

STAFF REPORT



TO Corporate Administration, Finance and Enterprise Committee (CAFE)

SERVICE AREA Finance & Enterprise Services: Downtown Renewal

DATE June 10, 2013

SUBJECT Downtown Renewal 2012 Annual Report

REPORT NUMBER FIN-DR-13-02

EXECUTIVE SUMMARY

PURPOSE OF REPORT

The Downtown Renewal Office 2012 Annual Report provides a summary of growth and investment activities in Downtown Guelph over the past year.

KEY FINDINGS

2012 was a significant year for Downtown Guelph. It saw the completion of major capital projects, long-range planning and investment programs which has created an environment of real momentum. Highlights include:

- The opening of Guelph Central Station and the first summer season of Market Square.
- Approval of the Downtown Guelph Secondary Plan which provides the long-term vision for a greatly intensified core of the city.
- Amendment of the Downtown Guelph Community Improvement Plan which installed and funded significant development programs which resulted in the approval of four major grants over the course of 2012.
- Construction starts on two new housing developments (148 MacDonnell and 5 Gordon Street) with successful market response to sales.
- Completion & occupancy of the Gummer Building on St. George's Square

In 2012, over 200 new housing units and over 4,000m² of commercial/office space within the enlarged Downtown boundary is now completed, approved or under construction.

2013 needs to maintain the momentum and refine the messaging about the overall economic project underway. Significant projects in progress that continue the implementation of the Downtown Secondary Plan include:

- The Downtown Parking Management Plan, which will provide comprehensive recommendations on renewing and providing a sustainable model for increasing parking supply and performance in the

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area.

- The Downtown Strategic Assessment, which will provide analysis of the current economy downtown and strategies to enhance business and investment performance. This work informs the detailed analysis of Baker Street as a strategic City-initiated land development project in the historic core of Downtown Guelph as well as provide a foundation for additional implementation strategies.
- Downtown Streetscape Manual and Built Form Standards, a long overdue update to both the public and private design standards which will inform future capital projects, operational expectations of the urban streets and the expectations for upcoming development applications, both infill in historic context and in new areas of the Urban Growth Centre.
- In addition, 5 Arthur Street South, the Kilmer-Fusion owned former industrial site has submitted their proposal that will be coming forward as a development application to Council in 2013, representing hundreds of housing units and other uses. There are other development projects under preliminary discussion which will provide extensive diversity to the development activities in the core in coming years.

Identified as a key deliverable for 2013 is the completion and implementation of a comprehensive communications strategy for the work being coordinated through the Downtown Renewal Office. Investors, business owners, the public, Council, the media and staff are all key stakeholders in the plan and have a need for increased, consistent and coordinated information about the economic development project underway.

FINANCIAL IMPLICATIONS

None

ACTION REQUIRED

Receive

RECOMMENDATION

1. That FIN-DR-13-02 Downtown Renewal 2012 Annual Report be received for information.

BACKGROUND

City of Guelph departments are required to submit a report annually to Council through committee describing the activities and accomplishments for the previous year.

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REPORT

2012 has been a significant year for Downtown Guelph. After a long period of policy and plan alignment, there is real momentum developing through investments in Guelph's Urban Growth Centre.

The attached report outlines the initiatives, plans and projects that occurred in 2012 and highlight upcoming and future activities.

CORPORATE STRATEGIC PLAN

- 1.2 Develop collaborative work team and apply whole systems thinking to deliver creative solutions
- 1.3 Build robust systems, structures and frameworks aligned to strategy
- 2.2 Deliver Public Service better
- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City
- 3.2 Be economically viable, resilient, diverse and attractive for business

DEPARTMENTAL CONSULTATION

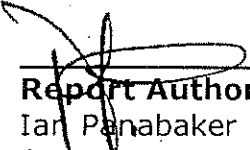
Enterprise Services

COMMUNICATIONS

Not Applicable.

ATTACHMENTS

ATT-1 Downtown Renewal 2012 Annual Report



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DOWNTOWN RENEWAL- 2012 ANNUAL REPORT




Supporting increased business investment, employment and residential development in Downtown Guelph

This report focuses on how the City of Guelph's Downtown Renewal Office in Finance & Enterprise plays a key role in establishing Downtown Guelph as a vibrant and preferred location for both business and people. It will briefly discuss Downtown Renewal's role within City Hall and highlight 2012 accomplishments and activities.

EXECUTIVE SUMMARY

The Downtown Renewal Office 2012 Annual Report provides a summary of the activities and accomplishments in Downtown Guelph over the past year. There is a lot happening and we are proud of the team and growing partnerships solidifying the City's core and engaged in keeping this **momentum** going.

The economic growth and vitality of Downtown Guelph is a priority for the community. It is a key spoke of the **Prosperity 2020** economic plan. It is the place that, as a community, we can demonstrate our **Growth Management** and **Community Energy** goal's first. It is also the community's **cultural** and **entertainment hub** bringing thousands of locals and visitors to events and activities every year.

<p>Prosperity 2020 March 2010</p> 	<p>Strategic Direction:</p> <p><i>Invest in the Downtown: target icon status for a vibrant, transit connected, mixed use centre</i></p> <p>GOAL:</p> <p>Downtown Guelph is seen as a vibrant and preferred location for both business and people.</p> <p>OBJECTIVES:</p> <ul style="list-style-type: none"> • Provide an economic climate that supports increased business investment in downtown Guelph; • Increase the number and quality of jobs in downtown Guelph; • Increase the number of people that call downtown Guelph home; and • Position downtown Guelph as the centre-piece of the broader community.
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<p>Downtown Renewal Office (DRO)</p>	<p>The Downtown Renewal Office was created in 2010 to respond to Prosperity 2020. By the end of that year, the division was fully operational and consists of:</p> <p style="text-align: center;">Corporate Manager, Downtown Renewal Downtown Renewal Officer (CIP Focus)</p>
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The plans we are working with are **ambitious** and have **long timelines**. The Downtown Secondary Plan target horizon is 2031 and plans for the tripling of the population while increasing employment, commercial and cultural activities. The following outlines the Downtown Renewal activities for 2011 – 2012, the first year of the plan.

The performance indicators will be reported through the use of the following symbols:

- Performance Expectations Met
 ● Partially Met
 ● Not Met

Downtown Dashboard

DRO Activities	Prosperity 2020 Strategic Directions	2011	2012	Comments
Investment	6.0 Invest in the Downtown: Target icon status for a vibrant, transit connected, mixed use centre	●	●	<ul style="list-style-type: none"> Amendment to Downtown CIP Approved Tax Increment Based Grant Funding Approved Downtown Secondary Plan Approved
	6.1 Continue to follow through on the City's investments in improving the Downtown	●	●	<ul style="list-style-type: none"> 4 Downtown Major Activation Grants awarded = over 185 new residential units and 4,000 m2 new commercial space Guelph Central Station and Market Square opened to the public
Facilitation	6.4 Identify and promote potential residential development sites Downtown	●	●	<ul style="list-style-type: none"> Approval of 148 MacDonnell (TriCar) 5 Gordon (Market Commons) 5 Arthur Street South Master Plan process underway (Kilmer/Fusion)
	6.6 Promote the Downtown as a strong location for information and technology businesses	●	●	<ul style="list-style-type: none"> Downtown Renewal has started discussions with the innovation and start-up enterprises in the area on potential directions. Innovation Guelph and the Guelph Chamber of Commerce have moved to Downtown at 111 Farquhar Street No specific initiatives have developed as yet.
Special Projects & Partnerships	6.5 Target the Downtown as a preferred location for new University or College space requirements	●	●	<ul style="list-style-type: none"> Downtown location being considered under the Joint Campus Business Case study. Ongoing efforts with University & College on downtown presence may include potential Baker St & Arts partnerships
	6.3 Program the Downtown to enhance its role as a centre of civic life	●	●	<ul style="list-style-type: none"> The Market Square & Guelph Civic Museum openings have brought new programs, events, and ideas to the core. The upcoming completion of GO Transit's platform & Kiss'n'Ride sections of Guelph Central Station will complete this downtown gateway.
Marketing & Communications	6.2 Market the Downtown to attract and retain business and jobs	●	●	<ul style="list-style-type: none"> A communications campaign will be launched in 2013 and will generate community awareness for downtown projects and activities.
	6.7 Celebrate and promote successes in the Downtown	●	●	

Downtown Renewal Activities

Targeting **Investment** is a key objective for Downtown Renewal. It is through the Downtown Guelph Community Improvement Plan (CIP) that we are able to offer programs to prospective investment opportunities. In 2012, three significant Council approvals provided a new investment environment for Downtown Guelph. The first was the Downtown Secondary Plan which laid the foundation and vision for a densely populated urban centre. The second approval was the Tax-Increment Based Grant (TIBG) program funding. City Council approved \$33M for all city-wide TIBG programs including the Downtown Major Activation Grant. And thirdly, the Amendment to the Downtown Guelph CIP was adopted and enabled the investment programs to be in effect. As a result, four Major Downtown Activation Grants were awarded to new downtown projects.

Downtown Renewal **Facilitates** development proposals landing in Downtown Guelph. In 2012, 2012 also saw the completion of the Gummer Building that introduced **new commercial inventory** to the core. Projects currently underway include the 5 Arthur Street South Master Plan process that will bring over hundreds of units in the next 10 to 15 years. The Marsh Tire site and City-owned Baker Street property are also expected to take shape in 2013 - 2014.

With the assistance of the **Downtown Advisory Committee**, Downtown Renewal started working with a mixed-use real estate strategic advisory group to examine the downtown market and develop a detailed plan to advance the Baker Street site. This **Special Project** will review potential **Partnerships** that will form part of the vision for this critical anchor. In addition, corporate initiatives such as the Parking Management Plan and Public and Private Realm Update have started on the next layer of tools to implement the Downtown Secondary Plan.

To celebrate and elevate the current downtown happenings, Downtown Renewal has begun **Marketing & Communications** efforts to build community awareness for all current and upcoming projects and activities.



Strategic Alignment

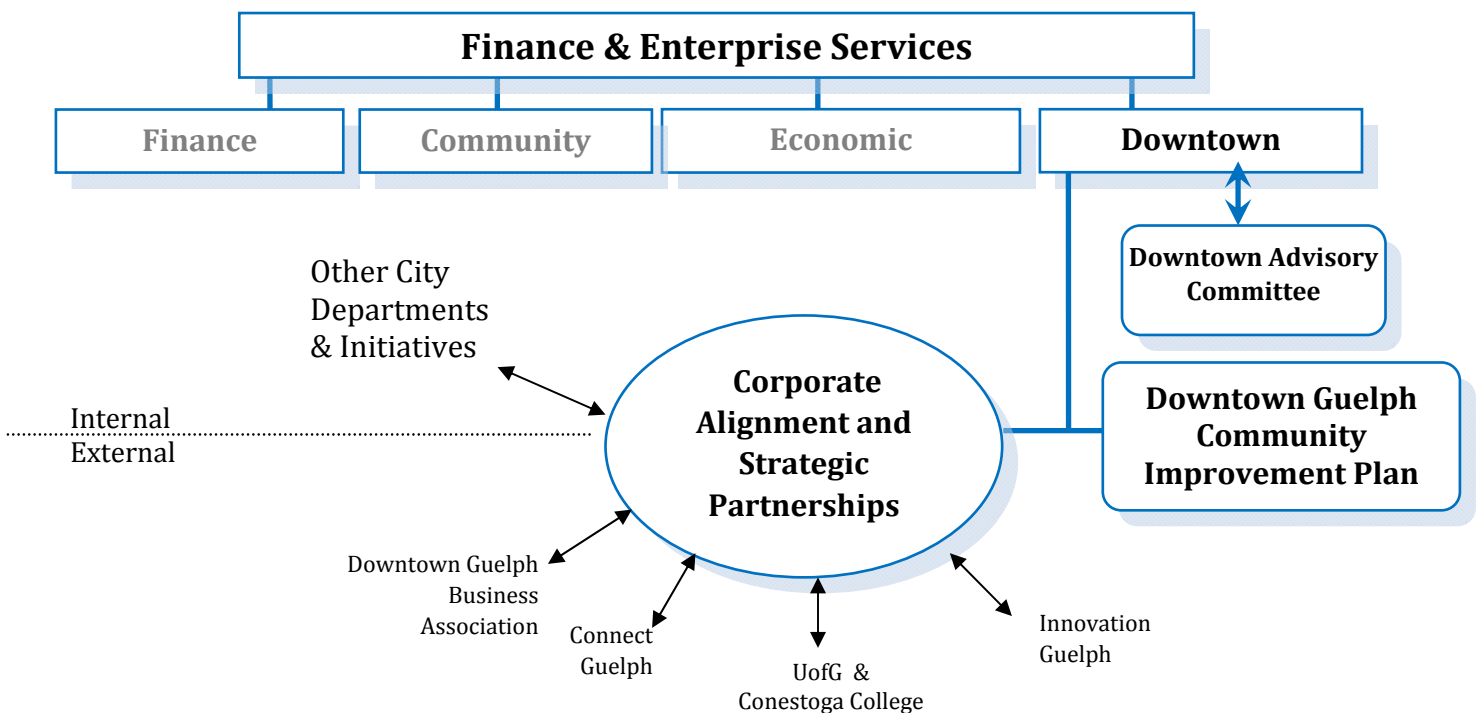
The Downtown Renewal Office is responsible for **implementing the community's strategic objectives** for Downtown Guelph related to growth and investment.

We look to Council adopted documents such as **Prosperity 2020** and the **Downtown Secondary Plan** for direction and use the **Downtown Guelph Community Improvement Plan** to attract investment opportunities.

We work with an engaged, sector-based, Council-appointed **advisory committee** to sound out ideas and actions. Our department's strength is built on partnerships, both internal and external, to achieve results. One of our main roles is being the **narrative constant** in many diverse and simultaneous conversations and activities underway all related to supporting and growing this **priority** economic development zone.

Downtown Renewal is a part of the following 2013 Corporate Initiatives:

- Parking Management Plan (OTES)
- Public and Private Realm Manual Updates (PBEE)
- Joint Campus Business Case (F&E)
- Development Charges Bylaw Update (F&E)
- Guelph Municipal Holdings Inc.
- Integrated Operational Review (PBEE/F&E)
- Thermal Energy Masterplan (F&E/Envida)



2012 Downtown Renewal Office Accomplishments

2012 is the year where the Downtown Guelph swung into a higher gear. Following key approvals to the Downtown Community Improvement Plan and the Downtown Secondary Plan, small-scale and larger development proposals, moved from 'leads' to 'real projects'. The pace of work has been augmented by Downtown Renewal's involvement with various corporate initiatives. The following accomplishments are highlighted below:

Accomplishments

- Final Approval of Amendment Number 1 to the Downtown Guelph Community Improvement Plan introducing two new programs – Minor Downtown Activation Grant and Major Downtown Activation Grant.
- Approval of the Tax-Increment Based Grant (TIBG) program funding
- Award of four Major Downtown Activation Grants supporting major private investment creating over 185 new housing units and over 4,000m² of commercial space.
- Award of 18 facade, study and renovation grants with a total construction value of over \$750,000 (every City dollar invested leveraged \$2.80).
- Approval of the Downtown Secondary Plan with wide community and business support.
- Downtown Nightlife Task Force launched its Safe Semester pilot project in Fall 2012. This pilot project was the task force's first concerted effort to identify challenges and opportunities within Downtown Guelph's Entertainment District in a comprehensive manner.
- Downtown Advisory Committee completed its first year in operation with all members returning for their second term.
- Supported new downtown activity generators such as Fourth Fridays and Market Square activities which have brought more locals and visitors to the core.
- The Guelph Chamber of Commerce moved their headquarters Downtown

Looking Ahead...

Moving into 2013, Downtown Renewal needs to maintain the momentum and refine the messaging about the overall economic project underway. Significant projects in progress that continue the implementation of the Downtown Secondary Plan include:

- The Downtown Parking Management Plan, which will provide comprehensive recommendations on renewing and providing a sustainable model for increasing parking supply and performance in the area.
- The Downtown Strategic Assessment, which will provide analysis of the current economy downtown and strategies to enhance business and investment performance. This work informs the detailed analysis of Baker Street as a strategic City-initiated land development

project in the historic core of Downtown Guelph as well as provide a foundation for additional implementation strategies.

- Downtown Streetscape Manual and Built Form Standards, a long overdue update to both the public and private design standards which will inform future capital projects, operational expectations of the urban streets and the expectations for upcoming development applications, both infill in historic context and in new areas of the Urban Growth Centre.
- In addition, 5 Arthur Street South, the Kilmer-Fusion owned former industrial site has submitted their proposal that will be coming forward as a development application to Council in 2012, representing hundreds of housing units and other uses. There are other development projects under preliminary discussion which will provide extensive diversity to the development activities in the core in coming years.

Identified as a key deliverable for 2013 is the completion and implementation of a comprehensive communications strategy for the work being coordinated through the Downtown Renewal Office. Investors, business owners, the public, Council, the media and staff are all key stakeholders in the plan and have a need for increased, consistent and coordinated information about the economic development project underway.

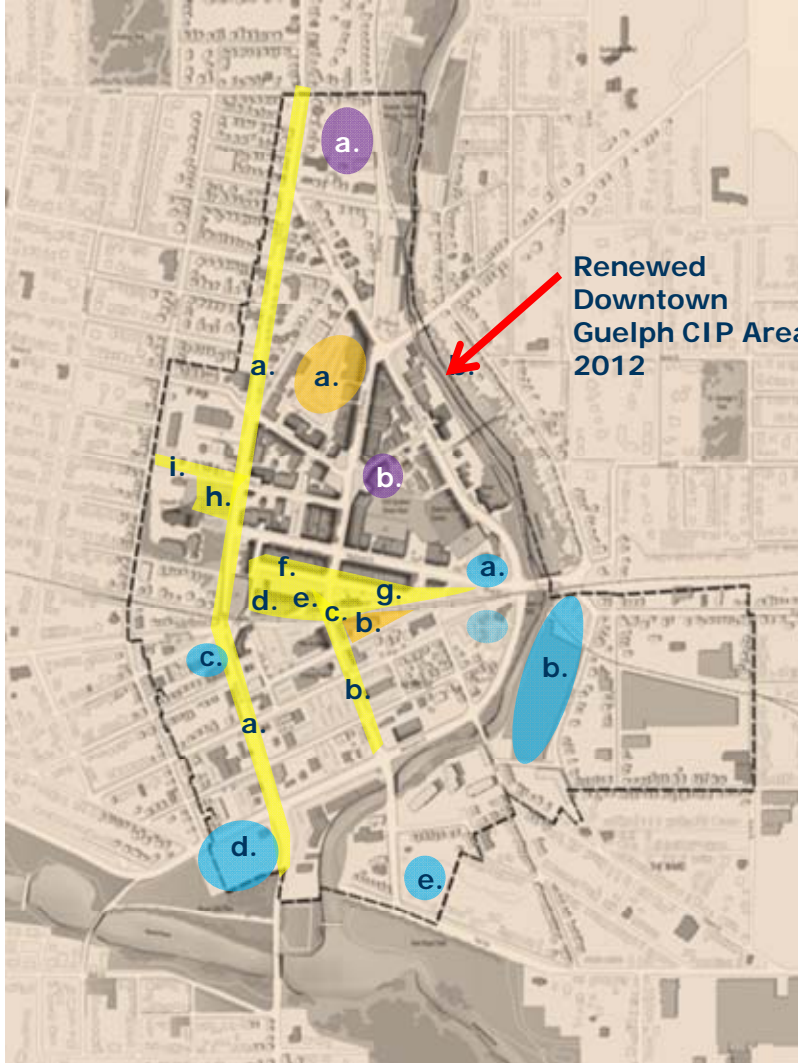
Summary

2012 was a good year for Downtown Guelph. It was the result of many years of policy and initiative alignment. But it is also the right time to be building and renewing the core. 2031 targets for Downtown Guelph require the level of activity to increase and continue to gain momentum. The challenge in coming years is to continue to maintain the level of commitment and focus to enable the community to reach its goals.

This is just the beginning for Downtown Guelph.

The Downtown Renewal Office is working to tell the larger story and build the partnerships and opportunities to take advantage of the momentum created.

2012 Downtown Recent Activity Map



Recent Activity (2010 -):

- | | | |
|----------------|--|--|
| Public | Complete | <ul style="list-style-type: none"> a. Gordon-Norfolk b. Wyndham South* c. Wyndham Rail Bridge* d. City Hall e. POA Courts f. Market Square* g. Guelph Central Station* h. Civic Museum** i. Cork Street |
| Public | In Progress | <ul style="list-style-type: none"> a. Baker Street (land acquisition phase) b. GO Transit – Kiss’n’Ride |
| Private | In Progress | <ul style="list-style-type: none"> a. Tricar: MacDonnell b. Fusion: Arthur St. c. Market Commons d. 40 Wellington e. Terraview: Townhouse infill |
| Private | Complete | <ul style="list-style-type: none"> a. Steward Mill Lofts b. Gummer Building |

* Infrastructure Stimulus Fund Project
 ** Cultural Grants

Downtown Renewal- 2012 Annual Report

P2020	CSP	Downtown Renewal Office Work Plan	2013											
			Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
		DRO Projects:												
		Downtown Business Plan / Implementation:												
		Strategic Assessment – Part 1 -- Downtown Assessment	—————▲—————											
		Baker Street Redevelopment Project:												
		Land Acquisition process (Ongoing)											
		Strategic Assessment – Part 2 – Baker Street Redevelopment Project	—————▲—————											
		Downtown Community Improvement Plan:												
		Administration (awarded grants)											
		2013 Application Process			—————									
		Upcoming Major DAG Applications										▲	
		Downtown Advisory Committee (DAC)											
		Connect Guelph											
		Downtown Guelph Business Association (DGBA)											
		Corporate:												
		Annual City Budget Process (DRO/DAC)						—————						
		Downtown Team Meetings (corporate co-ordination)											
		Downtown Operations:												
		Downtown Entertainment District Report	—————▲—————											
		Development Facilitation:												
		148 MacDonnell (Tricar)											
		40 Wellington (Belmont)										—————	
		5 Gordon Street (Market Commons)											
		72 MacDonnell (diBattista)											
		5 Arthur Street S (Fusion)	—————▲—————										▲	
		Ongoing Inquiries											
		Communications/Marketing:											

Downtown Renewal 2012 Report

CAFE COMMITTEE - June 10, 2013
Finance & Enterprise Services



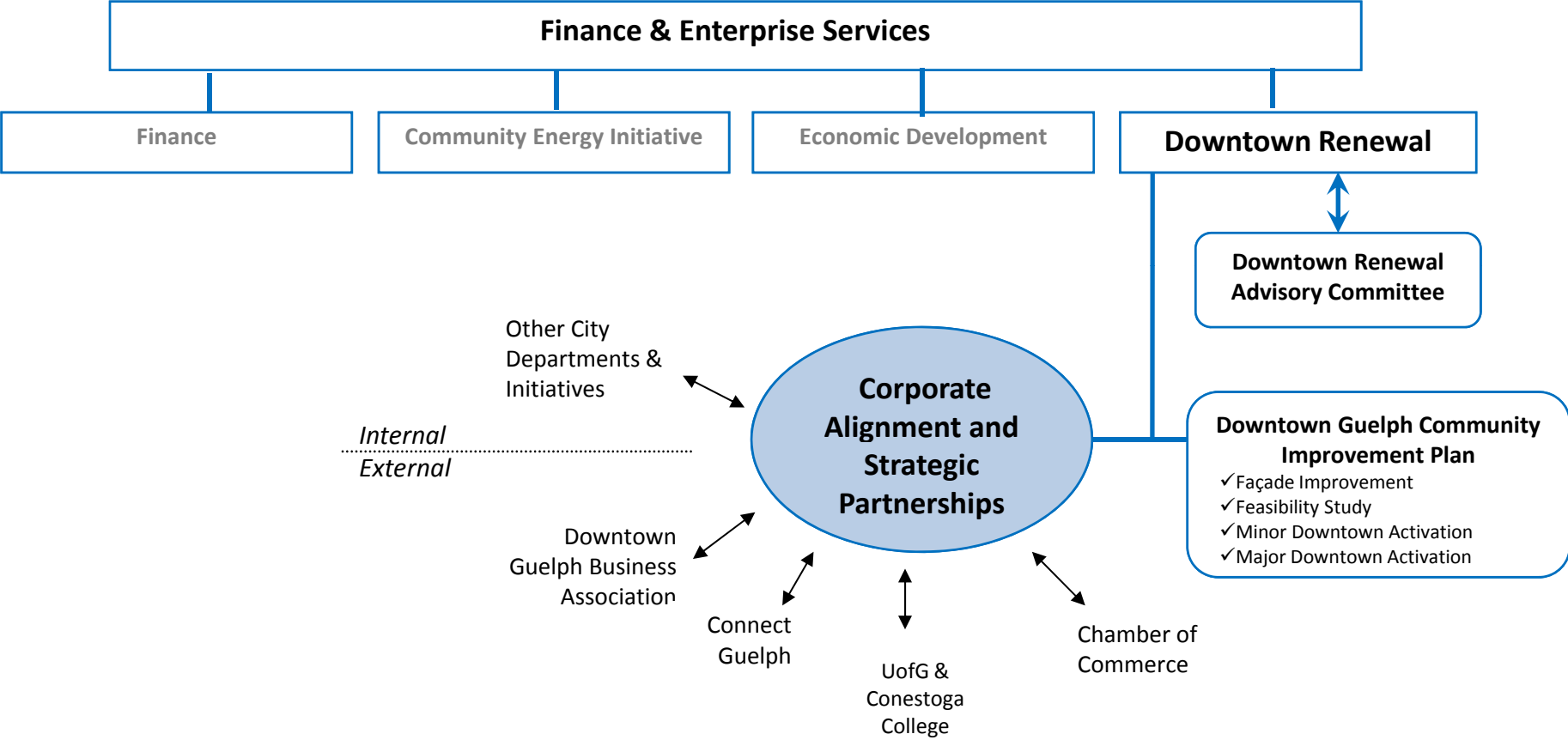
Downtown Renewal

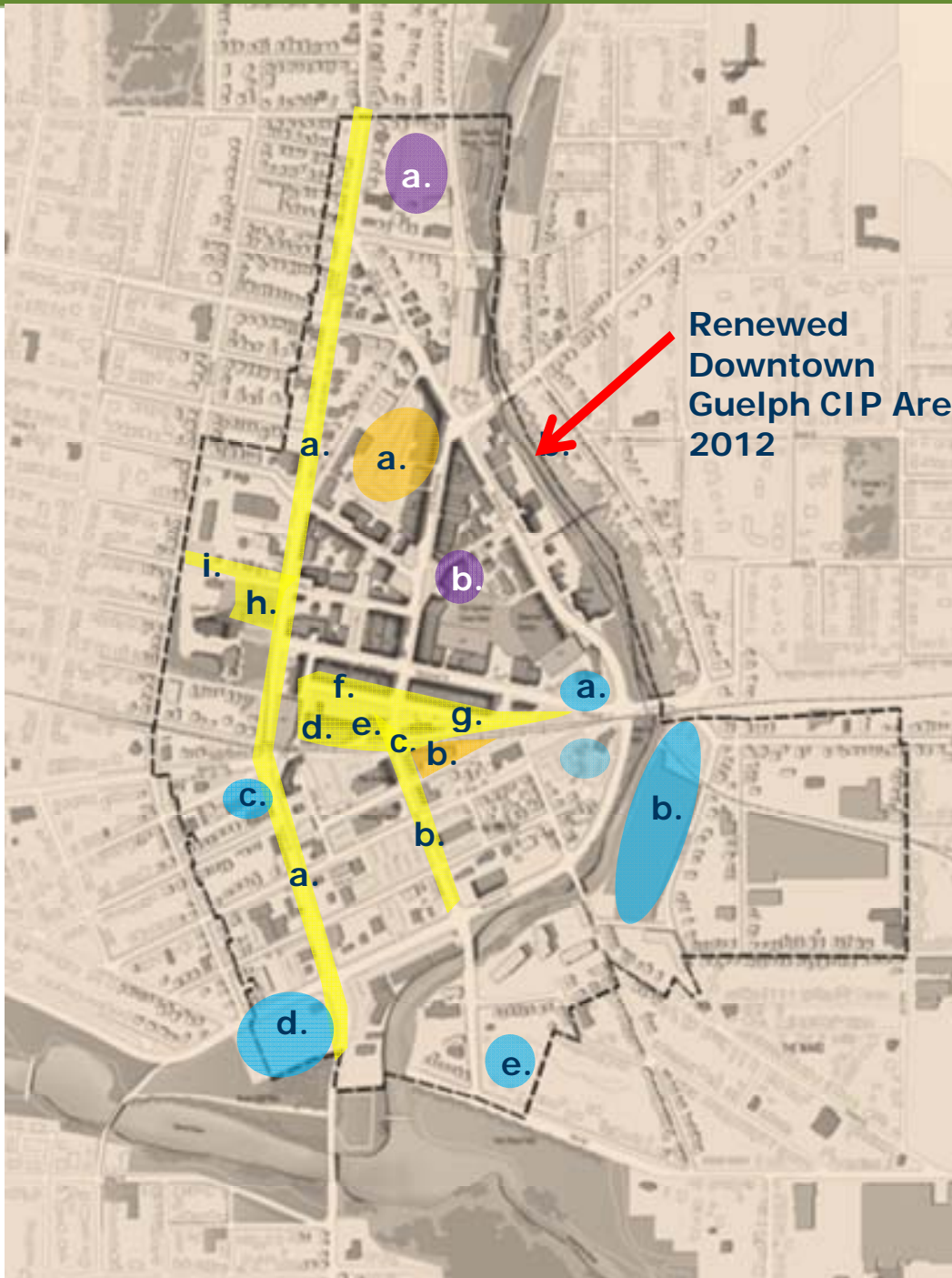
The Downtown Renewal Office is responsible for implementing the community's strategic objectives for Downtown Guelph related to **growth and investment**.

2012 is the year where the Downtown Renewal swung into a higher gear. Significant investment has followed the **key approvals** of the Downtown Community Improvement Plan and the Downtown Secondary Plan.

As a **collaborative partner**, Downtown Renewal guides diverse and simultaneous conversations and activities all related to supporting and growing this **priority economic development zone**. Our strength is built on partnerships, both internal and external, to achieve results.

Strategic Alignment





Recent Activity (2010 -):

- | | |
|----------------|---|
| Public |  Complete
a. Gordon-Norfolk
b. Wyndham South*
c. Wyndham Rail Bridge*
d. City Hall
e. POA Courts
f. Market Square*
g. Guelph Central Station*
h. Civic Museum**
i. Cork Street |
| Public |  In Progress
a. Baker Street (land acquisition phase)
b. GO Transit – Kiss'n'Ride |
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a. Tricar: MacDonnell
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	6.7 Celebrate and promote successes in the Downtown	●	●	

2012 Accomplishments

- Amendment to **Downtown CIP** Adopted.
- Four Major Downtown **Grants Approved** = 185 new units & over 3,600 of commercial space.
- Downtown CIP Grants totalling \$205K and representing \$750K construction value. City leveraged \$2.80 per \$1.
- **Market Commons** and **RiverHouse Condominiums** under construction.
- **Downtown Secondary Plan** Approved.
- The Downtown Guelph Strategic Assessment nearing completion and will launch Baker Street Project.
- **Downtown Advisory Committee** completed its first year with all members returning for their second term.

Looking Ahead...

- **Parking Management Plan** will provide a sustainable model.
- **Public and Private Realm Updates** have begun and attracted high levels of participation from the community.
- **Downtown Strategic Assessment** will provide strategies for the business community and various key anchors.
- **5 Arthur St S** (Fusion Homes) has submitted their proposal that will be coming forward as a development application to Council in 2013

This is just the beginning for Downtown

