impacted property owners to confirm access through buildings for date of art walk

### MURAL INTERVENTION ZONE DELIVERABLES

- Engage mural artists
- Develop concept art (in collaboration with Sheri-D)
- Contact all impacted property owners to confirm access
- Determine/complete necessary permitting with City of Calgary

### 2018 ROUTE DELIVERABLES

- Retrieve all signage for route and artworks
- Contact all impacted property owners to confirm access through buildings for date of art walk

## PROPOSED SUPPLEMENTARY ITEMS FOR 2020

### DETERMINE AND DELEGATE DELIVERABLES

**LIVE POETRY READING IN LANEWAY**

**MOVIE SCREENING**

**MUSIC STAGE**

**EVENT CATERING BY LOCAL RESTAURANTS/SERVICES**