

THE VALUE OF INVESTING IN CANADIAN DOWNTOWNS

OCTOBER 2013

CASE STUDIES



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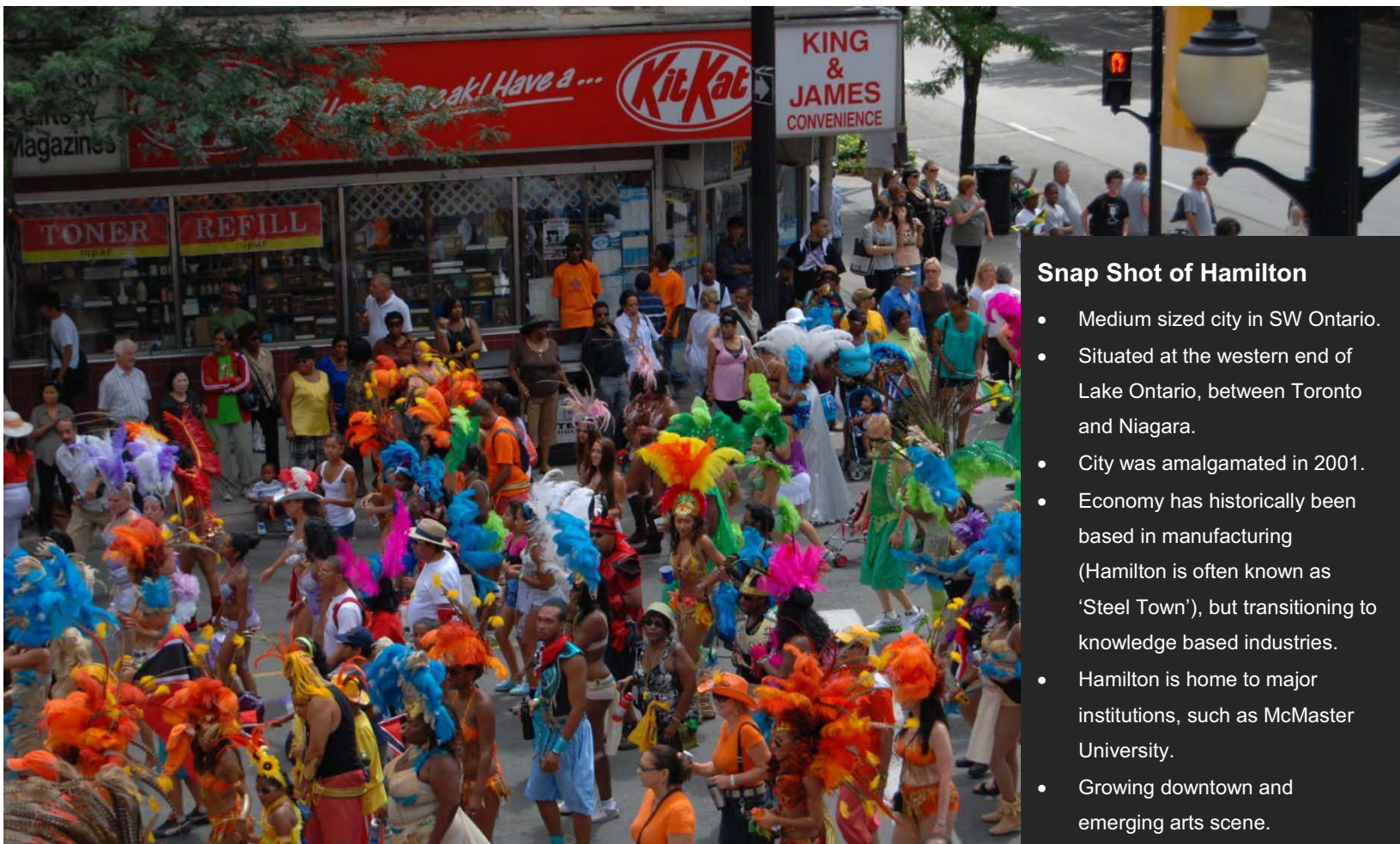


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HAMILTON

A grass roots resurgence



Snap Shot of Hamilton

- Medium sized city in SW Ontario.
- Situated at the western end of Lake Ontario, between Toronto and Niagara.
- City was amalgamated in 2001.
- Economy has historically been based in manufacturing (Hamilton is often known as 'Steel Town'), but transitioning to knowledge based industries.
- Hamilton is home to major institutions, such as McMaster University.
- Growing downtown and emerging arts scene.

Downtown Hamilton has seen steady growth in recent years. Developers, businesses and residents alike are increasingly drawn to downtown Hamilton for its affordability, unique heritage and architectural assets, proximity to the Greater Toronto Area (GTA) and access to natural heritage features such as Cootes Paradise and the Waterfront Trail. An influx of artists is representative of this renewed interest and energy in the city's core; and a growing arts community is widely credited for transforming several downtown neighbourhoods, such as James Street North. The City of Hamilton has also been increasingly focused on the downtown, demonstrated through investments in cultural, entertainment, heritage and recreational assets. Downtown Hamilton seems to be at the beginning of an exciting period of growth and renewal, yet in moving forward it will be important that the city's stakeholders are able to work together to maintain downtown Hamilton's independence, identity and values as the city becomes increasingly integrated with the GTA.

Downtown Hamilton Timeline

1816 – District of Gore is established through an Act passed by the Legislature of Upper Canada

Early 1800s – Loyalists fleeing from the American Revolution begin to settle in the area

1846 – The Spectator, Hamilton's oldest and leading newspaper, is founded on James Street North

1833 – Legislature of Upper Canada establishes the Town of Hamilton within the District of Gore

1854 – Great Western Railway becomes Hamilton's first functioning railway in 1854. Combined with the completion of the Niagara Suspension Bridge, Hamilton is transformed into a major centre

1860 – Gore beautification project is completed with the installation of a fountain and dedicated by Edward, Prince of Wales



1873 – Shareholders obtain a charter to operate a public transportation system in the City with two miles of track to be in operation by January 1st, 1875

1862 – City suffers from bankruptcy

1890 – Hamilton's first Public Library opens on Main Street West

1892 – First electric trolley cars of the Hamilton Street Railway put into service

1890s – Hamilton becomes an industrial hub in south-central Ontario, gaining substantially from a concentration of iron and steel manufacturing

1921 – Hamilton's first health centre is established in the Public Library

1930 – McMaster University moves from Toronto to its campus in the Hamilton neighbourhood of Westdale

1955 – Canada's first mall (also one of North America's first malls), Centre Mall, is built on Barton Street East



1956 – Automatic street signals are installed at the corner of King and James Streets

1958 – Burlington Bay Skyway is completed

1959 – City Hall is relocated to Main Street, providing a western anchor for the new downtown business section

1964 – Canada's first Tim Hortons store opens on Ottawa Street North

1970 – Jackson Square Mall opens as part of major urban renewal project in downtown.

1985 – Victor Kennedy Copps Trade-Centre and Arena officially opens

1977 – Art Gallery of Hamilton opens, described by Anne Jones as a light that "shone through the dullness of the day like a jewel in the middle of Hamilton"

1990 – Hamilton Eaton Centre opens during the early 1990s recession. It closes less than 10 years later



1993 – Pier 4 Park and Bayfront Park were developed to revitalize the waterfront

2004 – The historic landmark, the Royal Connaught Hotel, is placed into receivership and closes

2001 – The new City of Hamilton is formed, through the amalgamation of the Regional Municipality of Hamilton-Wentworth and its six local municipalities: Ancaster, Dundas, Flamborough, Glanbrook, Hamilton, and Stoney Creek

2001 – Putting People First: The New Land Use Plan for Downtown Hamilton is first approved. This plan is currently under review



2008 – Hamilton's Chamber of Commerce hosts the city's first annual economic development summit

2006 – Grass roots transformation of James Street North gathers momentum

2012 – West Harbour Secondary Plan adopted by Council in 2005 was approved by the OMB

2012 – A new \$147.5 million stadium is proposed to be built at the former Ivor Wynne stadium to accommodate the Pan Am games

2013 – A formal announcement made by owners that the Royal Connaught hotel will be developed into condominiums

2015 – Hamilton will host some events as part of the Pan American and Para Pan American Games

1) Art Gallery of Hamilton

The Art Gallery of Hamilton moved to its current location in 1977, which was part of a major downtown revitalization initiative during that decade. Extensive renovations occurred again in 2005 with \$18 million in funding from a combination of public and private donors. The gallery receives around 150 000 visitors annually.



2) Bayfront Park

This 16ha waterfront park is located at the west end of the Hamilton Harbour. In 1993, this park was developed on a vacant and formerly contaminated industrial site. The redevelopment of this park has contributed to the cleaning of Hamilton Harbour, created fish and wildlife habitats, precipitated increased real estate values in the area and created a major new recreational asset for the City. This initiative received an Excellence on the Waterfront Award in 1995 in Washington DC. Better connection between the downtown core and the waterfront will be an important challenge in the coming years.



3) Copps Coliseum

Named after former mayor Victor K. Copps, the Copps Coliseum is Hamilton's eminent sports and entertainment facility with a seating capacity of up to 19 000 spectators.



4) Hess Village

Hess Village has been designated as an entertainment district by the City. Located in the heart of downtown Hamilton, the area is known for its historic buildings and its many restaurants, nightclubs and bars. It is a hotspot for students and tourists year-round.



5) Jackson Square

Lloyd D. Jackson Square is an indoor shopping mall in downtown Hamilton. It opened in 1970 and was part of a push to renew the downtown. Jackson Square also plays an important role as an 'indoor core connector,' provides access to the Convention Centre, Art Gallery of Hamilton, and Hamilton Place Theatre from the Sheraton. It currently contains over 100 shops and services, including two Food Courts and a movie theatre.



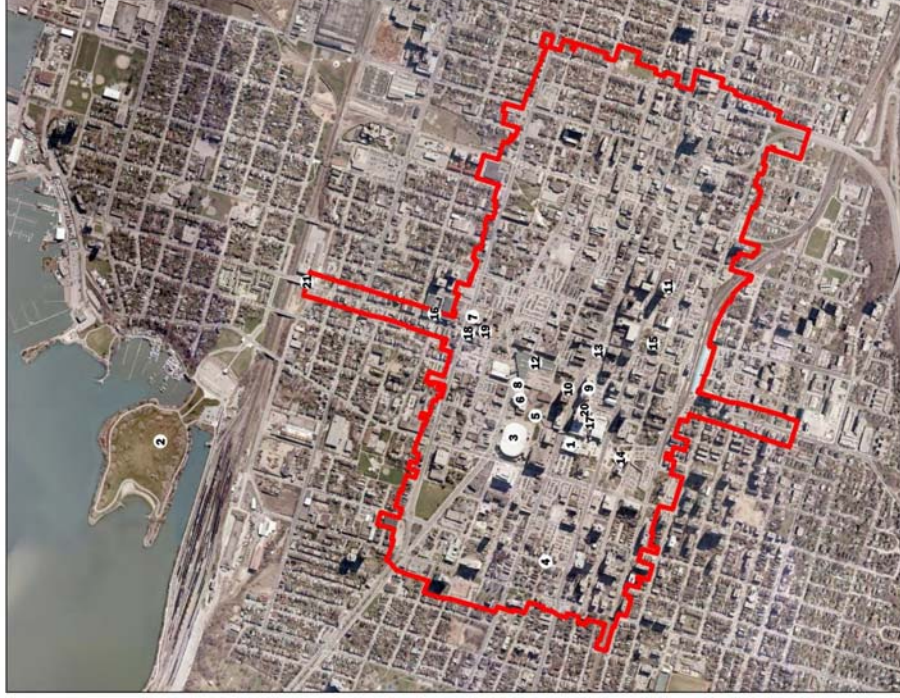
6) Hamilton Public Library

In October 1980, a new Central Library opened in Jackson Square. The library (and the adjacent Farmers Market) recently underwent a major renovation and added a 'community living room.'



7) Hamilton Artists Inc.

The Hamilton Artists Inc. is an artist-run centre that acts as an incubator for local contemporary artists. The centre exhibits work from all visual arts disciplines; and work from emerging, mid-career and established artists. The centre also hosts fundraisers support the centre and local community.



11) Landmark Place

Landmark Place is the tallest building in Hamilton at 43 storeys. Located in the Corktown neighbourhood, Landmark Place is a mixed-use building, containing a mix of residential, commercial, and retail space.

12) Hamilton City Centre

This shopping complex was formally the Hamilton Eaton's Centre. The mall was developed in part to spur greater interest in the Jackson Square Mall but it opened during a recession in the 1990's and was continually challenged to attract tenants. In July 2011, the mall was sold for \$25 million to a Barrie-area developer, who intends to fill the centre with high-tech and creative industry offices. Its resurgence is touted as fundamental to the revitalization of the entire core.

8) Hamilton Farmers' Market

The Hamilton Farmers' Market sits next to the Hamilton Public Library. In 2011, the market underwent extensive renovations. It now features a larger variety of produce and fresh foods and improved energy efficiency and accessibility. The market is also a community gathering place.

9) Commerce Place Hamilton

Commerce Place is a complex comprised of 16-storey twin towers at the corners of King Street East and MacNab Street South.

10) 100 King Street West

Formerly known as Stelco Tower, the 26 storey 100 King Street West is the second tallest building in Hamilton. It was built as the head office of Stelco. However in 2007, when Stelco was purchased by US Steel, renamed Hamilton Works – US Steel Canada this building became over half vacant. Today it exists as a potential prime location for commercial growth in the city.

13) Gore Park

Gore Park has long been an important civic space in downtown Hamilton. The park was established and its original fountain was unveiled in 1860 to showcase the construction of Hamilton's municipal drinking water system. The fountain eventually fell into disrepair and was removed in 1959. However, it was rebuilt in 2010 as part of a substantial renovation project. The City recently completed a Gore Park Master Plan that once completed will strengthen this major community asset for visitors, residents and workers in downtown Hamilton.

14) Hamilton City Hall

City Hall is located in downtown Hamilton at the corner of Main Street West and Bay Street South. It was officially opened in November 1960 and it is a designated heritage structure. The City recently completed a major renovation on this building to upgrade both its interior and exterior.

15) McMaster University and Downtown Health Campus

McMaster University offers degree programs and also contains several of the University's administrative branches. While the main campus is not located downtown, the University does have a Downtown Centre located at 30 Main Street East that houses some administrative offices. McMaster will soon further its presence downtown by building a new McMaster Downtown Health Campus nearby. This \$84.6 million landmark project aims to secure 54 000 patient visits and serve 4000 students when completed in 2014.

16) Hamilton Armouries

Built in 1888, the North section of the Armouries faces James Street. The second section was completed in 1908 by Joseph Michael Pigott. The Armouries were renamed after John Weir Foote, the only member of the Canadian Chaplain Services to be awarded the Victoria Cross.

17) Hamilton Convention Centre and Ronald V. Joyce Centre for the Performing Arts and Hamilton Place

The Hamilton Conventions Centre hosts a wide variety of corporate and personal events. The venue can accommodate up to 2,000 guests per event. Adjoined to the Hamilton Convention Centre, the Ronald V. Joyce Centre for the Performing Arts at the Hamilton Place opened in 1973. This entertainment venue features year-round concerts, dance performances, and live theatre. It is the permanent home of Opera Hamilton and the Hamilton Philharmonic Orchestra. Management of the Convention Centre and Hamilton Place was recently privatized (along with Copps Coliseum), which is a cause for significant excitement within the community in the hope that the venues will soon host higher profile events.

18) James Street North

James Street North is a cultural and artistic hub in downtown Hamilton, it contains the new Design Annex (19) and is the centre of events like the James Street North Artcrawl and Supercrawl.

20) MacNab Transit Terminal

A new transit terminal has been recently developed in downtown Hamilton that has significantly improved passenger facilities and removed idling buses from Gore Park.

21) Liuna Station

Liuna Station is a banquet and convention centre situated in a beautifully restored train station and has been designated a heritage site. Located near the heart of the Hamilton downtown core it is used for a variety of events ranging from weddings, corporate events, conferences or social events.

22) GO station(s)

The current GO station is located in the downtown core at James Street S and Hunter St was built in 1933 and was renovated in 1996. Metrolinx is planning a second GO station that will be built at 353 James Street North to accommodate all-day GO Train service. The station itself will be constructed to the west of James Street where MacNab Street North crosses the train tracks. The first phase of the project is scheduled to start in March 2014 and be completed in time for the Pan Am Games. The second phase of the project is set to be completed by March 2017.

23) Lister Block

The Lister Block has been described as a catalyst for downtown renewal and also demonstrated the value of protecting heritage properties in the core. It was set for demolition until the Province stepped in to save this historical building. City offices now occupy five of the floors and the Hamilton, Heiton, Brant Regional Tourism Association rents out ground floor space. A future restaurant tenant was approved by Council in April 2013.

VISIBILITY

Does the Downtown have an integral role in the life of the wider city?

Hamilton is located in south-western Ontario, approximately half way between Toronto and Niagara Falls, on the western edge of the GTA (a major urban region comprised of some 6.6M people¹). Hamilton is the fifth largest city in Ontario and tenth largest in Canada. Downtown Hamilton occupies 0.2% of the City's total area but is home to 3% of the City's residents. Historically, Hamilton was known as the "Ambitious City" during the mid-19th century when the strength of its industrial performance outstripped that of Toronto. Today Hamilton is beginning to move beyond its reputation as "Steel Town."

Downtown Hamilton is currently rebounding from a period of decline that stemmed from rapid suburbanization in the post war era. In response to this process, the downtown became the focus of a major urban renewal project in the 1960s. This project did not succeed as hoped and it left a legacy of wide roads and an inward-looking superblock in the heart of downtown Hamilton that undermined the core's human scale and highly walkable, fine grained street pattern. Adding to this "perfect storm" were global changes in the manufacturing sector that led to plant closures in the city and associated head office closures in the downtown core. For example, Stelco (now US Steel Canada) reduced its citywide operations and vacated the former Stelco Tower in the heart of downtown.

Hamilton has also had difficulty coping with the impacts of amalgamation, which range from disputes over servicing costs to a continuing cultural divide between "Hamiltonians" including residents of the former city and people living in communities that comprised the former Region of Hamilton-Wentworth. The fact that Hamilton has six downtowns in its Official Plan also present some challenges of where to focus incentives and efforts. Although most Hamiltonians consider the downtown core as their "downtown" and take some responsibility for the success and health of the downtown.

Fortunately, downtown Hamilton is slowly beginning to overcome these obstacles and appears to be on the upswing. The downtown is increasing its visibility both within the City and the GTA. Improvements to facilities like Liuna Station, Gore Park, the Farmers Market and the Art Gallery of Hamilton have strengthened the image of the downtown. Moreover, a growing artistic community has been investing in new downtown businesses and cultural offerings, promoting events such as the James Street North Artcrawl and Supercrawl. The city has also become a popular "stand in" for film and TV productions seeking authentic urban locations. This new growth signifies the beginning of a new era of growth for downtown Hamilton.

The visibility of downtown Hamilton will also play a key role in projecting the City's image and attributes regionally, given that urban development is now largely contiguous between the GTA and Hamilton. A strong downtown will help safeguard Hamilton's independence and its unique history, values and aspirations. To this end, it will be important for the core to enhance the unique urban experiences that set downtown Hamilton apart.



Downtown comprises

0.2%

of total city area (202ha)

3%

**of the population lives
downtown (13,700)**

Downtown has

118 jobs/ha

or ~24,015 jobs

Downtown has

68 residents/ha

¹ Statics Canada Website: <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/search-recherche/lst/page.cfm?Lang=E&GeoCode=35&TABID=1&G=1&Geo1=PR&Code1=10&Geo2=0&Code2=0>

VISIONARY

Does the downtown have strong leaders who collaborate to achieve a shared vision?

The revitalization of downtown Hamilton is a process being pursued by a range of stakeholders. The City, the private sector and the community at large are all making a significant contribution to a steady transformation of the downtown core. In particular, the artistic community has been widely recognized for their vision in rejuvenating several downtown neighbourhoods. Efforts to strengthen the core have also been supported by provincial policies that have identified downtown Hamilton as an area for intensification through its designation as an Urban Growth Centre. The federal government has also contributed to the effort by returning Pier 7 and Pier 8 to the City, which will help to accelerate the development of the West Harbour Master Plan and allow for more mixed used residential and commercial development in close proximity to downtown. Enhancing the connections between downtown and the waterfront is part of the collection vision.

Vision

The City of Hamilton has both an Official Plan and a Strategic Plan that recognize the important role of the downtown. More specifically, the Strategic Plan positions downtown Hamilton as a “gateway” to the City, and makes a connection between downtown revitalization and increased tourism. The City also devised a comprehensive Secondary Plan ‘Putting People First’ in 2001 that set out a vision for downtown Hamilton.

The City of Hamilton has been cultivating a strong focus on its downtown, yet significant policy emphasis is also placed on the City’s five other downtowns. These mostly historic urban towns and villages reflect Hamilton’s urban centres prior to amalgamation. Fittingly, the visions for downtown expressed in the Strategic Plan acknowledge the importance of downtown as the economic and symbolic heart of the city. An interviewee agreed that the majority (90-95%) of the city’s time and incentives are focused on the downtown core and that Hamiltonians generally support the extra support and attention. It will be important for downtown Hamilton to continue to emerge as the heart of this amalgamated City and draw together residents citywide by offering exciting and rich urban experiences.

Leadership and Collaboration

The City of Hamilton has demonstrated strong commitment to facilitating downtown revitalization. A comprehensive public

**Hamilton has had a downtown master
plan for**

12 years

investment program, as well as a series of financial incentives (implemented through a Community Improvement Plan) was seen as important steps to reducing barriers to investment and cultivating partnerships with private developers. In addition, the City’s Economic Development Division provided numerous grants and loans through the Urban Renewal Section to promote such things as business improvement, commercial façade, and capital projects. Part of the success of this program is due an increased public awareness program and can also be quantified by the number of applications doubling in the past year. The City has a unique approach on how they implement their incentives program. It is based on demand and often has a limited timeframe, making the program very flexible and able to shift to different areas of the City as needed. The City revised the downtown zoning bylaws in 2005 to implement the Downtown Hamilton Secondary Plan and provide greater clarity to downtown development.

Interviewees also acknowledged the willingness of the private sector to take on often risky downtown revitalization projects. The private sector was credited for their efforts in developing new residences, commercial spaces and repurposing and readapting heritage buildings in the downtown. Private investments were seen as incremental, but collectively having a major impact in transforming the downtown. Continuing support for the private sector will be important for ongoing success.

The broader community was widely recognized as a pioneering force in downtown transformation. More specifically, the arts community was credited for re-energizing James Street North, again though small scale investments in creative businesses, as well as starting major events such as the James Street Artcrawl, all with minimal support from public agencies. These groups were seen to have grown the profile of the downtown in the city and regionally.

Other non-profit groups have also made significant contributions. The Hamilton Chamber of Commerce is leading the Renew Hamilton Initiative and the downtown’s Business Improvement Areas were recognized as key downtown advocates for their efforts in unifying downtown businesses, programming public spaces and improving the public realm.

PROSPERITY:

Is the downtown's economy robust and innovative?

Residential Development

Over the past decade there has been a gradual increase in the number of new dwellings in downtown Hamilton. From 2001-2011 a total of 919 dwellings were added. Between 2001 and 2012 residential development was worth \$76.7M in construction value. A successful example of a condominium development in downtown Hamilton is Core Lofts. When sales started in late 2003, 93 units sold in the first six weeks (nearly 90% of available units), prompting the owner and developer (Robert Cooper, Alterra) to call the building *'one of the best selling condo projects this past year anywhere in Ontario.'*² Investment in public development during 2008 allowed construction companies to survive through the recession. Reports indicate that increased levels of residential development are on the horizon,³ for example the first stage of City Square Condominiums is under construction with two more stages in the pipeline, as well emerging projects like the Hamilton Grand and the Acclamation Lofts. The Stinson School Lofts project, which is restoring an 1894 heritage building just outside the downtown, is also expected to be completed within the next year. An additional 400 units will be added at Bella Towers and the Federal Building. More recently, the Royal Connaught Hotel is set for reurbanization. The historic landmark will be transformed in a residential development with 700 new units that will reurbanize a city block in the Gore Park area. Other projects in the Urban Growth Centre include the Acclamation Lofts on James St N., which when completed in 2014 will house 60 new residential units, the Hamilton Grand, a mixed-used building with retail, office, commercial, and 182 residential units located at 64 Main St E., and Jackson Apartments at 137-149 Main St W., with 73 apartment units. These condominium developments are providing a new and different housing product for Hamiltonians, but still represent a relatively small portion of citywide residential investment.

The downtown core has also seen a significant rise in hotel projects, Staybridge Suites Hotel (127 units) has recently been

²Arnold, S. 2010 'Concrete bill hits Core Loft owners,' The Hamilton Spectator, published September 8th, 2010 retrieved: <http://www.thespec.com/news/local/article/254185--concrete-bills-hit-core-lofts-owners>
³ Craggs, S. 2012, 'Condo projects spur life downtown,' CBC News, posted May 16th, 2012 retrieved: <http://www.cbc.ca/hamilton/news/story/2012/05/15/condo-downtown-hamilton.html>

919

new dwellings were built between 2001-2012

\$76.7M

**on residential development
downtown between 2001-2012**

\$328.1M

**on non-residential development
downtown between 2001-2012**

developed and the Homewood Suites Hotel (15 storeys,⁴ 182 suites, 1,823 square feet of commercial space and 110 parking spaces) is currently under construction.⁵

A challenge for downtown residential development will be to attract some larger scale, high-profile developers, although such initiatives are not without risk, as former Toronto developer Harry Stinson has discovered. His faith in Hamilton's potential may yet be rewarded, but initial proposals like a proposed 100 storey tower have not proceeded. Other Stinson projects are taking longer than anticipated to be completed. Provided that the right balance can be found in terms of market acceptance, a new breed of developer could help maximize the untapped development opportunity in downtown Hamilton.



A recent article published in The Grid magazine in November 2012, highlighting the current trend of the Toronto creative class migrating to Hamilton.

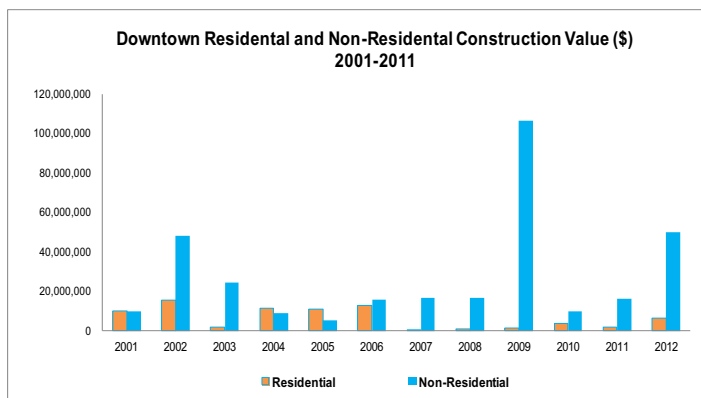
⁴ NEUF Architect(e)s Webpage: <http://www.dcsa.ca/5-residences/6059-Homewood-Suites/>

⁵ Reilly, E. 2012, 'A tale of two loans at City Hall,' The Hamilton Spectator, published July 10th, 2012 retrieved: <http://www.thespec.com/news/local/article/758009--a-tale-of-two-loans-at-city-hall>

Within the past few years, the City has taken proactive steps to promote itself within the GTA; and Hamilton is frequently in the media as the new 'destination' for young creative types. In fact, the City's Urban Renewal Section was responsible for an advertising campaign to attract new residents, particularly those interested in owning their first home or needing access to studio/office space. According to an interviewee, one in four new City residents are coming from Toronto and seeking out more affordable and unique homes in Hamilton's inner city.

Office Development

Some small scale private office developments have been built in downtown Hamilton over the past decade. Moreover, in 2004 a new Federal Office Building was developed at 55 Bay Street North providing 270,000 square feet of office space. Another promising sign is that the downtown office vacancy rate is creeping downward and is hovering around the 12% mark. Attracting new employment opportunities to the core will remain an important challenge into the future. While significant new non-residential construction has occurred in the downtown (more than \$100 million in construction in 2009) this figure was buoyed by several public-sector projects, including renovations to City Hall and the Lister Block.



Retail Development

Limited new retail development has occurred within downtown Hamilton over the past decade. An interviewee expressed the lack of and the desire for national-brand stores in the downtown core. Ancillary retail uses were built in conjunction with new developments such as the Lister Block and hotel facilities. The City recently approved plans for new a restaurant development in April 2013, filing two of the three vacant units in the Lister Block. However, many new independent businesses are occupying once empty store fronts that are bringing new life back to the downtown.

A notable milestone is that downtown Hamilton can soon expect to see a major full service supermarket (owned by the Ocean's Fresh Food Group). This supermarket will service downtown workers and residents, and is expected to have a catalytic effect in attracting more residents by improving the perception of the downtown's livability.

Educational & Institutional Development

Another new development in the downtown is the McMaster Downtown Health Campus. The \$85M project will be located on the former site of the Hamilton-Wentworth District School Board headquarters and will open in 2014.⁶ The McMaster project will house 450 employees, 4,000 medical students and a local health unit that will serve 54,000 patient visits per year.

This project is undoubtedly an important one for the strength of downtown, yet it involved the demolition of a 1960s building. A couple of interviewees commented that even though the School Board's building was not a prized asset, it was nevertheless important to the City's built heritage. Interviewees frequently commented, in general terms, on the need to better understand and value downtown's heritage assets as this rich history is what sets downtown Hamilton apart from other emerging urban centres in the GTHA.

Other educational institutions such as Mohawk College and the main campus of McMaster also strengthen Hamilton and make a contribution to the downtown.

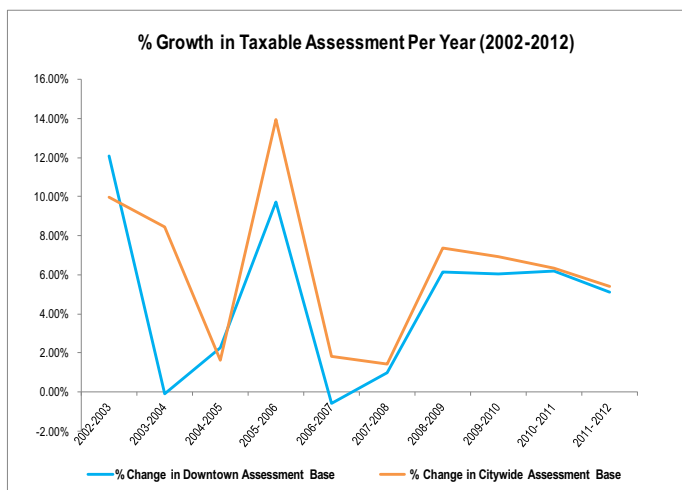
Tourism

Downtown Hamilton is increasingly working to position itself as an attractive tourism destination. To this end, the downtown has a growing number of cultural assets and events, such as the James Street Supercrawl that attracts approximately 75,000 visitors. Interviewees also suggested that redeveloping the waterfront and improving connectivity between it and the downtown could also bring about increased tourism opportunities. Enhancements to key facilities such as Copps Coliseum and new hotels such as Staybridge Suites, which opened in 2012 and Homewood Suites, scheduled to open in 2013 will also support downtown tourism.

⁶Craggs, S. 2012, 'Downtown making slow, sure gains - More businesses, more jobs, more people looking for a good restaurant' CBC News posted: May 14th, 2012, retrieved: <http://www.cbc.ca/hamilton/news/story/2012/05/14/hamilton-business-downtown.html>

Municipal Tax Base

The City of Hamilton and the downtown have experienced significant growth and investment over the past decade. Between 2002 and 2012 the citywide assessment base grew by 84% compared to 59% in the downtown. Moreover in the same period taxes levied citywide grew 35% compared to 11% downtown. Despite growth being more significant citywide, both the city and the downtown have experienced similar trends in growth year on year (illustrated below). These levels of growth are highly promising, although it will be important for the downtown to attract an increasing portion of investment if it is to act as an economic engine for the city. Presently (2012) the downtown provides 2.5% of citywide assessment value and generates 4% of the property tax base. These proportions have remained relatively unchanged over the past decade.



Jobs

The 2012 Hamilton employment survey records 24,015 jobs downtown. Approximately one quarter of these jobs (24%) are held by government workers (federal, provincial and municipal, including police). Professional and scientific jobs comprise another 17%; retail and entertainment jobs account for a further 15%; and finance, insurance and real-estate jobs account for another 12%.⁷ A major trend emerging in downtown Hamilton is the growth of its creative sector. For example, the creative industries accounted for 1,685 jobs downtown in 2010, which grew to 2,005 in 2011 and 2,060 in 2012.⁸

⁷ City of Hamilton, Jan 2013, '2012 Downtown Employment Statistics,' retrieved at: <http://www.investinhamilton.ca/wp-content/uploads/2013/01/2012-Downtown-Employment-Stats.pdf>

⁸ Craggs, S. 2012, 'Hamilton artists leading downtown's rebirth - Lower rents, creative culture draw hundreds of jobs, survey shows' CBC News posted May 4, 2012,



The Lister Block (reportedly Canada's first indoor commercial mall) came extremely close to demolition, yet Provincial government leadership led to the creation of a working group to explore all the options for the building. Fortunately, this process led to the successful redevelopment of this once again prized heritage asset.

A continuing challenge for those promoting downtown employment, however, is the strength of support for expansion of office parks in suburban Hamilton. Key among these opportunities is a plan to develop industrial property adjacent to the airport.

Downtown contributes

2.5%

of the municipal assessment base

Downtown generates 4%

of the City's tax revenue

Downtown has

24,015

jobs

retrieved at: <http://www.cbc.ca/hamilton/news/story/2012/05/04/hamilton-downtown-creative-jobs.html>

LIVABILITY

Is the downtown vibrant, liveable & connected?

Population

Downtown Hamilton is home to 13,700 residents or 3% of the City's population. An additional 48,635 people live in the surrounding neighbourhoods from Highway 403 to Wentworth Street between the Niagara Escarpment and the waterfront. These ~70,000 residents account for ~13% of the City's population. The City has had a strong focus on growing the downtown's residential population, however to date the results have been modest. Between 2001 and 2011 the downtown saw a 6% increase in population (or 800 new residents), compared to a 6% increase citywide. This trend will be important to understand to ensure the downtown is able to attract a growing number of residents into the future.

Diversity

Downtown Hamilton is ethnically diverse, with more than a third of its residents born overseas compared to a quarter citywide. The largest immigrant groups that comprise the downtown population are from the U.K, Portugal, Italy and Vietnam. Downtown Hamilton also has a younger population profile than the rest of the city, with 40% of its population aged between 20 and 40 compared to 32% citywide.

Land Uses

Downtown Hamilton is dominated by residential (36%), commercial (25%) and institutional (17%) properties. Residential properties are predominantly located along the edges of the downtown, while commercial and institutional properties are focused primarily in the centre of the downtown area. Hamilton also has a high percent of vacant properties (12%) and surface parking lots which offers significant opportunities for investment and redevelopment in the downtown core.

Housing

Development of new housing has been modest in downtown Hamilton over the past decade. Data provided by the City indicates that 919 new dwellings were built between 2001 and 2012. However, there are promising signs with new housing projects on the horizon such as Acclamation Lofts, Hamilton Grand, Jackson Apartments, Liuna Condos and Cornerstone Community Housing, all mixed use developments. Many more housing projects are expected to appear in the near future.

Downtown has

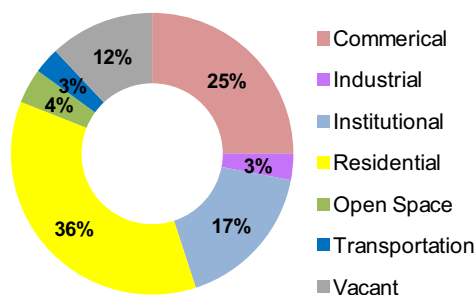
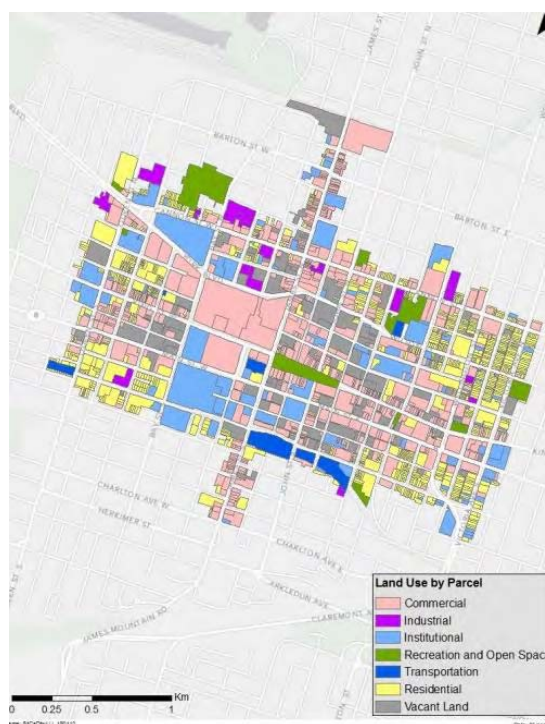
13,700

residents in 2011

38% of downtown residents are born

overseas, compared to 26% citywide in 2006

An important social housing project developed just west of downtown Hamilton is the Good Shepherd Square. This project provides affordable housing, as well as community and health care services to some of Hamilton's most vulnerable citizens. Interviewees generally considered this project as an



excellent example of downtown Hamilton's inclusivity and ability to serve all members of the community.



Good Shepherd Square is a landmark project that provides affordable rental housing, community facilities, health facilities and administrative space for the Good Shepherd offices.

Safety

Interviewees reported that downtown Hamilton is challenged by a perception that it is 'unsafe'. However, they felt this perception may be changing as a result of more people visiting the downtown and in reaction to a decade-long trend of declining crime rates. The most recent report by the Hamilton Police notes that between 2001 and 2011 Criminal Code violations citywide decreased by 29.7%.⁹

The City has also worked to ensure new developments are designed to positively interact with the street to enhance a sense of public safety. Moreover, a program called ACTION (Addressing Crime Trends In Our Neighbourhoods) was developed by the Hamilton Police Service which uses CPTED principles¹⁰ to focus on intervention, prevention, enforcement and community mobilization.

Public Realm

The City has strategically invested in a range of projects to enhance its public realm. For example, the City made a significant investment in renovating Hamilton's Central Library and Farmers Market. The City coordinated these renovations with the revitalization of York Boulevard and the return of two-way traffic to enhance the streetscape and create a more inviting facility. This investment represents the indelible linkages between well designed buildings, the public realm, beautification projects and the vibrancy of downtown.

A challenge and an opportunity for downtown Hamilton is the legacy of its urban renewal project from the 1960-1970s. This project involved the demolition of several Victorian era buildings and its fine grained street pattern¹¹ to make way for

new modernist forms and a 'superblock.' Today this area is known as Jackson Square and it contains some of the downtown's most important assets like the Hamilton Public Library, the Hamilton Farmer's Market, Copps Coliseum, Sheraton Hamilton, and major office towers including 100 King Street West, the Standard Life Building and Hamilton City Centre. Re-integrating Jackson Square with its surrounding streetscapes will be a critically important public realm project in the years to come. New developments such as the Nations Fresh supermarket and Anchor Bar are being designed to open up access and improve the streetscape.

Another important public realm challenge will be to enhance the downtown's heritage value. Interviewees frequently cited concern over the loss of downtown heritage buildings during the past few decades and highlighted the need for growing the dialogue around preservation and promoting local success stories like Liuna Station and the Lister Block. Interviewees agreed that it is the downtown's historic urban core that makes the City attractive to new comers who are looking to Hamilton as a place that can provide an affordable unique urban experience.



The City in partnership with the Downtown BIA have redeveloped and re-energized Gore Park by enhancing its facilities and introducing a range of activities.



One way vs. two way traffic flow has been a divisive issue in downtown Hamilton. Building complete streets with regard for the needs of pedestrians will be an important challenge for downtown Hamilton.

⁹ Hamilton Police (2011). 2011 Annual Report. Retrieved at: <http://www.hamiltonpolice.on.ca/NR/rdonlyres/44BFB155-303D-44C0-8BC4-6A582D988015/0/The2011ReportOct1.pdf>

¹⁰ CPTED is Crime Prevention Through Environmental Design

¹¹ Rockwell, M. 2009, 'The Facelift and the Wrecking Ball: Urban Renewal and Hamilton's King Street West, 1957-1971' retrieved at: <http://www.erudit.org/revue/uhr/2009/v37/n2/029577ar.html#re1no11>

Connectivity

Hamiltonians benefit from a well-established transportation network that makes it relatively simple to access the core. The City however, has been working hard to diversify this network and “put people first” by attracting greater investment in alternative modes of transportation, such as in transit (e.g. the proposed B Line Light Rail), cycling and pedestrian infrastructure.

More specifically, an important step that the City has taken to prioritize the movement of people in the core is the reintroduction of two-way traffic on some downtown streets. This move is intended to make the downtown more livable, safe and economically successful. However, returning two-way traffic flow to downtown streets has been subject to significant debate and controversy¹². It will be important that the City can continue to promote and build consensus regarding the benefits of designing streets for people as well as cars and move forward with these initiatives.

Another connectivity challenge for the downtown is the large number of surface parking lots, particularly on the edge of the downtown, which break up the street facade between the central business area and nearby residential areas, reducing the attractiveness of the pedestrian environment. In the longer term however, these sites do represent exciting new development opportunities for both the public and private sector. The proposed John Rebecca Park is an example of a public investment that would transform a parking lot into a major new asset and focal point for the downtown core.¹³

STRATEGY


Is the City Strategically Investing in Its Future?

Approach to Downtown Investments

Over the past decade, the City has pursued a substantial public investment program in downtown Hamilton. The City has generally directed its investments towards upgrades to the public realm, city infrastructure and arts and cultural facilities. An interviewee mentioned that during the 2009 economic downturn, the City led many important downtown construction projects to stimulate the local economy and maintain the health of the construction trades. Key projects such as the Library and the Farmers Market commenced during this time period.

These investments have also helped grow the profile of downtown Hamilton and have created many important building blocks for moving forward on downtown revitalization initiatives into the future. The City has also placed a strong focus on planning for growth and significant resources have been committed to undertaking master plans. Investing in these planning processes will become increasingly important given that the City is teetering on the brink of increased levels of growth with outward pressure coming from the GTA.

These investments are highly strategic, as a report prepared for the City by the Canadian Urban Institute¹⁴ assessed investment practices across the wider city and concluded that the City would achieve the best returns on investment by focusing on projects in the downtown. Over the past 10 years, the City of Hamilton has invested approximately 5% (on average) of its capital budget into downtown projects and infrastructure. Investment in the downtown has generally trended upward over the past decade.



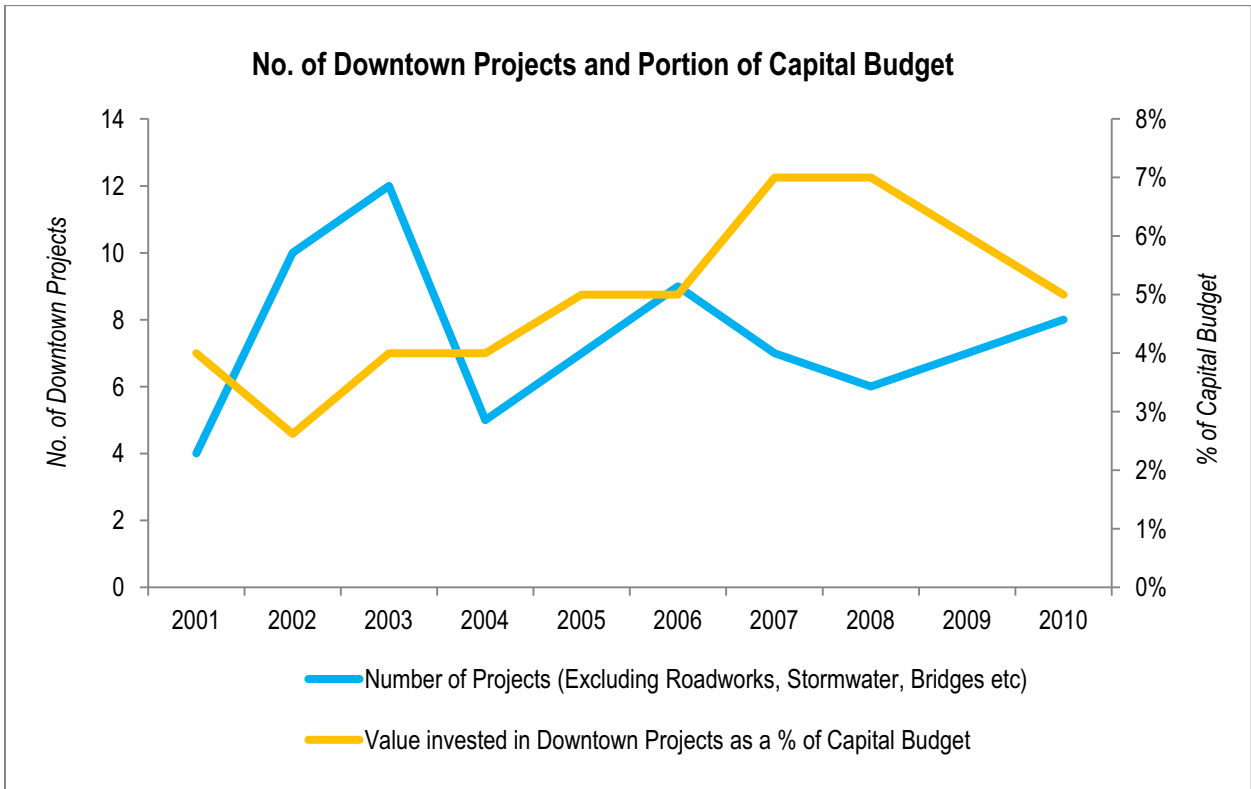
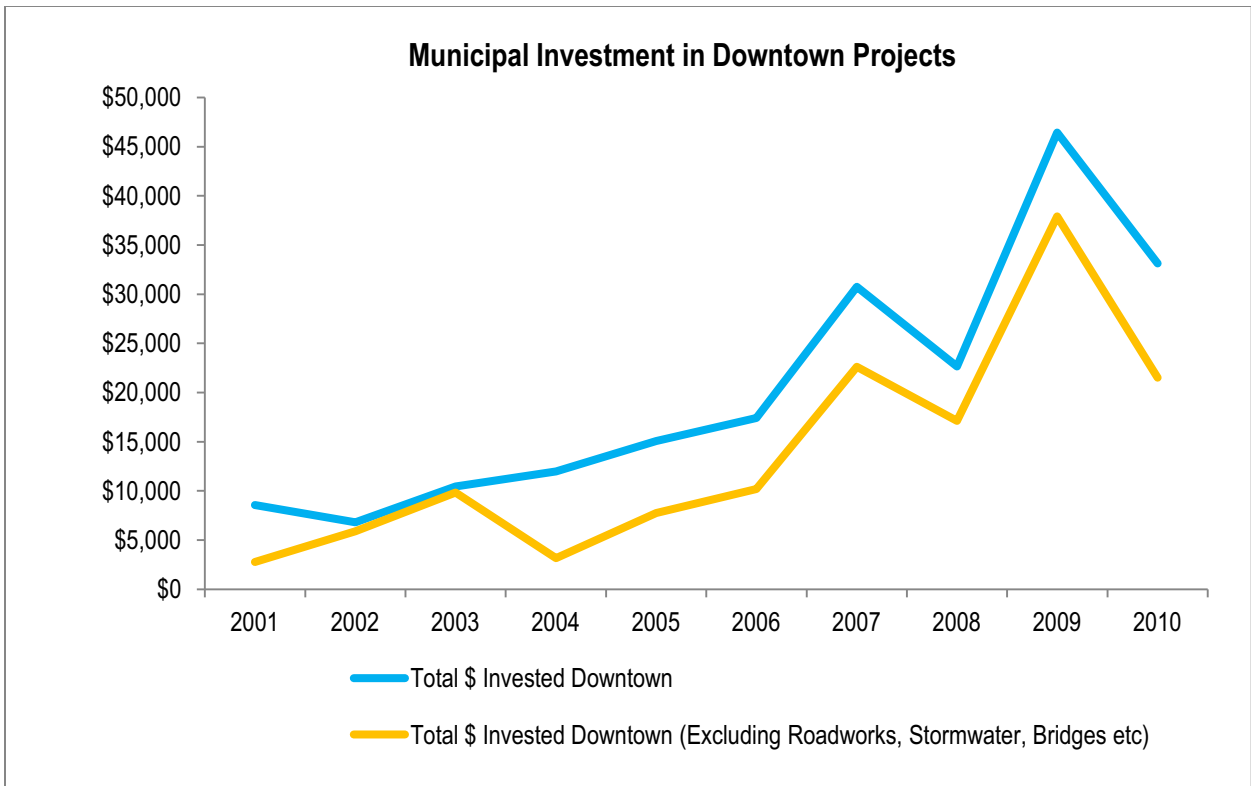
“One of the most exciting things happening [in Hamilton] right now is the growing arts scene. The downtown is a hub for both local and international artists”

¹² McGreal, R. and Bratina, B. ‘One or two way streets in Hamilton: the debate rolls on’ special to CBC News posted Sep 9, 2012 retrieved at: <http://www.cbc.ca/hamilton/talk/story/2012/09/09/hamilton-two-way-street-debate.html>

¹³ City of Hamilton website, John Rebecca Park, retrieved at:

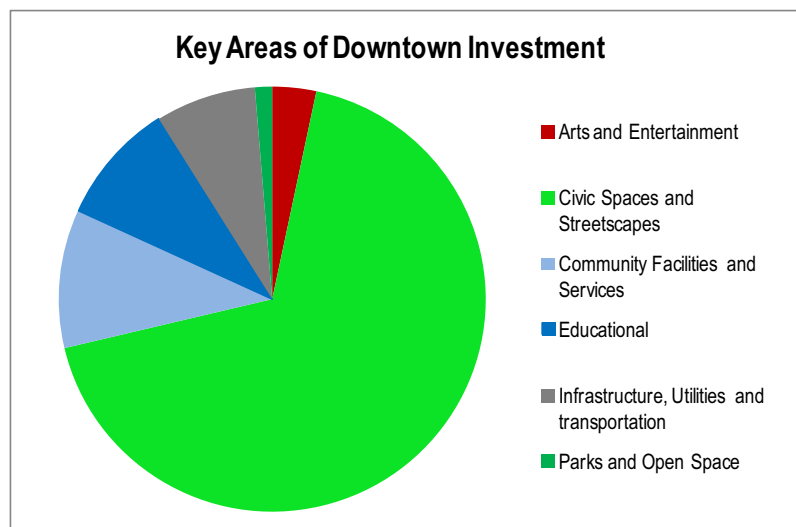
http://www.hamilton.ca/CityDepartments/PublicWorks/Environment_Sustainable_Infrastructure/OpenSpace/John+Rebecca+Park.htm

¹⁴ The Canadian Urban Institute, 2010 (Jan), Building Momentum: Made in Hamilton Infrastructure Solutions, retrieved at: <http://www.canurb.org/content/publications-reports-public-archive>



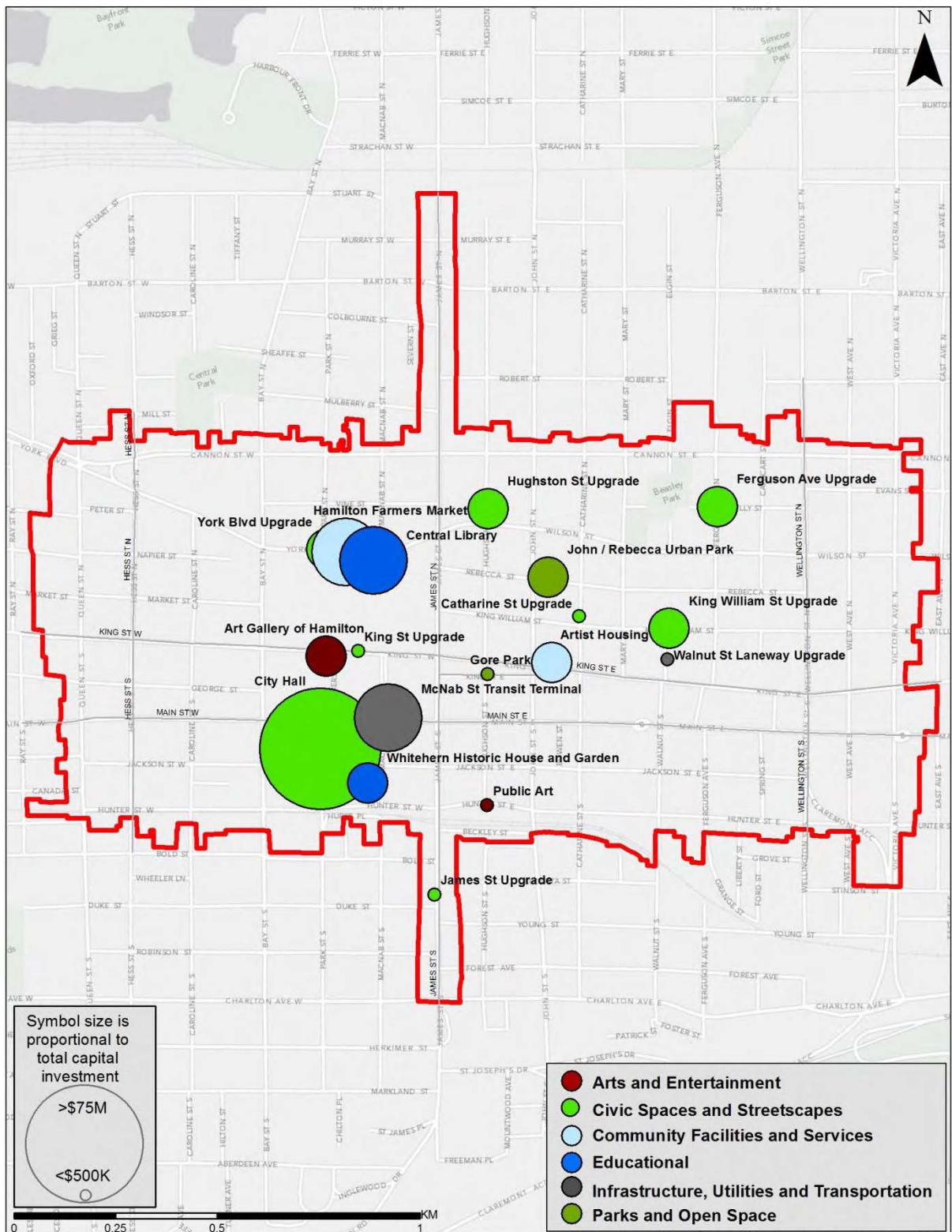
Summary of Municipal Capital Investments

Project Title	Investment
Hughston St Upgrade	\$2,804,000
James St Upgrade	\$200,000
Catharine St Upgrade	\$100,000
York Blvd Upgrade	\$1,100,000
Public Art	350,000
King St Upgrade	\$217,000
Ferguson Ave Upgrade	\$1,790,000
Walnut St Laneway Upgrade	\$150,000
King William St Upgrade	\$2,339,000
Art Gallery of Hamilton	\$3,760,000
City Hall	\$75,210,000
Whitehern Historic House and Garden	\$1,220,000
Hamilton Farmers Market	\$9,455,000
Central Library	\$10,180,000
McNab St Transit Terminal	\$9,250,000
Artist Housing	\$3,490,000
John / Rebecca Urban Park	\$1,200,000
Gore Park	\$410,000
Total on Map	\$123,225,000
Total Unmapped	\$14,222,000
Infrastructure Projects (Included Roadwork, Bridges, Sewage, Stormwater Works etc)	\$64,460,000
Total Projects	\$201,907,000



This chart (left) breaks down City investments into a series of general categories. It is apparent that the City has had a strong focus on investing in civic spaces and streetscapes, as well as in community facilities and services.

Municipal Capital Investments in Downtown Hamilton – 2001 – 2010



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Date: 29/04/2013

Pattern of Investment:

Improving Public Realm

The City of Hamilton has made improving the pedestrian experience a top priority in revitalizing their downtown core. To this end, the City has developed several streetscape master plans and made some significant investments in upgrading the design qualities of several downtown streets.

For example, investments in King William Street demonstrate the City's willingness to plan and then implement streetscape improvements. On King William Street, a large emphasis was placed on enhancing local commerce around residential areas by widening the sidewalks, creating pedestrian crossings and encouraging public art. Additionally, the Hunter Street Mobility Project aims to enhance the pedestrian experience by diversifying mobility options with proposed bicycle lanes and a rail terminus at the gateway to the downtown. Hess Street also saw some streetscape upgrades between King and Main Streets.

The downtown's public realm has also been improved by investing in downtown parks and plazas. The preliminary efforts to revitalize Gore Park have been very successful and the space has been re-energized and programmed to provide an active and interesting space for the community. For example, food trucks come to this promenade and provide an exciting focal point for park users. This is only the beginning as there is still much work planned for Gore Park under the Gore Master Plan.

Also, in the summer and fall of 2012, a pilot project called The Gore Pedestrianization Project saw the closure of King Street from James to Hughson Streets to vehicle traffic. Large planters were put in at Hughson and James Streets to create the pedestrian only space. Crosswalks were also raised to facilitate a barrier-free pedestrian connection between Gore Park and storefront sidewalk. This project will continue for summer of 2013 and will again coordinate with the Downtown Hamilton BIA's Gore Park Summer Promenade Program.

The City has started to undertake important ground work to develop the John and Rebecca Urban Park including environmental remediation of the land.

The proposed John and Rebecca Urban Park is an exciting project conceived by the City of Hamilton that would see the transformation of a downtown parking lot into a multi functional park.



People line up for a food truck in the recently revitalized Gore Park.



Investing in City Infrastructure

Major upgrades to key pieces of the City infrastructure have created a foundation to help the downtown thrive into the future.

A municipal investment in a district energy system (DE) made in 2002 is beginning to pay off, providing existing and future customers with reliable, cost-effective thermal energy as well as a way to reduce greenhouse gas emissions. The district energy project, which is located on a school property, consists of a gas fired combined heat and power engine to produce 3.3 MW of electricity and 85% of the district heating system's annual thermal energy requirements. For a city's investment strategy to be successful over the long-term, however, all levels of government have to work together. Despite the best efforts of municipal officials, the newly constructed federal building was built with a conventional heating and cooling system, depriving the fledgling DE system of an important customer. (More recently, Hamilton Community Energy worked collaboratively with NRCan to establish a DE system in the McMaster Innovation Park.)

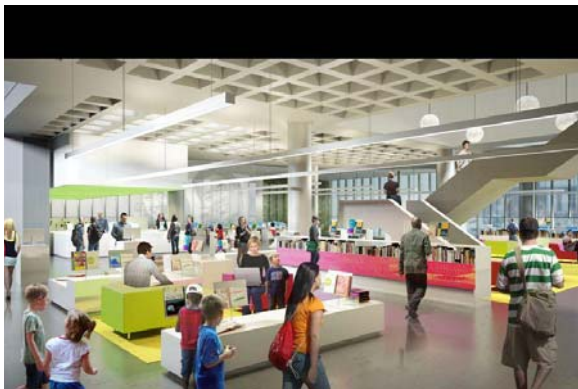
The new MacNab Transit Terminal was opened in 2011. The new modern terminal provides heated platforms, new bus shelters, a landscaped "green" roof, enhanced access for wheelchairs and bikes and public washrooms. The new location of this terminal is highly strategic, as the former location adjacent to Gore Park created significant amenity impacts. Therefore, relocating the transit terminal not only provides improved transit services, it also maximizes efforts to revitalize Gore Park.



New transit terminal reflects the City's efforts to encourage alternative modes of transportation. It has also maximized efforts to revitalize Gore Park, by relocating this use from the park perimeter to a less sensitive area.

City Hall has also received a \$75M renovation. This upgrade has been sensitive to the building's heritage values and includes renovations to both interior and exterior of the building so it can better meet the needs of the Council and the public. This represents an important investment in City infrastructure.

The City also made a significant investment in renovating Hamilton's Central Library and Farmers Market. The City strategically coordinated these renovations with the revitalization of York Boulevard to enhance the streetscape and create a more inviting facility. The modern design provided by the Library contributes to its functioning as a learning centre for the community. The Farmers Market has also been expanded to provide a more attractive setting, able to offer a wider range of fresh foods to the community. These projects build on the livability of downtown Hamilton and provide important services to downtown visitors, workers and residents. These projects have also been successfully integrated with the district energy system operated by Hamilton Community Energy, a division of Mac Hamilton Hydro Services.



Central Library provides an inspired space for the community to gather in downtown Hamilton.

Investing in Arts and Culture

Downtown Hamilton is emerging as an important hub for artists and the City has been supporting this by investing in public art facilities and programs. The City made a major investment in the Art Gallery of Hamilton (AGH) and continues to support it. The satellite Design Annex on James Street North is self-supporting. These improved facilities are major cultural assets for the downtown and provide flexible spaces for the community to interact with each other, the urban core and local art works.

The City of Hamilton has also developed initiatives to enhance public art through streetscape master planning and innovative programs. For example, the King William Art Walk Public Art Project provides three benches designed by local artists. This initiative was recently expanded to include all the Business Improvement Areas.



The Design Annex (part of the AGH) sells art, furniture and other home-related items from Canadian artists and designers. The Design Annex also includes an event space that can be used for performances and exhibitions.

Another initiative is the downtown public art reserve fund that was established in 2011 as part of an update to the city-wide Public Art Master Plan. The Public Art Reserve fund is funded through voluntary developer contributions in lieu of the portion of development charges that are not waived in the Downtown Community Improvement Project area.



From left to right, John Carter, Soles; Joan Sturch, Leaf Bench; Steven Twigg, Tentacle Spectacle.

The City has also invested approximately \$3.5M in live/work accommodation for artists at City Housing Hamilton's project at 95 King Street East representing support for the downtown's emerging artistic community. It will be important that the City can continue to build lasting relationships with local artists, both through these types of strategic investments but also through flexible application of policies. It is highly likely that as this community grows it will seek to use city spaces in ways that had never been considered by planning policies. A flexible approach from the City will be important for letting the community have the freedom to thrive into the future.

NORTH VANCOUVER

Maritime meets mixed use.....

Snap Shot of North Vancouver

- Independent city on the North Shore; part of Metro Vancouver.
- Highly urbanized and growing city.
- Excellent SeaBus connections to Vancouver.
- Strong maritime history.
- City has a strong focus on sustainability.
- Hosts Maritime Campus for British Columbia Institute of Technology.
- A gateway to nearby natural wonders- Grouse Mountains, Cypress Mountains, Capilano Suspension Bridge etc.



North Vancouver has a proud maritime past and has authentically incorporated this legacy into its growing downtown. This balance between the downtown's past, present and future can be seen along the waterfront, where former industrial activities compliment new mixed-use developments and quality public spaces. The waterfront also exemplifies the City's commitment to environmental sustainability with a highly successful district energy system and trails to support alternative modes of transportation. Downtown North Vancouver also has an important role regionally, serving the North Shore community and providing access to a diverse, energetic and well-served urban core. However, the downtown faces a series of challenges in moving forward. These include limited land supply to accommodate new development, housing affordability, a need to increase tourism and growing a stronger employment base.

Downtown North Vancouver Timeline

North Vancouver lands were originally occupied by the Squamish People through 16 tribes, before amalgamating into one, "Squamish Indian Band", when contact was made with European settlers.

1865 – Sewell Prescott Moody (founder of Moodyville) purchases local mill situated east of present-day downtown North Vancouver.

1907 – Incorporation of the City of North Vancouver. City becomes known as the "ambitious city to rival Vancouver."

1900 – A ferry dock is built to provide regular service to the city centre of Vancouver

1925 – Opening of Second Narrows Bridge. This rail and road bridge increases car traffic and commerce in the city.

1938 – Lions Gate Bridge is constructed to open incoming traffic for North Vancouver. The bridge was funded and built by the Guinness family, of the Guinness brewery. In 1963, the province of BC purchased the bridge.

1947 – The 3 streetcar lines stop running. Buses take over streetcar routes.

1966 – North Vancouver Recreation Centre complex opens at Lonsdale and 23rd Street. It is the first recreational-cultural complex in BC.

1980 – First Official Community Plan is approved after an intense 5-year community planning effort.

1986 – City of North Vancouver is "The Gateway to Expo '86" and hosts some events on the North Shore.

1992 – After 86 years of business, the Versatile Shipyards close. New plans for their redevelopment are drawn up by a tri-partnership between the City, Port of Vancouver and Price Waterhouse Coopers.

1999 – Redevelopment of Harbourside Business Park. Becomes a centre for commercial and light industrial businesses.

2005 – "The Pier" waterfront opens. Reconstruction of old Burrard Dry Dock piers linked by a waterfront walk provides first public access to that part of the waterfront in 100 years

2011 – \$88 federal ship building contract was awarded to Seaspan Marine. This building is located in the District of North Vancouver, but is within close proximity to downtown North Vancouver.

1941-1945 – More than 100 ships are built on the waterfront. Vital supply lines from North America to warfronts in Europe and Asia are established.

1958 – Ferry system closes. Without ferry and streetcar transport, residents and commuters increase dependence on automobiles.

1977 – SeaBus service is provided for commuters along the city's central waterfront.

1977 – Lonsdale Quay Development Corporation begins to manage the land assembly, purchase and development of lands around the Lonsdale terminal.

1988 – Lonsdale Quay Market is established. This transforms Lower Lonsdale from its industry-based roots to a more diverse downtown and further attracts retail to the waterfront.

1998 – The City of North Vancouver begins marketing their 75 city-owned properties which help to kick-start development and revitalization in Lower Lonsdale.

2004 – The John Braithwaite Community Centre opens delivering 35,000 sq ft community space in Lower Lonsdale.

2010 – Cypress Provincial Park (North Shore) hosts freestyle skiing and snowboarding events for the Winter Olympics.

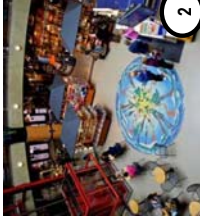


Context Map: Key Assets and Features in the Downtown



Downtown North Vancouver consists of two districts, Central and Lower Lonsdale. Lower Lonsdale extends along the waterfront and Central Lonsdale radiates outward from the upper portion of Lonsdale Avenue. The two commercial districts associated with these areas are separated by a steep hill.

1



Shipyards (1)

Developed in the 1906, the Shipyards grew into one of the most impressive industrial operations in Western Canada. Shipbuilding facilities closed down in 1992 to give way to retail and commercial space. Today, the Shipyards remain an important space for the Lower Lonsdale Pier Development project.

2



Lonsdale Quay Market (2)

With over 90 shops and services, this market originally opened for the Expo '86. Today, it features a hotel, a play area for children, boutique shops, restaurants and fresh produce. Events—such as holiday baking, fall festivals and Sunday concerts—make this market a major attraction for the downtown.

3



SeaBus Lonsdale Terminal (3)

The SeaBus at Lonsdale Terminal connects passengers from North Vancouver to downtown Vancouver. As part of its public transportation system, it stops at Lonsdale Quay. The Quay features an adjacent bus loop, which together form a major transit hub for downtown North Vancouver.

4



North Vancouver Museum & Archives (4)

Established in 1972, this museum showcases the development of North Vancouver. It provides exhibits that document staple industries, such as logging and shipbuilding. Its educational events and services benefit local residents, schools and policy-makers.

5



Trans-Canada Trail Pavilion and Waterfront Park (6)

This heritage landmark and national monument honours Canada's First Nations. It is the world's longest recreational trail stretching from coast to coast (17 900 km of land) and aims to bridge cultures and communities across the country despite geographical distance. It is located in the City's Waterfront Park.

Queen Mary's Elementary (5)

First built in 1914, Queen Mary Elementary is a designated heritage property known for its architectural importance. A multi-million dollar renovation has begun to bring it to LEED Gold standards while preserving its historical exterior.

Green Necklace (7)

The Green Necklace is described as the City's "urban gateway," and it is a green loop that will encircle the Central Lonsdale area (construction began in 2002). This 7km long trail is being designed to serve recreational, ecological, and sustainability needs of the community.

Lower Lonsdale Community Garden (8)

Built in 2004, this garden contains 50 community garden plots for vegetables and flowers. It aims to promote growing and eating local produce as well as reconnecting urban residents with nature. It is located next to the John Braithwaite Community Centre, which has been a major investment for the City as a part of the Community Facilities and Services upgrades.



Source: Bing Maps



Spirit Trail (9)

The Spirit Trail is a pedestrian and cyclist friendly trail that will travel throughout North Shore communities from Horseshoe Bay to Deep Cove. It is designed to travel along the waterfront as a multi-use trail providing connectivity within and between cities.

City Hall and Library (10)

North Vancouver City Hall is located within Central Lonsdale and is home to government operations of the City of North Vancouver. The building was recently renovated and reflects the City's sustainability aspirations. It is connected to Civic Square, which is also home to the new North Vancouver City Library, a state-of-the-art facility with sustainability features.

Burrard Dry Dock Pier (11)

This 700-ft pier serves as a public promenade and docking area for leisure boats and ocean-bound visiting ships. It aims to transform the city's waterfront through hosting summer parties and concerts, providing over 1000 apartment units and 50 surplus underground parking stalls for public use.

Centennial Theatre (12)

This performing arts centre features 705 seats and is home to local and international performing artists and film festivals. It was established in 1966 to commemorate the centennial celebrations of Canada.

ICBC (13)

The Insurance Corporation of British Columbia Headquarters is located in downtown North Vancouver. ICBC is an insurance company that was established in 1973 by the government of British Columbia.

Mission Reserve (14)

The Mission Reserve is located around the historic St. Paul's Church and is one of the original reserves established for what has become the Squamish Nation. The Squamish Nation administers these lands independently. The City and the Nation have a variety of services and access agreements.

British Columbia Institute of Technology Marine Campus (15)

The Marine Campus is one of six BCIT campuses spread throughout the Greater Vancouver Area. The campus is located in close proximity to the SeaBus Terminal and Lonsdale Quay. This campus brings students to the downtown core.

Lions Gate Hospital (16)

Lions Gate Hospital is located in Central Lonsdale and is one of the City's top employers. The hospital is one of five neurosurgery centres in B.C. and the fourth busiest in Vancouver.

Presentation House Theatre (17)

Presentation House Theatre is a community-based performing arts theatre that provides cultural education programs for local youth. The City is committed to investing in arts and culture and has contributed \$820,000 to the theatre.

Harbourside Business Park (18)

Originally a lumber mill and log sorting site, the Harbourside Business Park is 900,000 square feet of commercial space located in the City of North Vancouver, just west of the downtown. Transformed in 1996, it provides over 3,900 jobs in the local economy.

John Braithwaite Community Centre (19)

Opened in 2004, the John Braithwaite Community Centre is a 35,000 sq ft centre that provides programs, events, and services to the Lower Lonsdale community. The center is equipped with a senior centre, youth centre, a family centre, a modern art studio, fitness centre, a gymnasium, a dance studio, community meeting rooms and offices, a kitchen, and a public-use computer area. It partners closely with the City of North Vancouver, the North Vancouver Recreation Commission, and the North Shore Neighbourhood House.

VISIBILITY

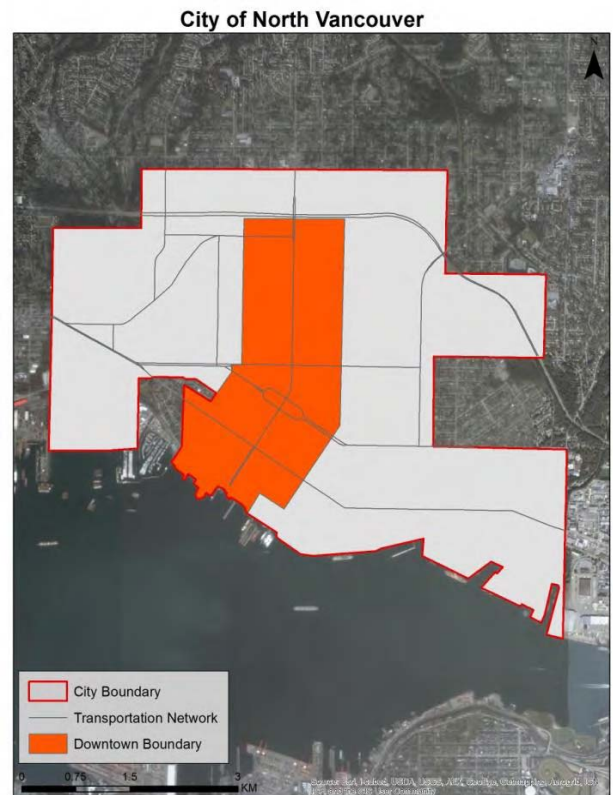
Does the downtown have an integral role in the life of the wider city?

Downtown North Vancouver is a linear downtown that emerged along Lonsdale Avenue. Due to a steep hill, the downtown is generally made up of two distinct areas; Lower Lonsdale, located on the waterfront at the south end of the downtown (or at bottom of the hill), and Central Lonsdale located at the north end. Historically, a streetcar running along Lonsdale Avenue connected these two areas, and two other lines ran from the Foot of Lonsdale to Capilano in the west and to Lynn Valley in the east both located in the District of North Vancouver. This streetcar network connected residents across the City and the District of North Vancouver with the industrial and maritime employment base along the waterfront.

In the post-war era, North Vancouver's shipbuilding industries started to contract, and the ferry and streetcar services were discontinued. These changing economic conditions were a major challenge for the downtown and reportedly left Lower Lonsdale with a derelict shipyard and Central Lonsdale with fewer bank branches and businesses. However, interviewees reported that the downtown did not spiral too far downward because of the physical constraints on the City that limited outward expansion and kept attention on the downtown, as well as the city's position of good access to the rapidly growing Greater Vancouver Region.

A period of re-investment and renewal was also sparked in the 1980's with the creation of the Lonsdale Quay Development Corporation, a provincial initiative supported by the City, which included development of the Lonsdale Quay Market. Since this time, the City has continued to be a leader in revitalizing Lower Lonsdale and has invested in a range of new public facilities, as well as taking on risks associated with rehabilitating contaminated and abandoned industrial sites. These brownfield investments have stimulated private sector projects, including new office buildings, two hotels and several condominium buildings. It will be important for this revitalization process to continue, as parts of Lower Lonsdale remain underutilized. Central Lonsdale has also seen increased investment from both the public and private sectors. More recently, the City has led projects that have enhanced City Hall, the central library and downtown parks. This approach will help to ensure that both components of downtown North Vancouver remain strong into the future.

The revitalization processes have increased the visibility of downtown North Vancouver, as well as increased the availability of retail, cultural and entertainment facilities in the core. The downtown has also increased its regional visibility, and from downtown Vancouver the view to North Vancouver has literally been transformed over the past 20 years. The redevelopment of former industrial lands has created a visible concentration of mixed use development within this growing city. However, the City will need to continue to work hard to attract new commercial uses to its downtown so it can emerge as a vibrant, mixed use hub that is able to serve its growing community.



Downtown comprises

22%

of total city area (324 ha)

60%

of the population live downtown

(29,140)

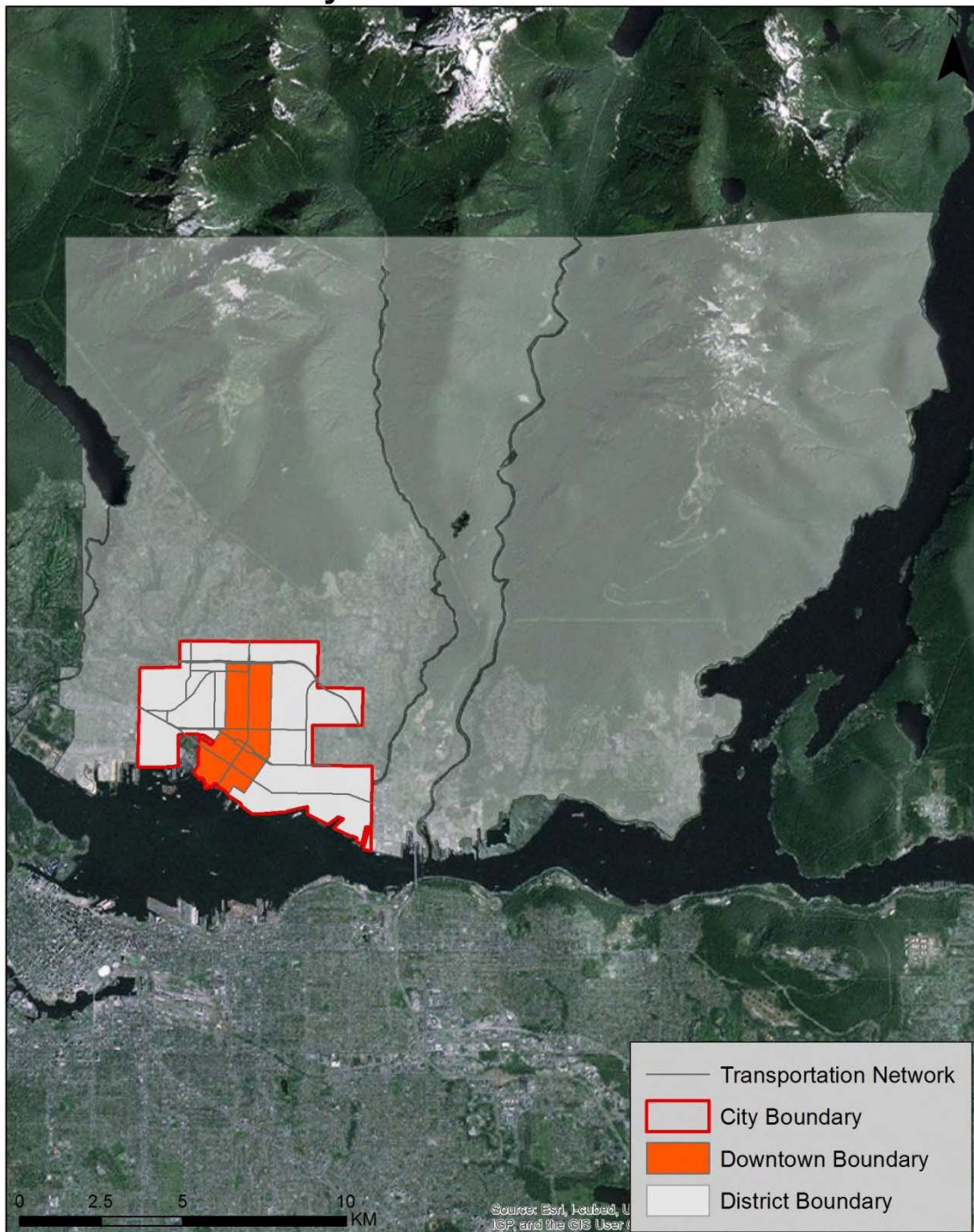
or 85 people/ha

Downtown has

39 jobs/ha

or 12,730 jobs in 2006

City of North Vancouver



The City of North Vancouver is surrounded on three sides by the District of North Vancouver – a district municipality (fewer than 5 people/ha). The City of North Vancouver, the District of North Vancouver, and the District of West Vancouver comprise the area commonly referred to as the ‘North Shore.’ Although the boundary for the District of North Vancouver spans well into the Coast Mountains, urban growth and development is restricted by the mountains and the majority of new development is focused within the City of North Vancouver and more specifically in downtown North Vancouver. Downtown has become “the downtown” for all of North Vancouver (City and District of North Vancouver).

City of North Vancouver's main spine – Lonsdale Avenue with Mount Fromme in the background

Photo Courtesy: The City of North Vancouver



City of North Vancouver's newly renovated Library – The City invested nearly \$34M from 2000-2012.

Photo Courtesy: The City of North Vancouver



VISIONARY

Does the downtown have strong leaders who collaborate to achieve a shared vision?

The City of North Vancouver envisages a sustainable, prosperous and vibrant downtown and is actively working to attract a growing number of residents, jobs and tourists. To this end, revitalization initiatives have focused on promoting a variety of land uses, attracting a diverse population base, achieving high- quality architecture and urban design and protecting the natural environment.¹

Vision

A critical element of the City's downtown vision has been to revitalize its waterfront and open these lands to investors and the wider public. In 2005, the City established the Waterfront Project to create a focus around waterfront redevelopment opportunities and preserve its waterfront industries. Some highlights along the waterfront include the Waterfront Park, the North Shore Spirit Trail, Habourside Business Park, The Shipyards and Lonsdale Quay. Another project which reflects the City's commitment to a more sustainable downtown is the district energy system. This system is now providing North Vancouverites with some of the most economical energy in the region.²

The City is also increasingly focused on Central Lonsdale; recognizing that the plan for the area had not been updated since the late 1960s.³ Planning studies, including the Official Community Plan review process currently underway, are examining the issues in this area and seek to establish goals and policies working to address issues around affordable housing, intensification, improved design, walkability and sense of place. The City has also invested in some key public facilities and community services in Central Lonsdale, such as City Hall and the library.

Additionally, the City envisages a growing number of tourists' downtown. The City has identified an overarching goal in its Official Community Plan to increase leisure and cultural facilities in Central and Lower Lonsdale, in close proximity to public transit.⁴ These types of improvements will help attract a growing number of tourists from Metro Vancouver and beyond.

Regionally, Metro Vancouver's Strategic Plan (The Regional Growth Strategy) also expresses a vision for downtown North Vancouver. This Plan identifies 'Lonsdale Regional City Centre' as an 'Urban Centre:' a focal point for concentrated growth and transit, and a priority location for employment, services, high density development, and other social uses.⁵

Leadership and Collaboration

The City's elected officials have shown strong leadership in achieving a more sustainable downtown. For example, Mayor Darrell Mussatto and Council renewed their commitment to greenhouse gas (GHG) reduction through the expansion of the award-winning Lonsdale Energy Corporation (LEC), working to lessen operational and community-based GHG emissions⁶ and investing in transit and alternative modes of transportation to encourage walking and cycling.

Despite this strong public leadership, the downtown renewal process has faced some challenges. For example, the downtown business community lacks a business improvement association (BIA) to promote a coherent voice and vision for the future. It was also reported that some members of the community held concerns about new higher-density development forms and the impacts these have on neighborhood character and amenity. Bringing together these competing views will be critical to the success of ongoing revitalization efforts into the future.

¹ City of North Vancouver Website, *Sustainability in the City*, accessed:

<http://www.cnv.org/server.aspx?c=3&i=484>

² City of North Vancouver Website, *Lonsdale Energy Corporation*, accessed:

<http://www.cnv.org/server.aspx?c=2&i=98#lowestrates>

³ City of North Vancouver Website, *Updating Central Lonsdale & Reviewing Rental Housing Options*, accessed:

<http://www.cnv.org/c/data/2/237/Noshow/1%20-%20Land%20Use%20&%20Buildings.pdf>

⁴ City of North Vancouver, *Official Community Plan*, Chapter 10, accessed:

<http://www.cnv.org/c/DATA/3/636/-CHAPTER%2010%20LEISURE%20AND%20CULTURE.PDF>

⁵ Metro Vancouver Regional Growth Strategy, *Metro Vancouver 2040, Shaping Our Future*, accessed:

<http://public.metrovancouver.org/planning/development/strategy/RGSDocs/RGSAadoptedbyGVRDBoardJuly292011.pdf>

⁶ City of North Vancouver Website, *Office of Mayor Darrell Mussatto*, accessed:

<http://www.cnv.org/server.aspx?c=1&i=315>

PROSPERITY:

Is the downtown's economy robust and innovative?

North Vancouver's downtown economy is primarily focused on providing goods and services to its growing residential population. However, the downtown is also home to some head offices, a growing number of creative industries and expanding cultural and educational institutions. Additionally, an \$8B federal shipbuilding contract was awarded to Seaspan Marine in 2011,⁷ which will bolster the downtown economy, given that these shipyards are located in the District of North Vancouver, just west of the North Vancouver's downtown core.

Residential Development

Downtown North Vancouver has seen significant residential growth, with \$168.8M invested in residential projects between 1997 and 2012. Over the past three census periods (between 2001 and 2011) the downtown added nearly 2,100 dwellings.

The downtown is the focus of citywide growth because the City of North Vancouver has reached its developable boundary. This has resulted in a shift from building single detached homes to maximizing the land with higher-density infill development forms, including high-rise, mid-rise, duplexes, town homes, coach houses etc. This higher-density development assists in not only increasing housing choice but also addressing issues around housing affordability,⁸ given that North Vancouver has some of the highest housing prices in the Metro Vancouver Area.⁹

Office Development

Office growth occurred in North Vancouver in the 1970's following the reintroduction of the SeaBus passenger ferry.¹⁰ This growth continued through the 1980's but was affected by the recession that occurred in the later part of the decade. Over the past ten years (2002-2012), the City of North Vancouver has added approximately 87,000 sq. ft. to its office inventory and has maintained an average vacancy rate of 9%.¹¹ With the recent approval of the Onni Project at 13th and Lonsdale, 174,000 sq. ft of commercial space will be added to the Central Lonsdale area, including 47,000 sq. ft. of office

⁷ Payton, L., 2001, *Halifax, B.C. yards win shipbuilding work*, CBC News, published Oct 19, 2011, accessed:

<http://www.cbc.ca/news/politics/story/2011/10/19/pol-shipbuilding-announcement.html>

⁸ Ibid

⁹ Eberle, M., Kraus, D., Thomson, M., & Woodward, J. (2011) *Municipal Measures for Housing Affordability and Diversity in Metro Vancouver*,

accessed: <http://www.housing.gov.bc.ca/pub/CMHC/MunicipalMeasures.pdf>

¹⁰ City of North Vancouver, *Official Community Plan, Chapter 2*, accessed:

<http://www.cnv.org/ci/DATA/3/636/-CHAPTER%2002%20INTRODUCTION%20TO%20THE%20OCP.PDF>

¹¹ Data generously provided by CBRE

\$168.8 M in residential
construction downtown between
1997-2012

\$224.2 M
in non-residential construction
downtown (incl. mixed use
development) between 1997-2012

Between 1997-2012 downtown has
attracted an average of

47% of total
construction value

space which the City negotiated as part of a density bonus. Also, a larger amount of institutional offices are relocating to the downtown (City Hall and North Vancouver School District offices, etc). North Vancouver is currently home to headquarters for ICBC and A&W Food Services. Additionally, Harbourside Business Park is home to over 50 businesses and employs 3,000 people in 900,000 sq. ft. of office/commercial space.¹²

During the past ten years, the City of North Vancouver has been making some small but important steps to increasing office development within the City and downtown. Yet, the City continues to play a relatively minor role in Metro Vancouver's total office supply, providing 4% of the total inventory. The City will have to overcome a range of challenges, largely related to land economics, to see significant growth in this sector.

Retail Development

Supported by a growing residential population, the downtown retailing experience in North Vancouver has reportedly been improving with a growing number of local businesses. Several interviewees pointed out that Lower Lonsdale, in particular, has seen the emergence of several new restaurants and is emerging as a recognized destination for dining. The downtown is also accommodating several national retailers, such as the IGA Marketplace and Boston Pizza. The City continues to look at ways of broadening the scope of retail in

¹² City of North Vancouver Website, *Harbourside Business Park*, accessed: <http://www.cnv.org/server.aspx?c=2&i=215>

the downtown through a combination of private and public developments. For example, the City of North Vancouver is working on the redevelopment of the central waterfront area into a mixed-use residential, commercial and cultural precinct.

Also notable are recent efforts to develop a BIA in Lower Lonsdale. The Business Improvement Areas of British Columbia (BIABC) has been working in collaboration with the Lower Lonsdale Business Association to create a BIA. Establishing this type of organization should help to enhance the safety, look and feel of Lower Lonsdale, attracting more visitors to shop and dine, as well as drawing new businesses to the area. A BIA could also create a stronger sense of unity between downtown businesses.

Institutional Development

Downtown North Vancouver supports the Marine Campus of the British Columbia Institute of Technology (BCIT). This large institution provides training for marine engineers, crew, pilots and other maritime professionals. There is significant potential for the City to build on this function in light of the \$8B shipbuilding contract. One interviewee suggested there may be opportunities for BCIT to collaborate with local high schools to foster the skills and expertise needed to support new shipbuilding activities. The City is also investigating other opportunities to accommodate post-secondary institutions in the downtown.

The downtown also includes City Hall, the City Library, new offices for the North Vancouver School District, RCMP Department, Fire Hall and Lions Gate Hospital.

As part of the Waterfront Project, the City partnered with local institutions and the federal and provincial governments to develop a National Maritime Centre in Lower Lonsdale. However, these plans were put on hold when federal and provincial funding ended due to economic reasons. Although this project was never realized, it demonstrates the City's initiative to create a successful partnership among many stakeholders and their ingenuity and leadership in implementing their vision for Lower Lonsdale.

Jobs

In 2006, downtown North Vancouver provided 12,730 jobs.¹³ Approximately one quarter (26%) of the jobs are in the health and social services sector; 19% are in finance and insurance

industries, 8% are in the retail trade industries. Lions Gate Hospital and the ICBC head quarters are the largest employers' downtown.¹⁴

Tourism

Downtown North Vancouver is an important gateway to a wide range of tourist attractions on the North Shore. Day-trippers often take the SeaBus to the Lower Lonsdale Quay, where they can easily access several natural attractions and parks to go hiking, skiing or mountain bike riding.

The challenge for the downtown will be to capitalize on this strategic position. For example, one interviewee observed that



Training at BC IT Maritime Campus



A popular tourist destination in the District of North Vancouver –The Capilano Suspension Bridge Park

the physical gap between the commercial centres (created by the park and the steep hill) prevents tourists from wandering much beyond Lonsdale Quay. Increasing the length of time that visitors spend in the downtown and creating options to explore Lower and Central Lonsdale will be critical to the success of North Vancouver as a tourist destination. To this end, the Waterfront Project and new waterfront hotels will

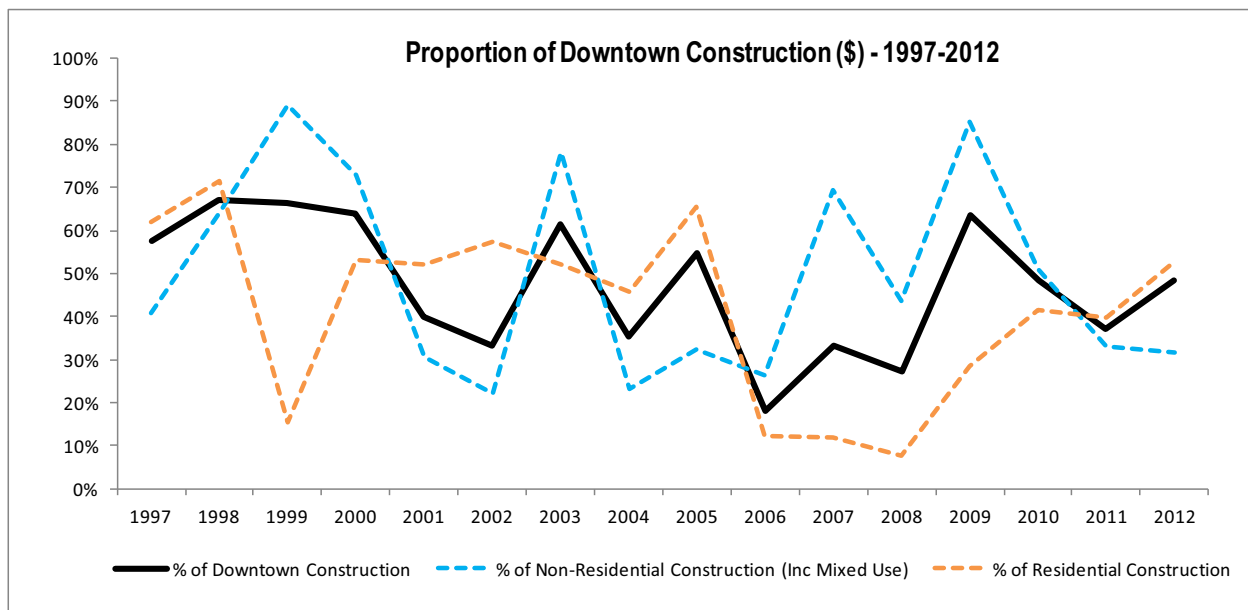
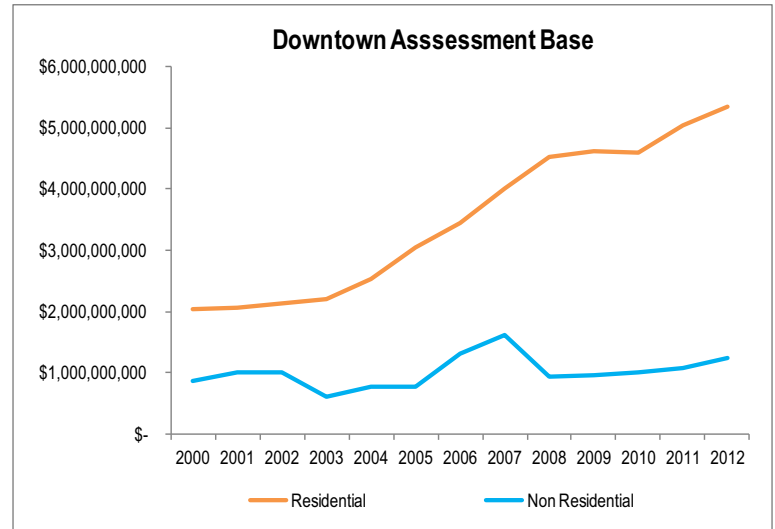
¹³ Metro Vancouver Website, Lonsdale City Centre Key Facts , accessed: <http://www.metrovancouver.org/planning/development/urbancentres/Pages/LonsdaleCentre.aspx>

¹⁴Metro Vancouver Website, Lonsdale (North Vancouver) Key facts, accessed: <http://www.metrovancouver.org/about/publications/Publications/NorthVanKeyFactspdf.pdf>

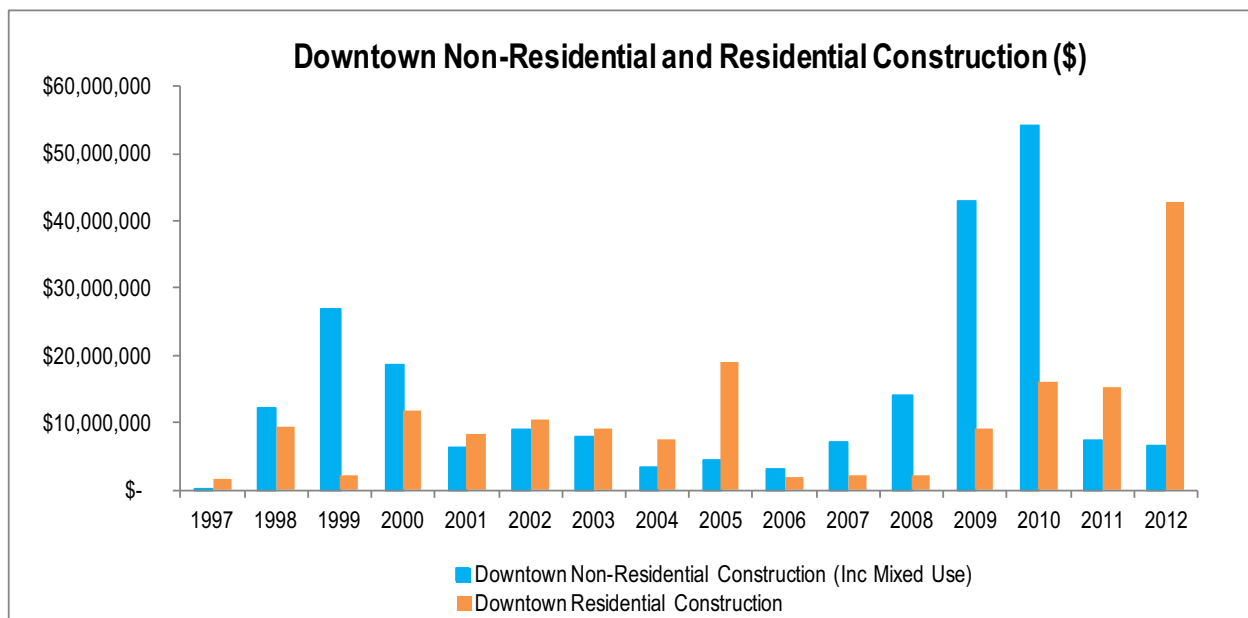
likely contribute to North Vancouver emerging as a tourist destination in its own right.

Municipal Tax Base

Downtown North Vancouver provided the City with 50% of its assessment base and 49% of its tax revenue in 2012. These portions have remained stable over the past decade as the downtown and City have grown at relatively similar rates (refer to charts below). Growth in the downtown has largely been concentrated in the residential sector. If the City is to achieve its mixed-use vision of the downtown it will be important to see growing rates of non-residential investment into the future. Additional commercial investment will also likely bolster tax revenues generated by the downtown.



From 1997-2012, downtown has seen as much as 67% of total construction value in 1998 and as little as 18% in 2006. On average, downtown has attracted 47% of total construction value.



LIVABILITY

Is the downtown vibrant, liveable & connected?

Population

Downtown North Vancouver comprises 60% of the City's population. The downtown is quite dense with 90 people per hectare. It has seen a growth rate of approximately 10% (or by ~2,500 people) between 2001 and 2011. Most of this new residential growth (6%) occurred after 2006 and corresponds to an upward trend in downtown residential and non-residential (including mixed-use) construction since 2008.

The City of North Vancouver is anticipating significant growth by the year 2021, increasing from a population of approximately 48,000 to an estimated 56,000.¹⁵ Much of this growth is expected to happen within the downtown as directed by the Regional Growth Strategy, which will see the continued strength of the city's urban core.

Diversity

The City of North Vancouver is becoming increasingly culturally diverse.¹⁶ During the last two census periods the downtown has seen a significant increase in the number of persons born overseas. The City of North Vancouver also accommodates citizens of all ages; the downtown age profile is similar to that of the entire City. Results from the 2011 census show the City of North Vancouver is experiencing levels of population aging in line with the national average. However, the City of North Vancouver has younger population profile to that of the wider North Shore region.¹⁷

Housing

In the 1970's there was a focus on affordable housing in downtown North Vancouver. This resulted in a large amount of rental housing stock being developed, often in towers.¹⁸ This development was supported by the federal Multi-Unit Residential Building legislation and Assisted Rental Program

legislation. Since these programs were removed in the 1980's the City has seen few rental housing developments.¹⁹

Affordable housing, however, continues to be a key challenge for North Vancouver. In 2010 the average price of a single-detached home in North Vancouver was \$920,633, while in Richmond the average price was \$901,706, and in Surrey it was \$530,736.²⁰ Furthermore, in 2006 North Vancouver's average household income was at \$57,197, while an income needed to sustain a mortgage for the average housing price was \$153,804.²¹ Rental costs of purpose built households have also increased 33% between 1999 and 2010.²²

The City has been working for many years to try and address this issue; and has utilized a wide range of policy tools to provide more affordable housing within the municipality. For example, in 1998, the cohousing development of Quayside Village was constructed in downtown North Vancouver. The City granted a density bonus of 10% to the project in exchange for the development of affordable housing units in the building. Of the 20 units built, 4 were sold for 80% of market value to qualified purchasers. Additionally, if the units were resold they had to continue to represent below market value rates. These innovative approaches to affordable housing will continue to be critical into the future. Many condominium developments since then have included units of affordable housing obtained through the City's density bonus provision in the Official Community Plan.

**Downtown has
29,140 residents
in 2011**

10%
**population growth
downtown between 2001-2011,
compared to 9% citywide**

¹⁵ City of North Vancouver Website, *Residential Land Use*, accessed: <http://www.cnv.org/server.aspx?c=3&i=504>

¹⁶ City of North Vancouver Website, *Cultural Diversity*, accessed: <http://www.cnv.org/server.aspx?c=3&i=200>

¹⁷ City of North Vancouver Website, *Information Report*, accessed: <http://www.cnv.org/c/DATA/3/254/CENSUS%202011%20-%20RELEASE%202%20-%20AGE%20&%20SEX.PDF>

¹⁸ Canada Mortgage and Housing Corporation (2013) *A History of CMHC*, accessed: <http://www.cmhc-schl.gc.ca/en/corp/about/hi/index.cfm>

¹⁹ Canadian Federation of Apartment Association (1998) *Economic Impact of Federal Tax Legislation on the Rental Housing Market in Canada*, accessed: <http://www.cfaa-fcapi.org/pdf/RschImpact.pdf>

²⁰ Eberle, M. Kraus, D., Thomson, M., and Woodward, J. (2011) *Municipal Measures for Housing Affordability and Diversity in Metro Vancouver* http://www.housing.gov.bc.ca/pub/CMHC_MunicipalMeasures.pdf

²¹ City of North Vancouver Website, *Discussion Paper - Housing Diversity and Affordability in the City of North Vancouver*, accessed:

<http://www.cnv.org/CityShaping/papers/Discussion%20Paper%20-%20Housing%20Diversity%20and%20Affordability.pdf>

²² Ibid



Downtown North Vancouver has a diverse range of housing stock - single family dwellings, high rise and mid rise apartments and condominiums, triplexes, duplexes and

Safety

The City of North Vancouver is generally seen as a safe city and crime rates have been in decline.²³ The City has initiated many crime prevention programs to further improve its public safety record. For example, the City Watch Program encourages City employees to take an active role in increasing public safety in their day-to-day lives.²⁴ As well, the North Vancouver RCMP implemented a pilot program along the Lower Lonsdale Corridor to increase the number of police foot patrols. Results show that crime decreased by 17%, suggesting a relationship between increased on-foot police patrols and decreased incidences of crime.²⁵ The City also developed a Community Police Centre in Lower Lonsdale.

Additionally, the City has focused on incorporating the principles of Crime Prevention through Environmental Design (CPTED) into new developments. The City's goal is to achieve safety through designs that are attractive and inviting yet strategic in providing safety.

Land Uses

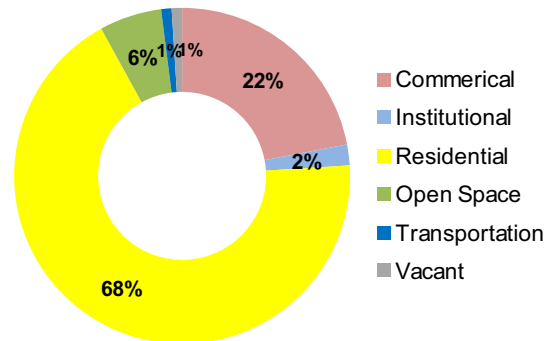
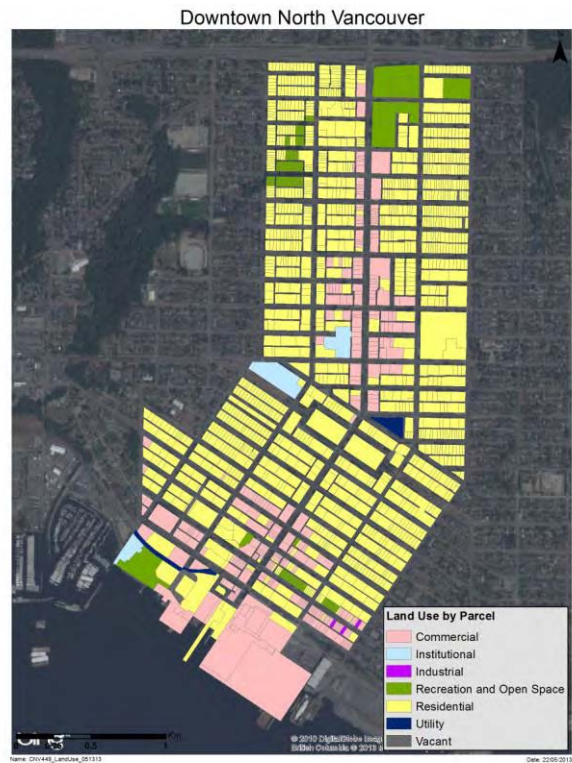
Nearly three quarters of North Vancouver's downtown supports residential uses (68% of the total land use). Commercial land use makes up 22% of the downtown; these uses are primarily located along Lonsdale Avenue and along the waterfront. Approximately 2% of land supports institutional uses, which

²³ Ministry of Public Safety and Solicitor General, British Columbia. (2010) <http://www.pssg.gov.bc.ca/policeservices/statistics/docs/metrovancouver.pdf>

²⁴ City of North Vancouver Website, *City Watch Program*, accessed:

<http://www.cnv.org/server.aspx?c=3&i=407>

²⁵ City of North Vancouver Website, *Lonsdale Corridor Crime Response, Final Report*, accessed: <http://www.cnv.org/attach/2011%2003%2007%20item%2006.pdf>



are dispersed throughout the core. Additionally 6% land is used for open space reflecting North Vancouver's green space initiatives. Vacant land and Industrial lands comprises less than 1% of total land uses.

Public Realm

The City of North Vancouver has a strong focus on achieving a high-quality public realm. This commitment is reflected through the Waterfront Project and an emphasis on creating public spaces that are capable of reconnecting the community with the water's edge. As part of the Pier Development on the waterfront, the City negotiated nearly \$40 M worth of public amenities provided by the developer at no cost to the taxpayers. The City has also focussed on strengthening connections between these public spaces; for example, the Green Necklace will connect sidewalks, urban forestry and

naturalized landscapes within the downtown and citywide.²⁶ Likewise the Spirit Trail will create regional connections with Lower Lonsdale via a multi-use, fully accessible greenway from Horseshoe Bay to Deep Cove.²⁷

The City also pays attention to design elements associated with private developments, and is working to achieve development forms that positively interact with their surrounds. The City is working to avoid harsh separations between building densities and is focused on scaling building heights gradually so height does not become an overwhelming feature of the downtown. An example of this is seen at “One Park Lane” a residential development in Lower Lonsdale in 2004 which consisted of both townhomes and a 13-storey condominium.²⁸

Some interviewees also discussed the need to enhance the public realm in Central Lonsdale along Lonsdale Avenue. It was reported that many of the buildings along this strip were several decades old and would benefit from increased investment. This same point was also expressed in the Central Lonsdale Planning Study, which identified that the majority of residential and commercial properties in the area were between 20-59 years old and 82% of commercial property were underdeveloped.²⁹

Connectivity

The City of North Vancouver is well-connected within the wider region; the SeaBus links downtown North Vancouver with downtown Vancouver in 15 minutes. As a result of this connection, the City aims to make public transit the first-choice alternative for commuting into downtown Vancouver.³⁰ Additionally, the North Shore Area Transit Plan is working to add more services, higher capacity services and increased off-peak and afternoon services.³¹ Into the future, it will be important to track how these efforts affect commuting patterns. Presently, 62% of downtown residents commute to work in an automobile compared to 68% citywide. This speaks to the importance of expanding the transit system, as well as the importance of creating more employment opportunities in

North Vancouver, allowing residents to live closer to where they work.

The steep hill that separates Lower and Central Lonsdale also produces a connectivity challenge within the downtown. Historically, these two sections were connected by a streetcar (Streetcar No. 153), yet today they do not have a fixed transit connection (a bus connects these two parts of the downtown). The City explored opportunities to recreate this transit connection, as well as an east-west route through The Lonsdale Streetcar Feasibility Study. However, the associated costs were considered too high and a lack of funding prevented further action from being taken.³² Strengthening or promoting this connection between upper and lower Lonsdale could be important to expanding tourism opportunities in the city.



As part of the Pier Development on the waterfront, the City negotiated nearly \$40 M worth of public amenities and infrastructure provided by the developer at no cost to the taxpayers.

Courtesy: the City of North Vancouver

²⁶ City of North Vancouver Website, *Greenways*, accessed:

<http://www.cnv.org/server.aspx?c=3&i=469>

²⁷ City of North Vancouver Website, *North Shore Spirit Trail*,

<http://www.cnv.org/server.aspx?c=3&i=455>

²⁸ Millennium Developments Website, *Projects - One Park Lane*, accessed:

<http://www.millenniumdevelopment.com/Residential-Real-Estate.php>

²⁹ Ibid.

³⁰ City of North Vancouver Website, *Public Transit*, accessed:

<http://www.cnv.org/server.aspx?c=3&i=261>

³¹ City of North Vancouver Website, *North Shore Area Transit Plan*, accessed:

<http://www.cnv.org/server.aspx?c=3&i=677>

³² SkyscraperPage Forum Website, accessed:

<http://forum.skyscraperpage.com/showthread.php?t=139079>

STRATEGY

Is the City Strategically Investing in Its Future?

Approach to Downtown Investments

The City of North Vancouver appears to be investing in its downtown in three key ways. Firstly, the City has been working hard to unlock development potential and connect the public with the waterfront. These efforts have involved strong partnerships between the public and private sectors to have once derelict and abandoned industrial sites ready for redevelopment and open to the community. Secondly, the City has been strongly investing in civic and community facilities and infrastructure, including improvements to City Hall, the library, John Braithwaite Community Centre and Chesterfield House, to name just some examples. The City has also been investing in improved accessibility and connectivity between green and public open spaces in the downtown. Lastly, the City has been committed to developing arts and culture in the downtown and across the city. This has included investments in public art and Presentation House Theatre.

To achieve some of these projects, the City created two funding programs from proceeds obtained from the sale or density-transfer of tax-sale lands in Lower Lonsdale. The two funding programs include; 1) the Lower Lonsdale Amenity Fund (\$7M) to support capital projects in Lower Lonsdale and 2) the Lower Lonsdale Legacy Fund (\$3.7M), an endowment fund to provide support for community development projects or services that contribute to the quality of life for residents in Lower Lonsdale. These funds have helped to establish some very important downtown assets such as the multi-purpose activity centre (John Braithwaite Community Centre).³³



North Vancouver's City Hall Improvements

³³The City of North Vancouver Finance Department Report., June 6,2011, accessed: <http://www.cnv.org/attach/2011%2007%2004%20item%2012.pdf>

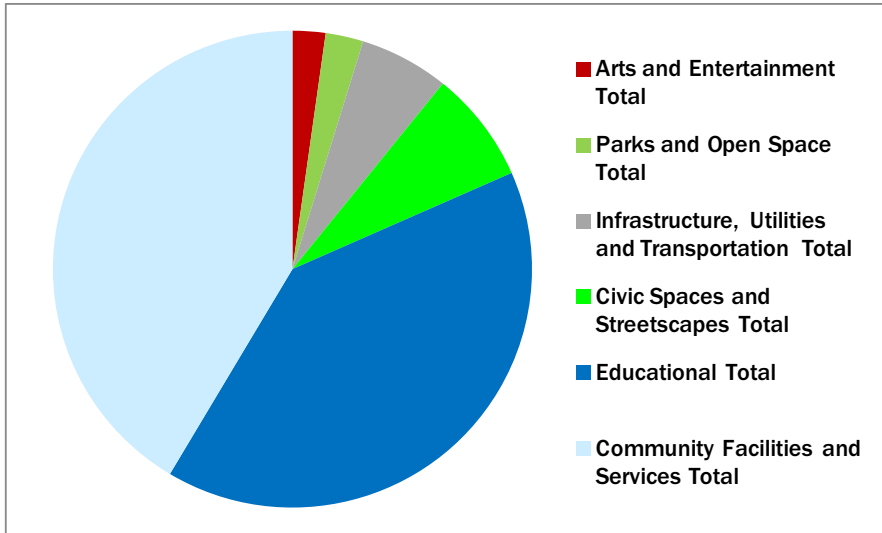
Summary of Municipal Capital Investments 2000-2012

Project Title	City Investment (Approx)
Community Policing	\$ 9,000
NVCAC Art Display	\$ 50,000
Chesterfield House	\$ 1,475,000
Central Lonsdale Planning Studies	\$ 130,000
St George Upgrade	\$ 295,000
Lonsdale Upgrade	\$ 945,000
Mahon Upgrade	\$ 130,000
Chesterfield Upgrades	\$ 870,000
St Andrews Upgrades	\$ 295,000
City Hall	\$ 16,250,000
Esplanade Pedestrian Bridge	\$ 20,000
Fire Hall	\$ 3,200,000
Presentation House	\$ 820,000
Lower Lonsdale Traffic Improvments	\$ 1,010,000
Queen Mary School	\$ 18,000
Rey Sargent Park	\$ 53,000
Foot of Lonsdale to Prepare Land	\$ 4,900,000
National Maritime Centre	\$ 925,000
Gerry Brewer Building	\$ 700,000
Harry Jerome Precinct - Community Rec Centre	\$ 6,100,000
Jack Loucks Court Park	\$ 40,000
John Braithwaite Community Centre	\$ 6,900,000
Library and Block 62	\$ 33,560,000
Lonsdale Quay	\$ 280,000
Green Necklace	\$ 1,110,000
Lower Lonsdale Planning	\$ 2,800,000
Community Gardens and Park Renewal	\$ 100,000
Public Art	\$ 70,000
Lower Lonsdale Sewer and Water Improvments	\$ 1,500,000
Spirit Trail	\$ 350,000
Lower Lonsdale Streetscape Improvments	\$ 1,100,000
Victoria Park	\$ 170,000
Waterfront Park	\$ 320,000
Total on Map	\$ 86,495,000
Total Unmapped Projects*	\$ 1,500,000
Total Projects	\$ 87,995,000

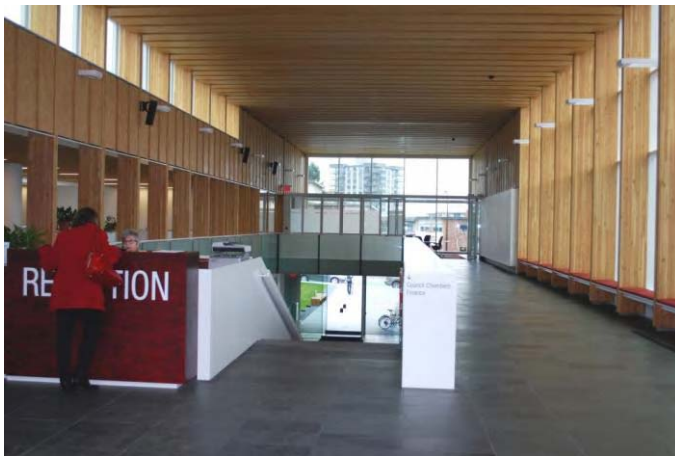
'Street Upgrades' include traffic, streetscape, sewer and waterworks.

*Unmapped projects include downtown projects funded by the City that do not have a specific spatial location, such as downtown wide initiatives, investments or planning studies.

Summary of Investments by Category



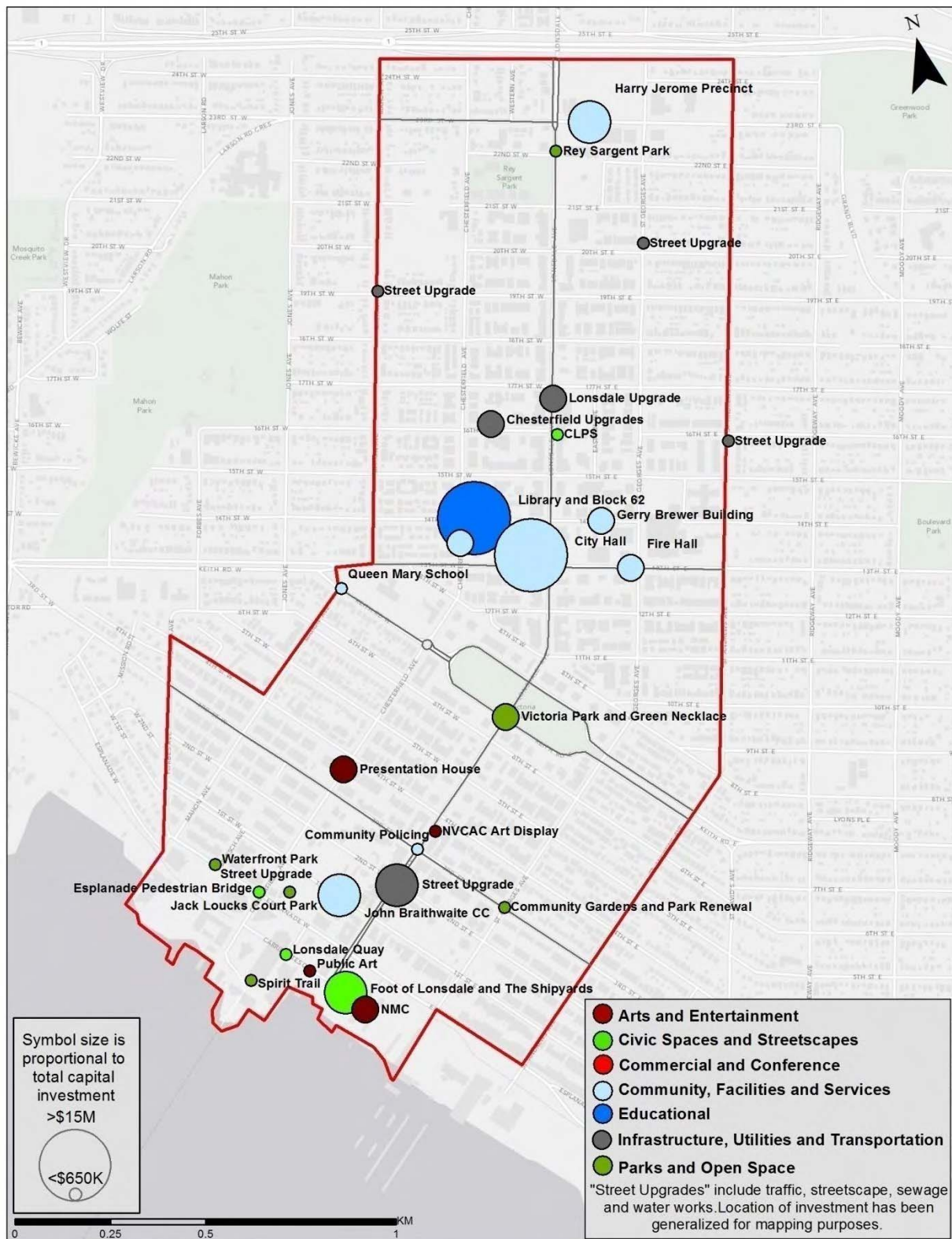
The majority of City investment has been in 'Community Facilities and Services' which reflects upgrades to City Hall, the Fire Hall, the Gerry Brewer Building and the John Braithwaite Community Centre. The City has also invested in 'Education,' which reflects the library and upgrades to Block 62. Investment in civic spaces, parks and open spaces also makes an important contribution to the total capital expenditure, which includes improvements to the city's trail system.



Views from inside the atrium in the newly updated City Hall

Photo Courtesy: The City of North Vancouver

Map of Municipal Capital Investments in Downtown North Vancouver 2000-2012



Name: CNV449_CapProj_060513

Date: 05/06/2013

Unlocking Development Potential in Lower Lonsdale and the Waterfront

The Waterfront Project and the redevelopment of Lower Lonsdale have transformed the southern end of downtown North Vancouver. The City has created strong partnerships with the private sector to realize the redevelopment of this area, in a way that would allow for the creation of a new mixed-use community, a new range of amenities and services and reclaim the waterfront for the public. Lower Lonsdale still contains several underutilized sites, representing room to grow in a City with limited opportunities for urban expansion.

The City has been the major driver of redevelopment in Lower Lonsdale. Starting in the 1930's, many small parcels came into the City's possession as property owners defaulted on their tax bills. For many years, the City held these properties and they remained vacant. However, as property values rose in Lower Lonsdale, so to did the City's willingness to invest and redevelop these vacant parcels.³⁴

The City readied these sites for development by consolidating smaller sites, undertaking site remediation, consulting with the community and then rezoning sites with clear development guidelines (supported by the City's Official Community Plan). The City would then put out a call for proposal to private developers to deliver the new mixed-use development in line with what was envisaged for the site. The proposal would therefore stipulate building height, floor area, setbacks, protection of view corridors, services to the street and so on. The City would then select the highest bidder to take on the project. A good example of this highly strategic approach was the Time development on West 1st Street, which replaced a vacant surface parking lot with a mixed use residential and commercial development, as well as the 35,000 sq.ft. John Braithwaite Community Centre in 2004.

This strategic approach to redeveloping Lower Lonsdale has delivered multiple benefits to the City and the community. Specifically, revenue from the sale lands is being used to upgrade infrastructure and leverage community facilities and services in Lower Lonsdale, such as the community energy system. These investments are in turn making Lower Lonsdale a more attractive place to live and invest, which further increases land values and benefits the City in terms of the future sales of City-owned land and in terms of growing the City's tax base. Lastly, this approach signals that the City is not

just selling off land but is a strong partner in building a new community.

The City has also been committed to supporting smaller-scale business opportunities and established the community enhancement funds and the Lower Lonsdale Legacy Fund.³⁵ This has advanced the potential for downtown economic development, much of which, for the waterfront, will rely on emerging art and cultural industries.



Incorporating North Vancouver's Ship Building and Industrial Legacy in Waterfront Redevelopment Project.

Photo Courtesy: the City of North Vancouver

Investing in civic, educational and community facilities and infrastructure

The City has also invested heavily in civic and community facilities across the downtown. Many of these are located in Central Lonsdale where there is a concentration of civic facilities. For example, North Vancouver's City Hall received over \$16 million in municipal funding to support a significant renovation. Expanded facilities within the City Hall are sustainably designed in wood, reiterating the City's commitment to sustainable practices. City Hall's new design aimed to create a strong public presence on 13th street and increase connections to the 14th street Civic Plaza which includes a new City Library.³⁶

Nearby, the City's continued commitment to housing facilities is reflected in the \$1.5 million redevelopment of Chesterfield House. These improvements provide affordable housing and support for North Shore residents and allowed the facility to

³⁴ Canada Mortgage and Housing Corporation (2003), Residential Intensification Case Studies - Municipal Initiatives, accessed: <http://www.chba.ca/uploads/policy%20archive/2003/2003-11%20Municipal%20Initiatives.pdf>

³⁵ City of North Vancouver Website, *Business Opportunities & Partnerships*, accessed: <http://www.cnv.org/server.aspx?c=3&i=625>

³⁶ MGA Website, *North Vancouver City Hall*, accessed: <http://mg-architecture.ca/portfolio/nvch/>

expand from 16 to 24 apartments and include an elevator, kitchen, and amenity room for its residents.³⁷

Additionally, the John Braithwaite Community Centre provides community facilities and programs for seniors, families and youth and was part of the Lower Lonsdale redevelopment efforts.³⁸ These investments are ultimately reflective of the City's emphasis in incorporating all residents into its downtown fabric and improving quality of life.

The City has also made important investments in sewers, streetscapes, and water works. These investments help to support current and future populations and increase capacity for growth.

The City's strong community investment program has been met with some challenges. For example, the National Maritime Museum will not move forward as envisioned due to funding cuts at provincial and federal levels. This project was a tri-government partnership aimed towards attracting tourism and raising awareness of local heritage. The City however, continues to move forward with the site and look to other city building opportunities.

Growing arts and culture

The City of North Vancouver has invested over \$1.8 million in artistic and cultural projects. These projects include the NVCAC Art Display and various public art displays across the downtown. The City has also worked with communities to attract and retain artistic talent—playwrights, choreographers, and performers—to the North Shore. The Presentation House Theatre, for instance, is a community-based performing arts facility that promotes arts and culture through educational programs for local youth and artists.³⁹ The City has invested approximately \$820,000 into initiatives at Presentation House, which has created a home for innovative artists. The City also created an Arts Office, which aims to strengthen art and culture throughout the City.⁴⁰



Performance at the Presentation House Theatre

³⁷ Marineview Housing Society Website, *About Us*, accessed:

<http://www.marineviewhousing.com/index-2.html>

³⁸ John Braithwaite Community Centre Website, *About Us*, accessed:

<http://www.jbcc.ca/aboutus.htm>

³⁹ Presentation House Theatre Website, *PHT Today*, accessed:

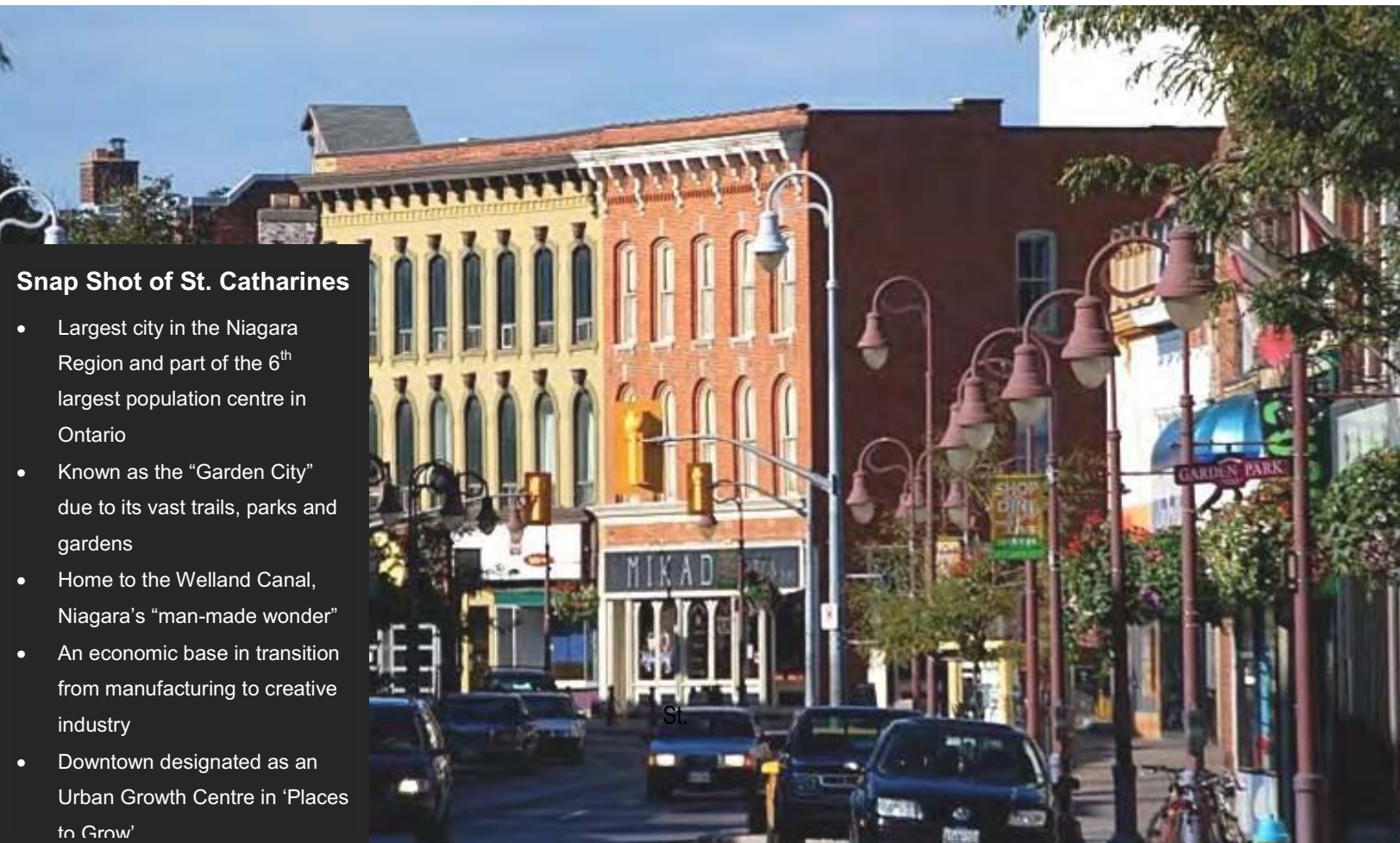
<http://www.phtheatre.org/about-pht/pht-today/>

⁴⁰ City of North Vancouver Website, *The Arts Office*, accessed:

<http://www.cnv.org/server.aspx?c=3&i=717>

ST. CATHARINES

The Garden City



Snap Shot of St. Catharines

- Largest city in the Niagara Region and part of the 6th largest population centre in Ontario
- Known as the “Garden City” due to its vast trails, parks and gardens
- Home to the Welland Canal, Niagara’s “man-made wonder”
- An economic base in transition from manufacturing to creative industry
- Downtown designated as an Urban Growth Centre in ‘Places to Grow’

Downtown St. Catharines is enjoying a period of opportunity and renewal. A progressive mayor and a committed Council have helped refocus attention on the downtown. Moreover, a new Official Plan recognizing the importance of a strong downtown, a dynamic and tailored downtown master plan focused on attracting creative industries to the core, and an exciting string of transformational public investments provide further assurance that momentum behind these efforts will continue into the future. The City has led the way in these revitalization efforts, building strong partnerships with other levels of government and the institutional sector to realize a range of crucial investments in the core. Among the most notable of these projects are a performing arts centre and a new spectator facility. However, downtown St. Catharines continues to face a range of challenges like ensuring the private sector is an equal partner in revitalization efforts, high retail vacancy rates, the impact of office decentralization, growing the residential population, and perceived safety threats in the core.

Context Map: Key Assets and Features in the Downtown



BME Church and Salem Chapel (1)
This building is a national historic site, having served a critical function during the abolitionist era in Canada. The Church and Chapel are known for having been frequented by Harriet Tubman and other key facilitators of the Underground Railroad.

City Hall (2)
Opened in 1937, the current City Hall was built on the site of the previous City Hall and designed by local architect Robert Macbeth in an art deco façade style.



Farmers' Market (3)
Created in the 19th Century, this is one of the oldest Farmers' Markets in Ontario. It is also one of the sole locations for fresh produce located in downtown St. Catharines and is open every Tuesday, Thursday and Saturday.

Montebello Park (4)
Montebello Park was designed in 1887 by Frederick Law Olmsted famed for his design of Central Park in New York City. The park is designated as a Heritage site under the Ontario Heritage Act and includes the City's largest rose collection, an ornamental fountain, and its focal point includes a band shell and pavilion built in 1888.



Former Lincoln County Courthouse (5)
Known colloquially as the Old Courthouse, this historic building was built between 1848 and 1849, and served as a nexus for political, cultural and social life in St. Catharines during its time of operation in the civic sphere. The building was considered a great architectural achievement and was designed by renowned architect, Kivas Tully. Currently it is home to Carousel Players, and an independent theatre group.



Welland River Heritage District
Downtown Boundary

Mansion House (6)

The Mansion house is a historic tavern and music venue in the downtown. It is the oldest continually licensed bar in Canada.

Queen St. Heritage District (7)

Established as a Heritage District in 1991, this area is a historically and architecturally significant neighbourhood in the downtown core. The district has a diverse and culturally rich streetscape because of the building and lot styles found in the neighbourhood.

Welland House Hotel (8)

An architectural and historic symbol of the health and spa related activities of the region, The Welland House closed its doors as a spa and hotel in 1993 and was converted into a mixed-use structure housing CFBU, Brock University's campus radio station, and residences for Brock and Niagara students.

St. Catharines Museum (Not on Map)

Located at Lock 3 of the Welland Canals, visitors have the opportunity to explore historic galleries that highlight St. Catharines.

Yates St. Heritage District (9)

Developed in the late 1800s and early 1900s, the Yates Street residential district is located along the banks of Twelve Mile Creek and is lined with Victorian era homes. The street is perched on a cliff from which the remnants of the original Welland Canal can still be seen.

Brock University (Not on Map)

Located in the heart of Canada's Niagara Peninsula and ranked highly amongst Canadian universities, Brock University was established in 1964. Brock has many respected co-op programs and professional degrees.

Former Merrittown Town Hall (Not on Map)

The Merrittown Town Hall was constructed using local sandstone in 1879 by James MacDonald and designed by William B. Allan. It has served a variety of purposes and activities throughout its lifetime, including a community centre, museum, mechanics institute, library, post office, school board offices, fire and police station and the municipal offices of Merrittown until amalgamation in 1960.

Downtown Performing Arts Centre (10)

This project is being developed in partnership with Brock University and the City as a "specialized, purpose-built and professionally managed facility that will present, promote and develop the arts in Niagara". The construction of this community art facility is funded by all levels of government and the City sees this development as fundamental to revitalizing downtown St. Catharines, as it will add an important new cultural attraction to the region. The Downtown Performing Arts Centre is planned in conjunction with the soon-to-be Marilyn I. Walker School of Fine and Performing Arts Centre. The new Downtown Performing Arts Centre will also include amenities for the community and arts organizations by housing "office space, a rehearsal hall, café and lobby space."



Downtown St. Catharines Timeline

1780s - St. Catharines settled by United Empire Loyalists attracted to the fertile land and permanent streams

1829 - After five years of construction the First Welland Canal and mill system are completed stimulating significant growth in the region



1851 - Harriet Tubman begins using St. Catharines as her home base to facilitate the Underground Railroad

1887 - The City purchases land for the City's first public park. Frederick Law Olmsted, designer of Central Park in New York, designs Montebello Park.

1815 - Area known as "Shipman's Corners" at the time started to grow as the principle milling centre in the Eastern Niagara area

1845 - Town of St. Catharines is incorporated

1876 - St. Catharines is incorporated as a city

1888 - The McKinnon Industries establishes themselves in St. Catharines and later partners with General Motors constructing vehicle parts and providing numerous jobs and facilitating the economy.



1915 - Burgoyne Bridge completed facilitating connections between the west and south part of the City and promoted development of housing in the west end of St. Catharines

1937 - Construction completed on the current City Hall

1940 - Queen Elizabeth Way opens and is the first four-lane divided highway in North America

1964 - Brock University established

1970 - The City of St. Catharines and surrounding Western areas were amalgamated after the government of Ontario's regional plan was implemented



1951 - The Niagara Wine Festival commences celebrating the region's agricultural grapes

1961 - The Town of Merriton, Village Port of Dalhousie, and Grantham Township are incorporated as part of St. Catharines

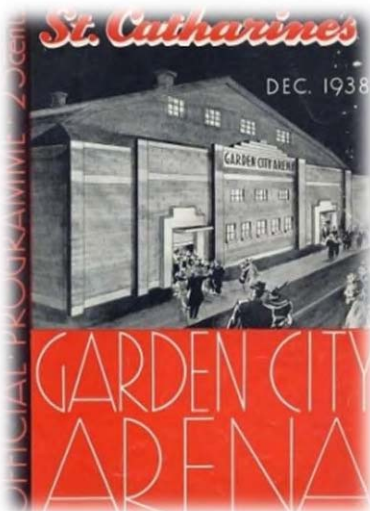
1967 - Niagara College of Applied Arts and Technology is founded with the establishment of its Welland Campus

2006 - Province of Ontario identifies St. Catharines as an Urban Growth Centre in the Places to Grow Act (2005)

2012 - In January 2012, a new edition of the Carlisle Street Parking Garage opened, replacing its crumbling predecessor with a building that boasts environmentally friendly feature and is Leadership in Energy and Environmental Design (LEED) certified

2012 - Construction began on new spectator facility to replace the Gatorade Garden City Complex

2013 - Construction starts on the new Marilyn I. Walker School of Fine and Performing Art for Brock University and the new Performing Art Centre. This project represents collaboration between all levels of government (Federal, Provincial, and Municipal) and Brock University.



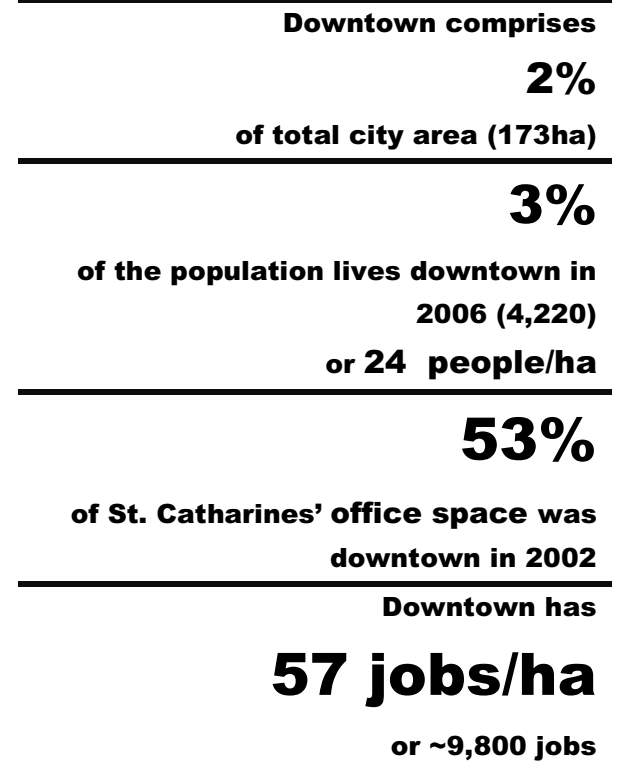
VISIBILITY

Does the downtown have an integral role in the life of the wider city?

St. Catharines is located in Southern Ontario and is the largest city in the Niagara Region. Situated along the Welland Canal and adjacent to Lake Ontario, the City is 19km inland from the international boundary with the United States and close to Buffalo, New York. St. Catharines is often called "The Garden City" due to its extensive parks, gardens, and trails.

St. Catharines expanded its boundaries five times since the 1950s¹ and today the downtown occupies 2% of the city's total land area. However, the downtown has continued to play an important role as a focal point of government functions, cultural facilities and entertainment. The downtown is also experiencing modest residential growth, which supports the core's designation as an Urban Growth Centre under the provincial Places to Grow Act.

Downtown St. Catharines is enjoying a period of renewal. Interviewees generally commented that these revitalization efforts largely began in the mid-2000s. There is a sense of momentum evident in downtown St. Catharines, with several exciting new projects on the horizon like the Performing Arts Centre in conjunction with Brock University's Marilyn Walker School of Fine and Performing Arts Centre. Additionally, strides have been made towards addressing the downtown's key challenges. These include high commercial vacancies, increasing the residential population, attracting private sector investment and managing social challenges such as high unemployment.² Interviewees also stated that these efforts are relatively recent, and expressed the need for an enduring, long-term commitment to furthering these efforts so that downtown St. Catharines reaches its full potential.



¹ City of St. Catharines (2010). History of the City. Retrieved March 2012. From <http://www.stcatharines.ca/en/governin/HistoryOfTheCity.asp>

² Rick Dykstra (2006). Dealing with the symptoms of downtown decay. Retrieved March 2012. From http://www.rickdykstra.ca/index.php?option=com_content&task=view&id=55&Itemid=50

VISIONARY

Does the downtown have strong leaders who collaborate to achieve a shared vision?

The City of St. Catharines recently developed a clear vision for the downtown to emerge as the heart of a 'welcoming and nurturing community,'³ with a growing residential population and a higher demand for retail and services. The City has taken many important strides forward in realizing this vision, particularly in terms of building strong partnerships to sustain this vision over the long term.

Vision

The City of St. Catharines seeks to create a vital, prosperous and sustainable downtown core. More specifically the City has identified an overarching goal (in its Official Plan, Urban Design Guidelines, and Downtown Creative Cluster Master Plan) to increase the downtown's residential population and stimulate demand for retail and service provisions in the downtown area.⁴ These plans are further supported by a Community Improvement Plan, which provides financial tools to encourage the private sector to be a partner in this vision for a renewed downtown core.⁵

The City of St. Catharines also seeks to establish a vibrant creative sector in its downtown. This policy stems from Richard Florida's identification of Niagara's strategic location at the heart of two major economic zones – the GTA and Buffalo-Rochester – which together form the fourth largest economic zone in North America, as representing increased economic potential in the realm of culture and creative industries.⁶

The St. Catharines Downtown Creative Cluster Master Plan has sought to harness this potential by creating an action strategy with a cultural focus. In the four years it has been in place, one interviewee identified that this plan has successfully served as the *"backbone of every decision made"*. Hence, many critical aspects have already been implemented, such as the city-strengthening partnerships with its post secondary

institutions to collaborate and create the new Performing Arts Centre in the downtown core.

Leadership and Collaboration

The City has worked hard to renew its focus on the downtown and its elected officials, particularly Mayor Brian McMullen, have demonstrated ongoing commitment to strengthening the downtown core. Fortunately, this leadership has been met with strong support from the Provincial and Federal governments and together these three levels of government have invested in several crucial downtown revitalization projects that are some of the largest the city has ever seen.

Despite this strong public leadership, a key challenge identified by interviewees is a general lack of unity among downtown businesses, and a private sector that is reluctant to invest in the downtown core. The Downtown Development and Revitalization Committee was recently re-established by the City to increase coordination between these stakeholders and increase momentum behind private investment in the downtown core. This will continue to be a critical priority for downtown St. Catharines to thrive into the future.

**St. Catharines has policies in its
Official Plan that relate specifically
to its downtown**

**St. Catharines has had a downtown
master plan for
5 years**

*"[In downtown St. Catharines]
things are finally starting to
move in the right direction."*

³ City of St. Catharines (2010). The Garden City Plan. Retrieved March 2012. From <http://www.stcatharines.ca/en/buildin/resources/THEGARDENCITYPLAN2010.pdf>

⁴ City of St. Catharines (2011). General Committee Minutes. Retrieved March 2012. From

http://www.stcatharines.ca/en/documents/documentuploads/minutes/doc_634571255522485326.pdf

⁵ City of St. Catharines (2011). Community Improvement Plan Office Consolidation. Retrieved April 2012. From

http://www.stcatharines.ca/en/investin/resources/2011_CIP_plan.pdf

⁶ Thorold Prosperity Council (2010). Paths to Prosperity. Retrieved March 2012. From http://www.sctchamber.com/images/news/files/paths_to_prosperity.pdf

PROSPERITY

Is the downtown's economy robust and innovative?

The community of St. Catharines has faced a range of economic challenges, due in large part to job reductions stemming from the decline in large scale-manufacturing.⁷ However there are a number of developments taking place that promise to diversify St. Catharines' economy. These projects run into the hundreds of millions of dollars and include: Brock University's Marilyn I. Walker School of Fine and Performing Arts and Centre for the Arts; the new health care complex; the Kiwanis Aquatics Centre and Grantham branch of the St. Catharines Public Library; and approved spectator arena. While many of these major projects are public investments, there is wide spread optimism that these public investments will help spur greater investment from the private sector in years to come.⁸

Residential Development

Downtown St. Catharines has been identified as an Urban Growth Centre in Ontario's Provincial *Greater Golden Horseshoe Growth Plan* (2006). In order to achieve growth targets, the Downtown Master Plan recognizes that 1000 new residential units will need to be built in the downtown core by 2026.⁹ The downtown is generally on track to reach these targets, with a 10% increase in the number of dwellings between 2001 and 2011. Indeed, from 2001 to 2011 the downtown attracted \$14.3M in residential investment.

The City has shown leadership in attracting residential growth and made a deal with Penn Terra Group Ltd., for three city-owned parking lots to be developed into new condominiums. The first of the three condominiums has 28 units, and is 4-stories tall.^{10 11} The residential conversion of the old Provincial Gas building (\$20M) into apartments is also underway, although it faces some delays related to protracted asbestos removal procedures.¹² Additionally, in the past 5 years, over

⁷Thorold Prosperity Council (2010). Paths to Prosperity. Retrieved March 2012. From http://www.sctchamber.com/images/news/files/paths_to_prosperity.pdf

⁸Van Dongen, Matthew (2010). Giving the Local Economy a Literal Lift. Retrieved March 2012. From <http://www.stcatharinesstandard.ca/ArticleDisplay.aspx?e=2910059>

⁹City of St.Catharines (2008). St.Catharines Downtown Creative Cluster Master Plan. Retrieved March 2012. From

http://www.stcatharines.ca/en/investin/resources/Master_Plan.pdf

¹⁰ Bergsma, Marlene (2011). Downtown Condos will be Affordable: developer. Retrieved March 2012. From

<http://www.stcatharinesstandard.ca/ArticleDisplay.aspx?e=3370582>

¹¹ Rosts, Scott (2013). St. Catharines sells downtown parking lot. From <http://www.niagarathisweek.com/news/article/1612684--st-catharines-sells-downtown-parking-lot>

¹²Herod, Doug (2012). Asbestos woes dog much-hyped downtown residential. Retrieved March 2012. From

Downtown contributes 3%

of the municipal assessment base

Downtown has

~9,800

jobs

\$14.3M

**on residential construction between
2001-2011**

\$52.1M

**on non-residential construction
between 2001-2011**

200 downtown units have been converted on the upper floors of commercial buildings to lower income and student housing.¹³ The City has also supported residential growth through a number of incentives and grants. Since 2004, the City (in partnership with higher levels of government) has invested almost \$1M in incentives through the Community Improvement Plan, which has stimulated approximately \$15M in new construction.¹⁴

Office Development

New non-residential development in downtown St. Catharines totalled \$52.1M, between 2001 and 2011. With vacancy rates hovering around 10% for the past decade, downtown St. Catharines has seen minimal new commercial office growth. This situation has not been helped by some recent decisions taken by senior levels of government. For example, the Niagara Regional Police Service headquarters will soon be relocated from the downtown to a highway location, extracting 380 employees out of the core as well as an estimated \$22 million in potential expenditure over the next 20 years.¹⁵ In addition, the Passport Office (with 23 employees) relocated to the Pen Centre (a shopping mall situated on a highway at the

<http://www.stcatharinesstandard.ca/2012/03/13/asbestos-woes-dog-much-hyped-downtown-residential-project>

¹³City of St.Catharines (2011). General Committee Minutes. Retrieved March 2012. From

http://www.stcatharines.ca/en/documents/documentuploads/minutes/doc_6345712555_22485326.pdf

¹⁴ City of St.Catharines (2011). Community Improvement Plan Office Consolidation. Retrieved March 2012. From

http://www.stcatharines.ca/en/investin/resources/2011_CIP_plan.pdf

¹⁵ Memorandum provided by Downtown St Catharines Association (November 7 memo in email)

City's periphery).¹⁶ These decisions not only undermine revitalization efforts, but also negatively impact the downtown's ability to fulfil its provincially mandated growth targets.

In order to attract employers back to the downtown, the City is positioning downtown St. Catharines as a 'creative economy' and a 'Digital Interactive Media Engine.' The downtown core now accommodates digital video game developer Silicon Knights, as well as Fourgrounds Media Inc and several other creative companies. To support the emergence of these new creative companies, nGen has been established as an incubator for interactive digital media projects and businesses.¹⁷

"We have been designated [by the Federal Government] the cultural capital of Canada."

Retail Development

Downtown St. Catharines has a few niches of specialty retailers (cafes, restaurants, as well as some long established businesses) that contribute to the vibrancy of the downtown. However, downtown retailing is severely challenged by competition from the large malls and big box stores located on the outskirts of St. Catharines that serve the entire Niagara region.

Reportedly, several former downtown retailers have moved to suburban locations. This has contributed to a serious vacancy challenge in the downtown, reaching 21% in 2010. However, this vacancy challenge varies across the core. For example, James Street is only 8% vacant, and King and Queen Streets' have 10% and 17% vacancy rates respectively. In contrast, St. Paul Street is 35% vacant. Many cite high rental fees¹⁸ and insurmountable competition with nearby malls and commercial operations like Fairview and the Pen Centre¹⁹ as the cause of these high vacancy rates.

Downtown retailers understand the need to capitalize on the core's unique attributes, like its eclectic retail base, cultural

heritage, built form, and civic facilities to give the downtown a competitive edge over the conventional mall.²⁰ Innovative programs like those championed by the Downtown St. Catharines Association and the Niagara Artists Centre (NAC) to create temporary galleries in vacant store fronts are also helping to add interest to downtown streets.

Educational & Institutional Development

St. Catharines is home to several post-secondary institutions – Brock University, Niagara College, and McMaster University's DeGroote Medical School Niagara – all of which are key assets for the City and are having a growing impact on the downtown.

In 2009 a partnership between McMaster University and the City of St. Catharines led to the development of a community medical clinic - The McMaster Niagara Family Health Centre.²¹ In the future, this facility is expected to treat some 6,000 patients.²²

In addition, Brock University is currently developing a new satellite campus in the core's historic Canada Hair Cloth Building. Brock University, in partnership with the City, the Province and the Federal government, is developing a school of fine and performing arts adjacent to the City's new performing arts centre.²³ The facility will serve over 500 students.²⁴

Overall, the post-secondary sector has and will continue to play a major role in the renewal of downtown St. Catharines.

²⁰City of St.Catharines (2008). St.Catharines Downtown Creative Cluster Master Plan. Retrieved March 2012. From http://www.stcatharines.ca/en/investin/resources/Master_Plan.pdf

²¹Osprey News Network. (2007). Doctor training clinic in works for St.Catharines. Retrieved March 2012. From <http://www.wellandtribune.ca/ArticleDisplay.aspx?archive=true&e=770987>

²²McMaster University (2009). City of St. Catharines and McMaster University open family health centre. Retrieved March 2012). From http://fhs.mcmaster.ca/main/news/news_2009/niagara_family_health_centre_opening.html

²³ Niagara at Large (2010). Ontario Government Announces \$26.2 million for Brock University's Fine Arts Complex in St. Catharines. Retrieved March 2012. From <http://niagaraatlarge.com/2010/04/15/ontario-government-announces-26-2-million-for-brock-university%E2%80%99s-fine-arts-complex-in-st-catharines/>

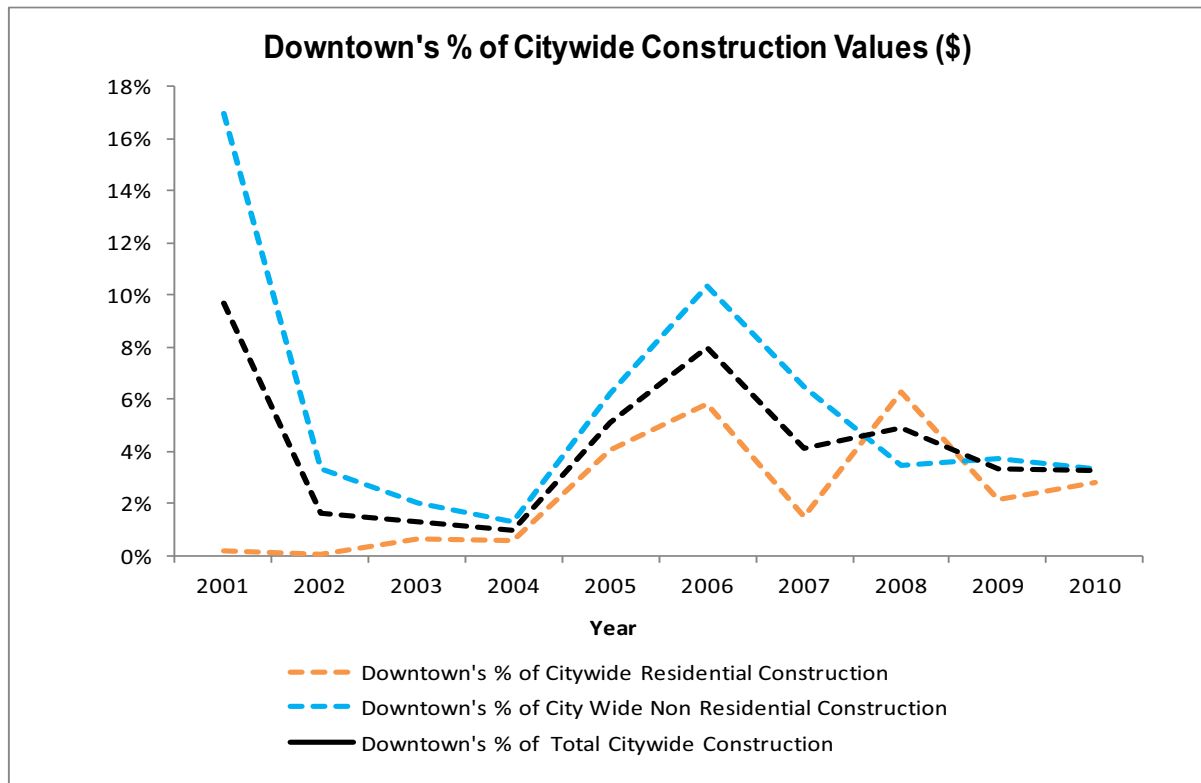
²⁴ Brock University (2010). Ontario government announces \$26.2 million for Brock's downtown fine arts complex. Retrieved March 2012. From <http://www.brocku.ca/news/10928>

¹⁶Roosts, Scott (2012). Councillors fuming over passport office move. Retrieved March 2012. From <http://www.niagarathisweek.com/news/article/1289673--councillors-fuming-over-passport-office-move>

¹⁷ Innovate Niagara (2013) Incubators. Retrieved from <http://ngen-niagara.com/en/content/welcome/index/>.

¹⁸ Fraser, Don. (2011). High vacancy rate troubles downtown businesses. Retrieved June 2012. From <http://www.stcatharinesstandard.ca/ArticleDisplay.aspx?e=3369195>.

¹⁹ Walsh, Stephanie. (2003). St. Catharines' vacancy rates continue to decline. Retrieved June 2012. From http://www.brockpress.com/sports/st-catharines-vacancy-rates-continue-to-decline-1.2298964#.T8kdw1LtA_4.



Tourism

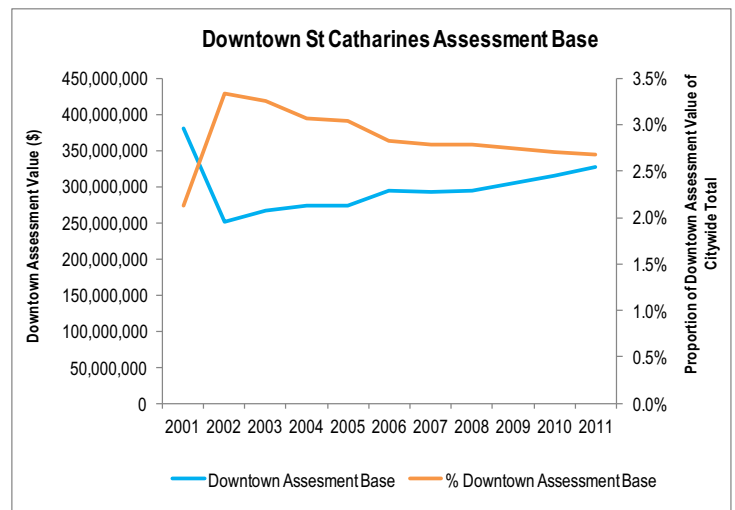
St. Catharines is in close proximity to one of the Seven Wonders of the World – the Niagara Falls, giving the City a major opportunity to grow its tourism base. St. Catharines' is also strategically situated to benefit from tourism; the city is a gateway to Ontario for Michigan and New York residents.²⁵ Furthermore, the city is part of the Niagara Wine Route, which is soon planned to pass through the downtown and will open up many new opportunities for businesses in the core.

Municipal Tax Base

In 2001, downtown St. Catharines generated approximately 3% of the City's total assessment base. While this is a relatively modest number, more concerning is that the downtown's total assessment value has still not recovered from a dramatic drop in 2002 – likely a consequence of General Motors' mass layoffs that occurred during that year²⁶. The proportion of the assessment base generated by the downtown has been on a downward trend since that time as the City-at-large is gradually recovering.

Jobs

Downtown St. Catharines accommodates just over 9,800 jobs with an unemployment rate above the city and provincial average at 7.5%.



²⁵ Jayawardena, Chandana. (2008). "Tourism in Niagara: identifying challenges and finding solutions". *International Journal of Contemporary Hospitality Management*. 20(3), pp. 248-257.

²⁶ CBC News. (2002). GM to cut 932 jobs in St. Catharines. Retrieved June 2012. From <http://www.cbc.ca/news/business/story/2002/02/05/gmcuts020205.html>.

LIVABILITY

Is the downtown vibrant, liveable & connected?

Population

Between 2001 and 2011, the population of downtown St. Catharines has remained steady. In 2011 the population was 4,220 persons. During this same period, city-wide population grew at a slightly higher of 2%.²⁷ The downtown has a population density of 24 people per hectare.

Diversity

Approximately 10% of residents in St. Catharines identify as a visible minority, compared to 15% in the downtown core; with the two most prominent minority groups being Black and Latin American.²⁸

The City of St. Catharines holds a range of events that support and promote the diversity and multiculturalism among residents. For example, the Niagara Folk Arts Festival celebrates multicultural practices and takes place annually in Montebello Park, which is located on Ontario Street in the heart of the downtown.

Housing

In downtown St. Catharines, approximately 79% of dwellings are rented and 21% are owned. This contrasts greatly with citywide trends where 70% of the housing stock is owned, with the remainder being rental housing.

Reports indicate that housing demand in St. Catharines remains strong, particularly from entry-level housing purchasers. This sector prompted a resurgence in the inner city, as many sought out older, unique homes to renovate.²⁹ Recent initiatives such as the agreement between the City and Penn Terra Group Ltd to develop condominiums on three city-

"There are more students looking to live downtown. The younger population and the whole creative segment like to be in the urban areas."

²⁷ City of St. Catharines (2010). Population Statistics. Retrieved March 2012. From <http://www.stcatharines.ca/en/investin/Demographics.asp>

²⁸ Statistics Canada (2006). 2006 Community Profiles. Retrieved March 2011. From <http://www12.statcan.gc.ca/census-recensement/2006/dp-pd/prof/92-591/details/page.cfm?B1=All&Code1=3526053&Code2=35&Custom=&Data=Count&Geo1=CSD&Geo2=PR&Lang=E&SearchPR=01&SearchText=St.+Catharines&SearchType=Begin>

²⁹ Remax (2012). Housing Market Outlook. Retrieved March 2012. From http://media.remax-quebec.com/pdf/perspectives/complete-report_en.pdf

Downtown has

4,220 residents

1.4

**is the average household
size (compared 2.3
citywide)**

owned parking lots will also increase the downtown's housing offerings.³⁰

In addition, a significant amount of attention has been paid to the provision of co-operative and affordable housing in St. Catharines, particularly because of the strong university and college student population in the city. For example, in September 2009, with \$1.47M in funding through the Ontario-Canada Affordable Housing Program, the Government of Ontario, Niagara Region, the City of St. Catharines and Niagara Region Housing opened a converted apartment building at 21 King Street, providing 21 affordable housing units downtown.³¹



The St. Catharines Farmers Market provides fresh produce to downtown and city residents.

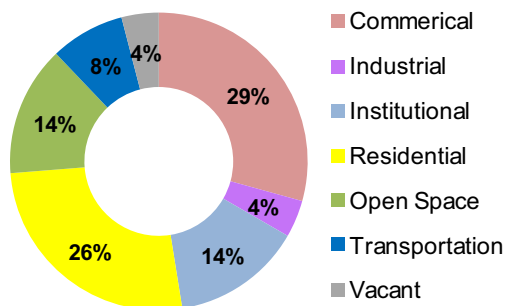
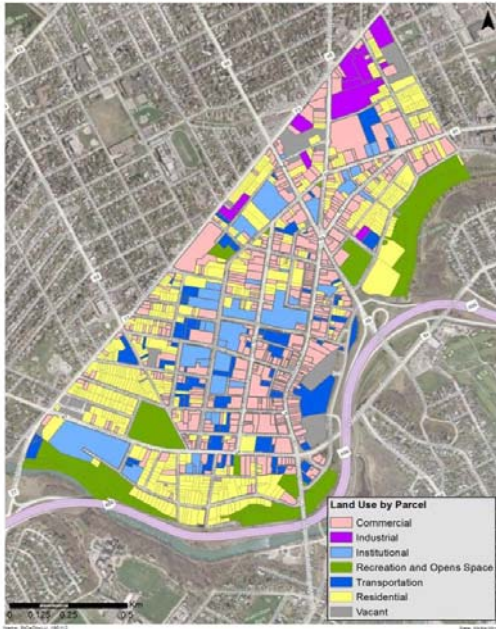
³⁰ Bergsma, Marlene (2011). Downtown Condos will be Affordable: developer. Retrieved March 2012. From

<http://www.stcatharinesstandard.ca/ArticleDisplay.aspx?e=3370582>

³¹ Canada Mortgage and Housing Corporation. (2009). St. Catharines Celebrates New Affordable Housing. Retrieved April 2012. From <http://www.cmhc.ca/en/corp/nero/nere/2009/2009-09-25-1030.cfm>

Land Uses

Downtown St. Catharines has a mixed use core. Just over a quarter of its land area is occupied by commercial uses (29%) and a similar portion occupied by residential uses (26%). The downtown also has a strong presence of institutional uses at 14% and generous open space offerings, also at 14%. Evidence of the City's industrial past is still apparent with 4% of land occupied by industrial uses.



Safety

Niagara Regional Police have reported that “charges, fines, and complaints are decreasing in downtown St. Catharines as a result of boosted police presence, monitoring of nightclubs and bars by police, fire officials and a more stringent nuisance bylaw passed by the City”.³² The St. Catharines Downtown Association has also played a large role in crime prevention initiatives by entering into a partnership with the City and the

police to fund extra police patrols downtown.³³ Additionally, security cameras have been installed on several streets³⁴ – an initiative expected to deter crime, with the data they collect being transmitted to the downtown police station³⁵.

While these measures may be important, downtown interviewees also highlighted the need to deal with a perception that downtown St. Catharines is not safe, particularly after dark. Managing the downtown's reputation will be important to bring more people to the downtown core.

Public Realm

The downtown is blessed with an extensive array of public open spaces in the form of parks, markets and squares, as well as high quality heritage buildings. However, achieving a consistently high quality public realm, as well as better connections between these key assets will be important aims for the City in the future. For example, improving pedestrian linkages to St. Paul Street to/from the Lower Level (where the performing arts centre has been proposed) will be crucial as this development proceeds.

The City is also focused on enhancing the downtown's built heritage, particularly along its main streets. The City considers that strategically enhancing the downtown's heritage assets along key spines, through use of its Community Improvement Plan will help strengthen the public realm and economically diversify the downtown core.³⁶

The downtown's public realm will also be enhanced through recent investments in structured parking. The City led the way in developing the \$27.9M Carlisle St. Parking Garage, which provides 600 additional parking spaces to the downtown core.³⁷ This investment will likely contribute to the evolution of the public realm for years to come, as it will provide increased parking options that will allow for the downtown's surface parking lots to be redeveloped for higher, better and more pedestrian oriented uses.

Building on its visual arts base, the City and its stakeholders are also seeking to enhance the public realm with a range of public art initiatives. These are largely supported through the

³³Ibid.

³⁴Colangelo, Jeremy (2011). City to Install Cameras Downtown. Retrieved March 2012. From http://www.brockpress.com/focus/city-to-install-cameras-downtown-1.2758780#T0vd_XntA_5

³⁵Bergsma, Marlene. (2012). Downtown to be wired with surveillance cameras. Retrieved June 2012. From <http://www.stcatharinesstandard.ca/ArticleDisplay.aspx?e=3430149>.

³⁶City of St.Catharines (2011). Community Improvement Plan Office Consolidation. Retrieved March 2012. From http://www.stcatharines.ca/en/investin/resources/2011_CIP_plan.pdf

³⁷City of St. Catharines. (No Date). Carlisle Street Garage Project. Retrieved April 2012. From <http://www.stcatharines.ca/en/livein/CarlisleStreetGarageProject.asp>

³²Reid, Kalvin. (2010). Baby steps in the right direction. Retrieved April 2012. From <http://www.stcatharinesstandard.ca/ArticleDisplay.aspx?e=2468289&auth=KALVIN%20REID>

City's Public Art Policy. Additionally, a partnership has formed between the Downtown Business Improvement Association and the Niagara Artists Centre (NAC) to create temporary galleries in vacant store fronts. It will be important that the City and its partners continue to support the arts community.

Connectivity

St. Catharines evolved as a canal community. St. Paul Street runs parallel to the old canal valley, with development occurring almost exclusively on the canal's west bank³⁸. The legacy of this canal system is a downtown grid characterized by narrow streets framed by Welland Avenue, Ontario Street, and William Street³⁹ that bend and curve. This unique grid layout creates a dynamic experience for a pedestrian moving around the downtown. One interviewee commented: *"You can't see both ends of the street [St Paul's Street], so it doesn't seem like a long monotonous street, when you move around the corner you are exposed to a whole new vista."*

St. Catharines has recently received national recognition for the City's decision to reestablish two-way streets. Despite the initial controversy surrounding this change, the return to two-way streets has been crucial to revitalizing St. Catharines' downtown. According to a consultant commissioned by the City, this conversion has calmed traffic to make the downtown more pedestrian and cyclist friendly, eased way-finding, and created a more inviting environment for commercial investment.⁴⁰ The success of this policy is evident in the Wine Council of Ontario's announcement in 2010 to include St. Paul Street in its Ontario Wine Route Guide⁴¹.

Additionally, the Creative Cluster Master Plan states that widening sidewalks will contribute to the downtown's revitalization.⁴² An interviewee identified that incorporating the downtown's multiple laneways and alleys into city maps would further consolidate a vibrant pedestrian realm. Furthermore, the Trails for Active Transportation Report have outlined specific recommendations to improve the connectivity between Brock University, Niagara College, and residential areas to the

downtown by expanding the trail system.⁴³ These noteworthy projects will also greatly benefit St. Catharines' tourist industry.



View of the Lower Level, these stores used to be accessible from both the front (St. Paul Street) and the back (from the canal system).

³⁸ Jackson, John (1997). The Welland Canals and their Communities. Retrieved March 2012. From <http://www.utppublishing.com/The-Welland-Canals-and-their-Communities-Engineering-Industrial-and-Urban-Transformation.html>

³⁹ City of St. Catharines (2008). St. Catharines Downtown Creative Cluster Master Plan. Retrieved March 2012. From http://www.stcatharines.ca/en/investin/resources/Master_Plan.pdf

⁴⁰ Hopper, Tristan (2012). Taking a u-turn on the one way street. Retrieved March 2012. From <http://news.nationalpost.com/2012/01/08/taking-a-u-turn-on-the-one-way-street/>

⁴¹ Morris, Siobhan. (2012). "Wine route plans on hold in St. Catharines core". Retrieved 23 April 2012. From <http://www.1057ezrock.com/news/local/story.aspx?ID=1685383>

⁴² City of St. Catharines (2008). St. Catharines Downtown Creative Cluster Master Plan. Retrieved March 2012. From http://www.stcatharines.ca/en/investin/resources/Master_Plan.pdf

⁴³ Ministry of Health Promotion. (2010). Trails for Active Transportation. Retrieved April 2012. From http://8-80cities.org/Articles/St_Catharines_Final_Report.pdf

STRATEGY

Is the City Strategically Investing in Its Future?

Approach to Downtown Investments

The City of St. Catharines has been highly strategic in its approach to revitalizing the downtown, and developed a master plan to guide the renewal of the core. This comprehensive master plan (the St. Catharines Downtown Creative Cluster Master Plan) not only laid out a clear vision for the downtown, but its forethought put the City in a competitive position to attract funding from senior levels of government (as it became available) to make this plan a reality. The City also focused on building strategic partnerships, such as with the post secondary sector, to realize the implementation of this plan into the future.

The City appears to be investing in the downtown in three key ways. Firstly, the City has been working hard to establish a cultural cluster in the downtown; to this end, the new Marilyn I. Walker School of Fine and Performing Arts and Centre for the Arts represent a major achievement. Secondly, the City has been focused on making the downtown a great place to live and spend time, by investing in the public realm, improving pedestrian connectivity and returning two-way traffic flows. Lastly, the City has been investing in important pieces of infrastructure such as a new car parking structure, sewers and water mains to ensure that the downtown is in a competitive position to absorb new growth into the future.

A major challenge for the City in the coming years will be to ensure that the private sector is an equal partner in downtown revitalization efforts. To date, there have been very few leaders in the private sector that have been showing a strong willingness to invest in downtown St. Catharines. Growing this base of private sector support will be critical to maximize the value of public sector investments.

“Developers are a little bit skittish”

Collection of Municipal Capital Projects Data

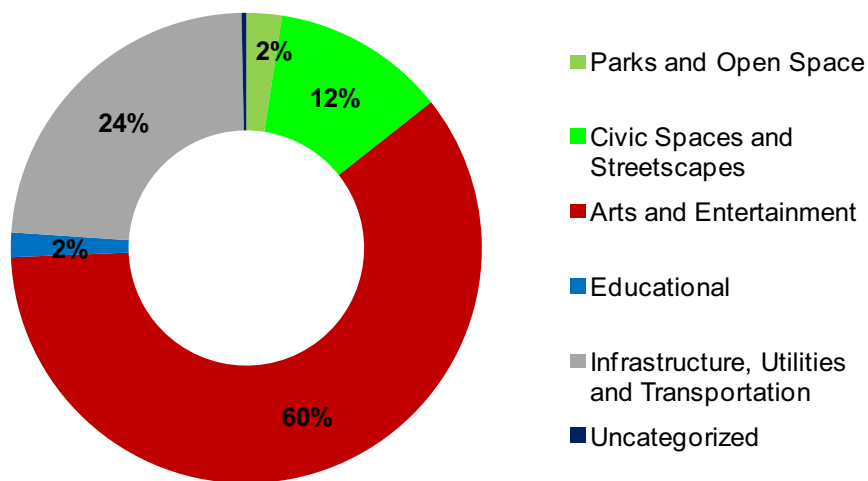
Capital projects data for downtown St. Catharines was compiled by the City's Economic Development Department, who confirmed this list with staff members across other City departments.



The new academic and culture arts centre for in the heart of downtown St Catharines

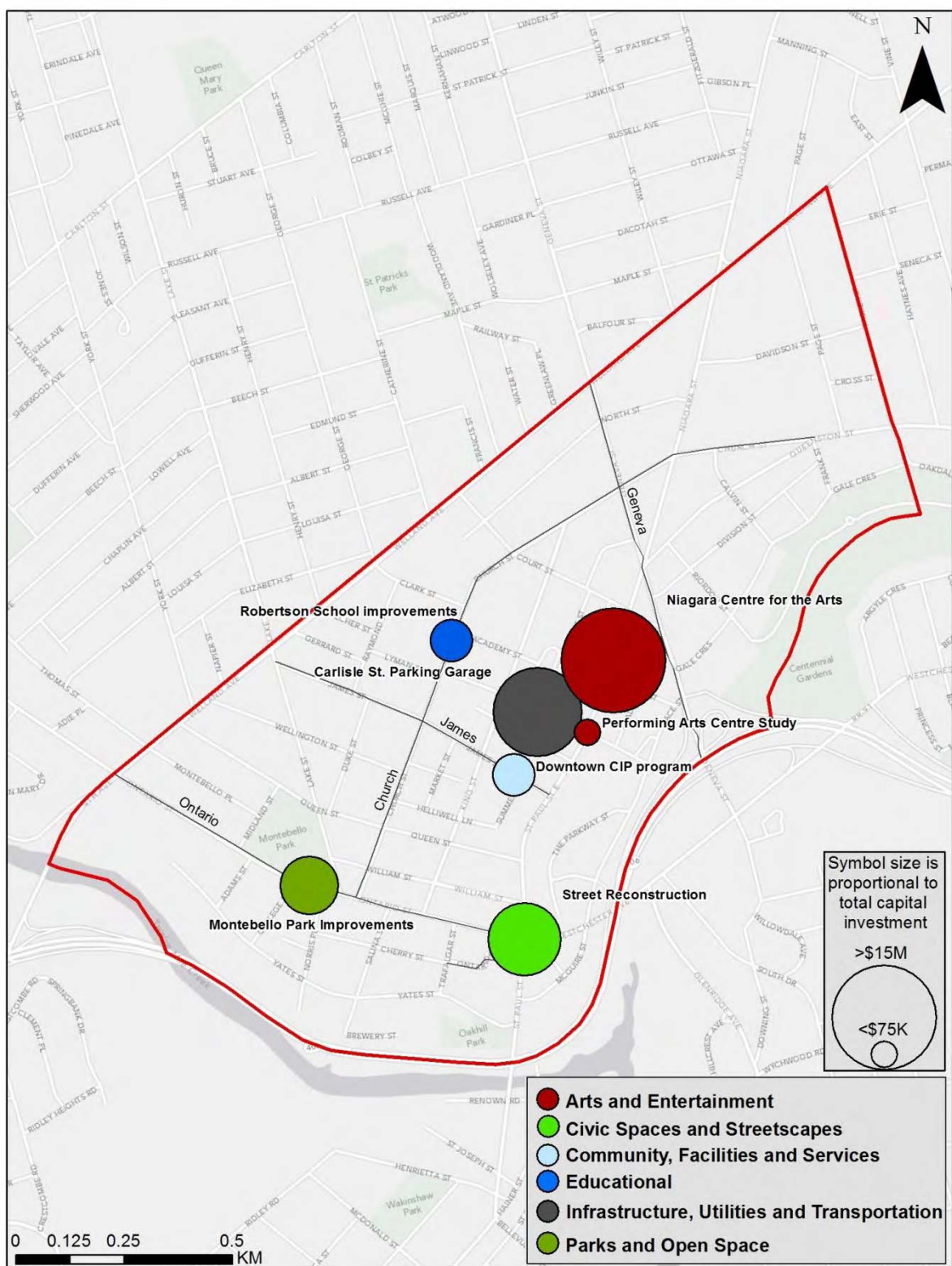
Summary of Municipal Capital Investments

Project Name	Year	Municipal Investment
Carlisle St. Parking Garage	2010	\$11,333,334
Performing Arts Centre	2012	\$18,291,421
Performing Arts Centre Study	2008	\$ 75,000
Reconstruction of Ontario Street/St Paul Street West	2009	\$1,905,000
Reconstruction of Court/Geneva/Ontario/Welland Streets	2009	\$1,745,000
Downtown Street Signals	2009	\$ 512,708
Community Improvement Plan	2005 -	\$722,601
Montebello Park Improvements	2009	\$745,000
Robertson School Improvements	2011-12	\$515,000
TOTAL MAPPED		\$24,511,730
Watermain Improvement Program	ongoing	\$4,942,000
Sewer Improvement Program	ongoing	\$903,000
EDTS - Downtown Program	2008	\$75,000
Downtown Street Patrol	2009 -	\$70,810
Downtown Interim Control By Law	2008 - 2010	\$50,000
Downtown Visualization	2009	\$100,000
TOTAL UNMAPPED		\$ 6,140,810
TOTAL		\$30,652,540



The majority of City investments have been in 'Arts and Entertainment,' which reflects the major investment being made in the new performing arts centre.

Municipal Capital Investments in Downtown St. Catharines – 2000-2010



Name: StCa449CapProj042412

Date: 24/04/2012

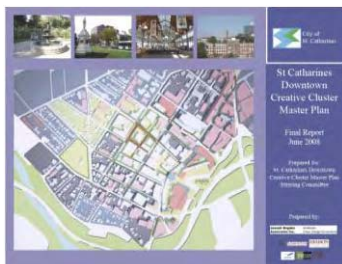
Pattern of Investment:

A creative hub

The City of St. Catharines developed the St. Catharines Downtown Creative Cluster Master Plan. This plan sought to re-energize the core and establish downtown St. Catharines as a cultural hub for the City and the region. The City has taken major strides towards achieving this aim and the downtown will soon host the new performing arts centre in conjunction with Brock University's Marilyn I. Walker School of Fine and Performing Arts Centre. This facility will serve over 500 students and will help to increase activity on downtown streets throughout the day and on the weekends.⁴⁴

The facility will also compliment the many other artistic and creative ventures that are underway in the downtown. For example, the City has invested over half a million dollars in the Robertson School. This historic school (built in 1829) houses the Multicultural Centre and the Folk Arts Council, which provides a wide range of essential services for newcomers to Canada throughout the Niagara Region and supports the preservation and advancement of St. Catharines' unique cultural heritage. The Council also operates a meeting space and banquet facility in this building.

Additionally, St. Catharines City Council has approved a new spectator facility in the downtown. This \$50M spectator facility



The Creative Cluster Master Plan for downtown St Catharines has been largely implemented



Historic Robertson School

is planned to seat 4,500 to 5,300 persons;⁴⁵ and is expected to help secure a long-term tenancy with the Niagara Ice Dogs, as well as expand the range of entertainment, cultural and business events that could be brought into the downtown.⁴⁶ Construction began in December 2012 and the project is expected to be completed in 2014.⁴⁷ This major new asset has the potential to transform the downtown core.

Overall, the combined impact of these investments will likely promote downtown St. Catharines' reputation and function as a place for arts and entertainment and allow the core to emerge as a creative hub for the entire Niagara Region.

An attractive place for people to live, work and spend time

The City has been focused on making downtown St. Catharines a great place to live, work and spend time by improving the quality of the public realm and growing its focus on achieving quality urban design outcomes.

In 2009, the City of St. Catharines started to convert some of the downtown's one way streets back into two way streets. St. Paul Street and Ontario Street are the most prominent streets in this project. This is considered to have been a fundamental factor in the Wine Council of Ontario's decision to incorporate downtown St. Catharines into their regional wine route⁴⁸. Despite construction on St. Paul Street delaying the launch of the revised route for another year, downtown stakeholders are confident this "tourism causeway" will eventually yield immense returns for the downtown and will catalyze further downtown revitalization⁴⁹.

Another important step taken to increase the livability in the downtown has been the establishment of a Community Improvement Plan. Since 2005, the City has invested \$722K in incentives that have supported new residential developments, affordable housing, upgrades to heritage buildings and façade improvements, as well as the opportunity for brownfield redevelopment. This fund will become increasingly important as the downtown attracts a growing level of private sector investment into the future.

⁴⁵ Local Sports Report. (2011). St. Catharines approves new spectator facility. Retrieved April 2012. From <http://niagara.localsportsreport.com/News/st-catharines-approves-new-spectator-facility>

⁴⁶ City of St. Catharines. (2011). Spectator Facility Feasibility Review. Retrieved April 2012. From <http://www.stcatharines.ca/en/governin/SpectatorFacilityFeasibilityReview.asp>

⁴⁷ Bullet News Niagara (2012). Historic groundbreaking for new arena in St Catharines. Accessed from: <http://www.bulletnewsniagara.ca/2012/12/21/historic-groundbreaking-for-new-arena-in-st-catharines/>

⁴⁸ Downs, Peter. (2010). "Wine route is moving downtown". <http://www.stcatharinesstandard.ca/ArticleDisplay.aspx?e=2762335>

⁴⁹ Herod, Doug. (2013). "Wine route travelers miss out on giant arts-centre hole". <http://www.stcatharinesstandard.ca/2013/04/08/wine-route-travellers-miss-out-on-giant-arts-centre-hole>

⁴⁴ Brock University. (2011). Ontario government announces \$26.2 million for Brock's downtown fine arts complex. Retrieved April 2012. From <http://www.brocku.ca/news/10928>

Lastly, the City made a major investment (\$745K) in Montebello Park in 2009. Enhancing this park is critical to serve the growing residential community in the historic neighborhoods on the western edges of the downtown core, as well as providing a quality recreational asset to residents across the wider downtown and the city. Moreover, this park was designed by the world renowned Frederick Law Olmstead and will be an invaluable asset for the City for years to come.

Overall, this complimentary combination of investments will increase the vibrancy of downtown St. Catharines into the future and make it a more attractive place to live and spend time.

Upgrading Existing Infrastructure:

The City has also invested in upgrades to several important pieces of infrastructure. More specifically, the City led the way in developing the \$27.9M Carlisle St. Parking Garage. Project costs were shared by the City, as well as the Provincial and Federal governments. This project has contributed 600 additional parking spaces to the downtown core.⁵⁰ It is anticipated that this parking garage will play a major role in serving the new downtown spectators arena.

Additionally, the City is making an ongoing investment in its Watermain Improvement Program (\$4.9M in the past decade) and the Sewer Improvement Program (\$903K in the past decade). The project is well underway with work on St. Paul's watermains, for example, completed in early 2013. Undertaking this work will be critical to the future strength of the downtown and increase its capacity to absorb growth long into the future. Moreover, undertaking this work now will minimize future disruptions, as the revitalization efforts accelerate in the downtown following the creation of new assets like the performing arts centre.



Carlisle St. Parking Garage

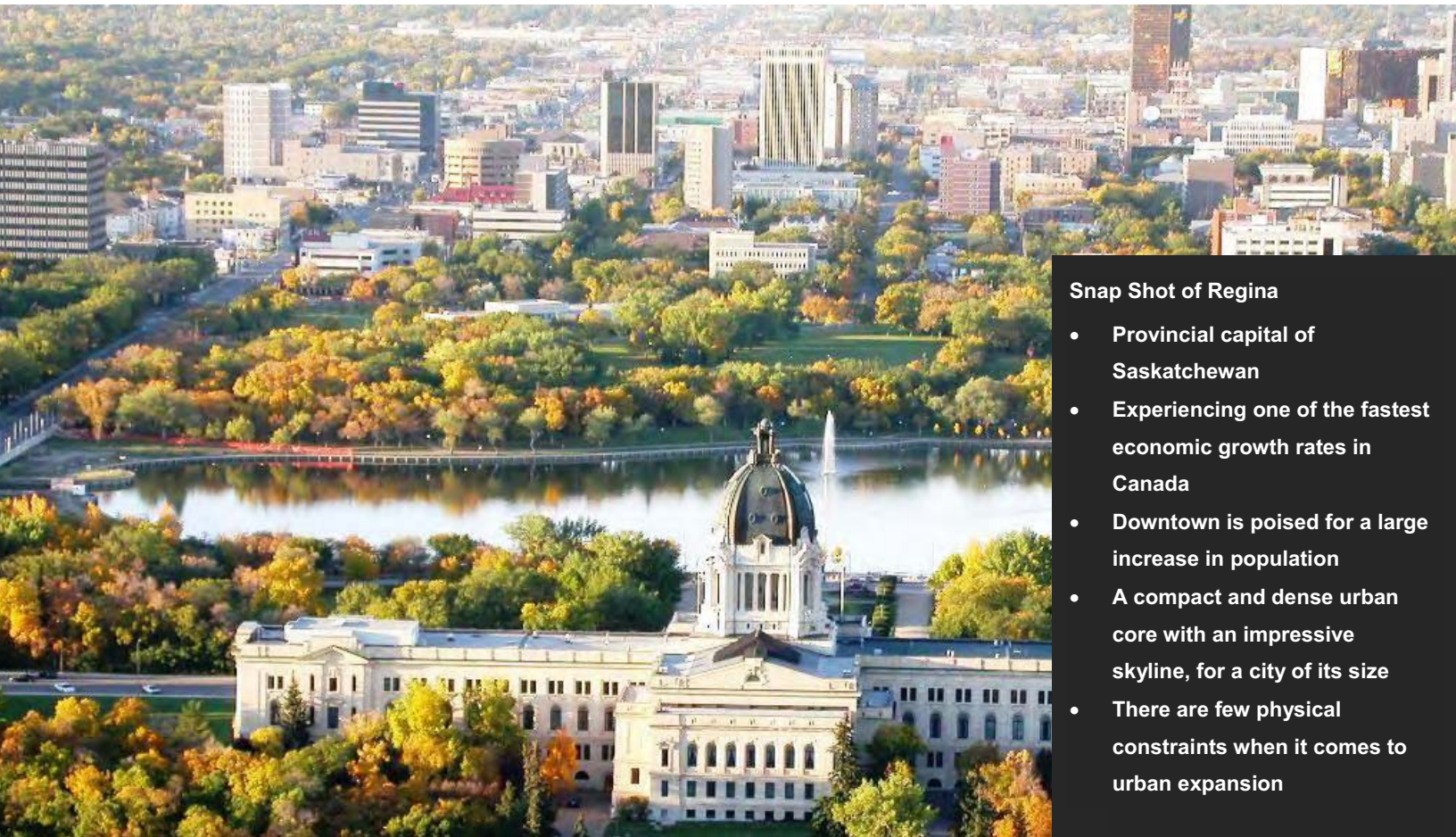


Montebello Park

⁵⁰City of St. Catharines. (No Date). Carlisle Street Garage Project. Retrieved April 2012. From <http://www.stcatharines.ca/en/livein/CarlisleStreetGarageProject.asp>

REGINA

A new era



Snap Shot of Regina

- Provincial capital of Saskatchewan
- Experiencing one of the fastest economic growth rates in Canada
- Downtown is poised for a large increase in population
- A compact and dense urban core with an impressive skyline, for a city of its size
- There are few physical constraints when it comes to urban expansion

“Regina has a very small, very contained downtown – this is a tremendous positive when it comes to experiencing the downtown environment.”

Regina is presently experiencing some of the fastest economic growth in Canada, and the downtown is poised to undergo a period of rapid change in the coming decades. In preparation for this growth, the City has undertaken an extensive downtown master planning process that recognizes the importance of the core and envisages it emerging as an increasingly vital, mixed use and walkable neighbourhood. The City has also created a range of financial incentives, policy tools and invested in public projects to accelerate downtown revitalization efforts. Despite these positive steps, downtown Regina remains challenged to attract its share of growth and investment in an expanding urban region, achieve high quality urban design, enhance its heritage buildings, and attract residential growth to increase its critical mass of activity beyond business hours. On the whole, Regina is placing greater value on its downtown, but long term commitment to intensification efforts will be required to realize the urban vision set out for the downtown core into the future.

Downtown Regina Timeline



1881: Edward Carss, one of the first European pioneers in the Regina area, settled at the junction of Qu'Appelle River and Wascana Creek.

1885: Downtown courthouse played host to trial of Louis Riel for his role in the Northwest Rebellion.

1905: Saskatchewan becomes a province on September 1; Regina declared the capital the following year on May 23.

1912: The McCallum Hill Building, also known as Saskatchewan's Legislative Building and Regina's first 'skyscraper' is completed in the Beaux-Arts style by Edward and William Sutherland Maxwell. Leader Building, home of the Regina's daily newspaper (The Morning Leader) is completed. The "Regina Cyclone" ravishes the city leaving numerous dead, many injured and over 400 buildings destroyed.

1949: A crippling fire destroyed most of the streetcar fleet, the system was replaced by electric trolleys and diesel busses.

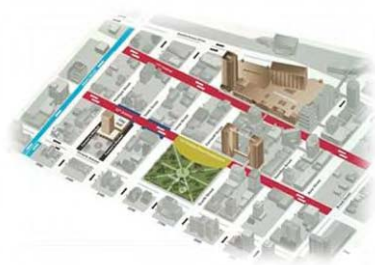


1977: The Prince Edward Building which once housed the Post Office and used as City Hall from 1962-1977 becomes the home of the Globe Theatre in 1981. Construction begins on the Royal Bank Tower, Cornwall Centre, London Life Place, and the Château Tower.

1989: Saskatchewan Science Centre opens to the public.

1996: The buildings surrounding Victoria Park designated by the City of Regina as a Heritage Conservation District. It is the first and only designated heritage conservation district in the province. Union Station renovated and re-opened as Casino Regina.

2002: The Province enacts 'The Cities Act', modernizing and formalizing municipal powers and responsibilities.



2003 – Regina hosts the CFL's 91st Grey Cup. First Nations University of Canada collaborates with University of Regina.

2011: Plains Hotel demolished. Hill Centre III begins construction. Public space investment City Square Plaza opens.

1882 – Regina, named for Queen Victoria, is established as the capital of the North-West Territory near the site of an earlier settlers' camp on Piles-of-Bones Creek (present day Wascana Lake). Arrival of the Canadian Pacific Railway.

1903 – City of Regina incorporated and records a population of 3,000.

1907: City officials hire landscape architect Frederick Todd to design Victoria Park.

1908: Regina's first City Hall completed.

1920: First licensed airport in Canada opens in Regina; then called an "aerodrome"

1935: Regina Riot occurs; an infamous moment in Canadian labour history as "On to Ottawa" Trek is halted in Regina's Market Square.

1964: New main branch of the Regina Public Library constructed and houses the Prairie History Room, the Dunlop Gallery and the RPL Film Theatre.

1982: McCallum Hill Building demolished and in its place the McCallum Hill Towers are constructed (Regina's "Twin Towers") altering the city's skyline.

1992: McCallum Hill Centre II and FCC Tower constructed. Regina Farmers' Market established promoting a pedestrian mall.

2000: Innovation Place opens at the University of Regina to increase synergy by clustering in information technology, petroleum and environmental science research.

2005: Regina Downtown Revitalization Initiative begins.

2009: Regina Downtown Neighbourhood Plan endorsed.

2012: Hill Centre III opens.

2013: Regina host the 2013 Juno Awards and the CFL's 101st Grey Cup. Construction begins on Agriculture Place.



Context Map: Key Assets and Features in the Downtown

Victoria Park (1)

Originally known as Victoria Square, the park is located at the centre of Regina's downtown. Landscape architect Frederick Todd was hired by the City in 1907 to design the gardens. Lush foliage and a plethora of trees are exceptional sites in the Prairies. Today, Victoria Park is home to a small playground and gardens while hosting many functions including the Regina Folk Festival.

F.W. Hill Mall (2)

In 1975, a block of Scarth Street was converted into an open air pedestrian mall accommodating many shops and restaurants. It was remediated in the 1990's for vehicular accessibility if the need arises.

Regina Central Library (3)

Originally, built in 1912 with funding grants from Andrew Carnegie the structure suffered damage in the "Regina Cyclone" six weeks after it opened.

Royal Canadian Legion (4)

Regina is home to the first chartered Branch of the Royal Canadian Legion, Branch 001.

Globe Theatre (5)

Formerly a post office, the Prince Edward is a heritage building dating from 1906. It houses Saskatchewan's first professional theatre company founded in 1966. The Globe Theatre is one of Saskatchewan's largest employers in the arts and receives over 60,000 patrons a year to imaginative events.

CP Rail Lands (Refer to legend)

The Regina Revitalization Initiative proposes to redevelop the CP Rail Lands with commercial, retail and residential opportunities. The City has already reached a deal with CP to purchase the 17.5 acre of land and redevelopment will commence in 2015.



The Legislative Assembly of Saskatchewan

(Not shown on map)
The Legislative building is an architectural landmark bordering Wascana Lake. The province's parliament plays a vital role in the lives of those who reside in province, as government power must be exercised through the Legislative Assembly.

Cathedral Area (Refer to legend)
The West-End of Regina was originally one of the city's most affluent neighbourhoods. It received its name from the Holy Rosary Cathedral built on 13th avenue in 1912. While it faced decline in the 1970's the neighbourhood has subsequently made great progress in revitalizing itself.

Warehouse District (Refer to legend)

This neighbourhood's structures are reflective of the city's industrial past and economic livelihood. Currently, 80 blocks of historic structures are being converted into mixed-use commercial and residential structures that are also flourishing as a tourist destination.

University of Regina College Ave Campus (10)

Founded as an independent degree granting university apart from the University of Saskatchewan in 1974, the University of Regina is home to 25 academic departments serving both graduate and undergraduate students. It possesses national prominence in the field of First Nations and hosts the First Nations University of Canada.

Casino Regina (6)

Located in a National Historic Site, the old Union Train Station, the casino receives two million visitors every year. The casino hosts many concerts and performances and is considered one of Saskatchewan's most prominent tourist destinations.

Mosaic Stadium at Taylor Field (7)

Home of the Saskatchewan's Roughriders of the Canadian Football League, the stadium also hosts local sports teams for practice and house games. Mosaic has the capacity to hold over 30,000 spectators. Through the Regina Revitalization Initiative this stadium may be replaced with a modern stadium at Evraz Place (just west of the current stadium). A new mixed use community could be built in the place of the current stadium.

Wascana Centre (8)

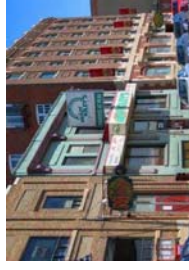
Wascana Centre was established in 1962 and is a 9.3 square kilometre park built around Wascana Lake. It brings together lands and buildings owned by the City of Regina, University of Regina, and Province of Saskatchewan, each of which is represented on the board of directors, and contains government, recreational, cultural, educational and environmental facilities..

Cornwall Centre

Completed in 1981, the \$100 million Cornwall Centre is the largest and most diverse shopping mall in southern Saskatchewan. The Centre contains over 1200 parking stalls and 90 stores, a third of which are unique to the city. Via overhead pedways, the centre is connected to other businesses and facilities, including the Scotia Centre, Sasktel and BMO.

City Square Plaza

City Square Plaza is an outdoor, four-season events venue in the heart of downtown Regina. The Plaza is part of City Square, Regina's premier outdoor cultural events facility. Following a major revitalization project in 2011, the Plaza has already hosted a number of events, including the first-ever Saskatchewan Fashion Week, the popular Regina Farmers' Market, the Regina Folk Festival and JazzFest Regina.



VISIBILITY

Does the downtown have an integral role in the life of the wider city?

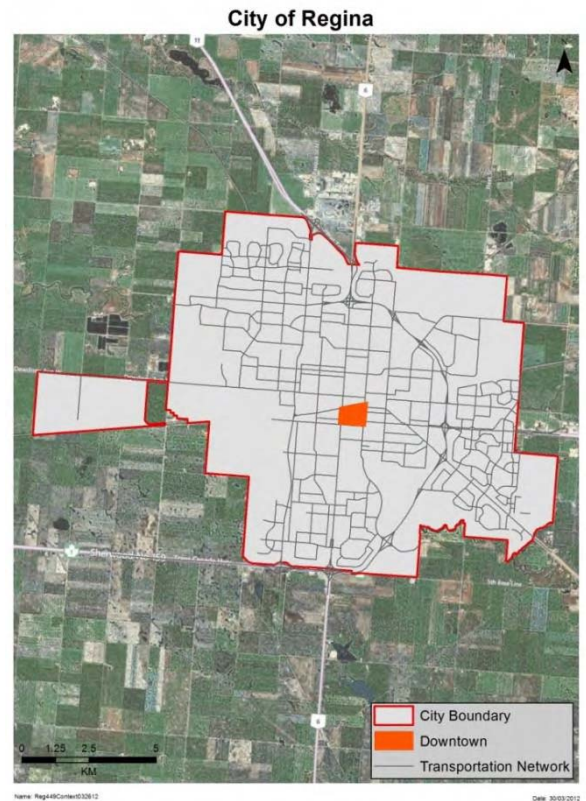
Regina is the capital city of Saskatchewan and the second-largest city in the province. Regina's downtown occupies 1% of the City's total land area, but serves as a vibrant retailing, cultural and entertainment hub, and is the dominant employment base for the city. Provincial government functions are also centralized in the core area, though the legislature itself is south of downtown. Downtown Regina is compact and dense (375 jobs/ha), and its skyline is prized and distinctive for a city its size.

Downtown Regina is facing an exciting period of opportunity, thanks in large part to Saskatchewan's recent, sustained high rates of economic growth. The downtown was also the subject of a well publicized master planning process (Regina Downtown Neighbourhood Plan¹). New public and private investments, such as the City Square plaza and a handful of new office and residential buildings, exemplify this growth and these investments will intensify and strengthen economic and social wellbeing of the downtown core into the future.

Downtown Regina's continued health has been aided by its concentration of office space and jobs. The downtown study area contains 63% of the City's office space and ~30,000 jobs, while together the surrounding neighbourhoods create a combined 84% of citywide office space.² This impressive concentration of employment is largely the result of policies in the City's Official Community Plan that direct large office spaces to the downtown core. Continuing to attract future office development downtown will serve to strengthen the health of the core and draw more secondary retail, entertainment, and residential investment to the downtown into the future.

On the whole, Regina is poised for significant growth in the coming decades. It will be critical that the City and its partners help increase the competitiveness of the downtown to ensure it is in a good position to attract its share of the action. Moreover, it will be important that the downtown leverages its attributes that Regina's residents value so highly - a busy, walkable and compact downtown with an impressive skyline.

"If you give us three more years we will have one of the strongest downtowns in Canada. That hasn't come easily; it has come from a lot of hard work, from the City, the BID, business owners...from everyone."



Downtown comprises

1%

of total city area (82ha)

0.7%

**of the population lives
downtown (1432 people)**

63%

**of Regina's office space is
downtown**

Downtown has

375 jobs/ha

or 30,363 jobs

¹ City of Regina (2009). Regina Downtown Neighbourhood Plan. Walk to Work. Retrieved April 3rd, 2012. From http://www.regina.ca/opencms/export/sites/regina.ca/media/committee_agendas/regina_planning_commission/05-13-2009/executive_summary.1.pdf

² Regina Office Study, 2012, accessed at: <http://www.regina.ca/opencms/export/sites/regina.ca/residents/urban-planning/media/pdf/study-1.pdf>

VISIONARY

Does the downtown have strong leaders who collaborate to achieve a shared vision?

A vision for a sustainable, energetic, prosperous, and reinvigorated downtown Regina is currently being pursued by the City, its partners and the community. This vision has gained momentum with downtown being widely recognized as the heart of Regina, as well as a symbol of the City's collective values and aspirations.

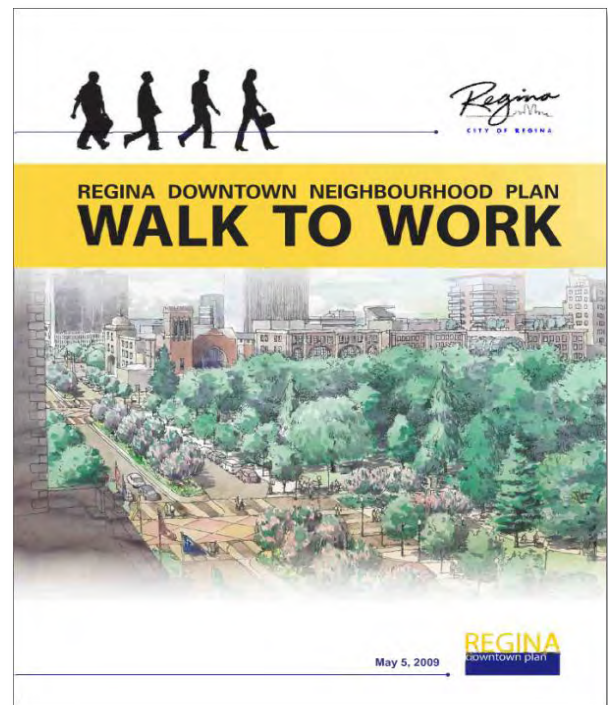
Vision

A vision for downtown Regina was articulated through the recent development of the 'Regina Downtown Neighbourhood Plan – Walk to Work'³. This master plan envisages downtown Regina emerging as a place of pedestrianism, heritage and culture, entrepreneurship, quality urban design, environmental sustainability and as an ideal place to live. Together, these attributes contribute to the larger aim of matching the downtown's strong employment base with a vibrant and diverse residential community.

The plan is positioned as a crucial tool for economic development and city-building in Regina. It theorizes that increasing the concentration of office space in the downtown will act as a strong foundation to encourage future residential growth. It identifies a fundamental goal of increasing the downtown's residential population to cultivate vitality in the core beyond working hours, setting a target of attracting 25% of the City's total population growth over the next fifteen years⁴. Additionally, it recognizes the importance of quality urban design in ensuring both economic and residential development.

The Regina Revitalization Initiative, approved in 2013, also builds upon the framework established by the Downtown Neighbourhood Plan⁵. It contains ambitious directives for redeveloping the Canadian Pacific Rail Yards site (north of downtown) as a new mixed-use community. The project is highly strategic as it would reconnect the downtown with surrounding inner city neighbourhoods like the Warehouse

District – a crucial step towards securing its long-term vibrancy in the core.



Leadership and Collaboration

Consensus emerged among interviewees that downtown Regina's revitalization process has been highly collaborative, involving a diverse range of stakeholders. However, former Mayor Pat Fiocco was widely credited for drawing attention to the downtown, a focus many found to be lacking from City priorities before his first term in 2000. Fortunately, this vision has been carried on by the current Mayor Michael Fougere, who has made the new stadium and the Regina Revitalization Initiative (RRI) one of his top priorities⁶. This type of commitment over political cycles will be critical to successful downtown revitalization efforts. The private sector (driven by the Regina Downtown BID) was also recognized for their major contributions to downtown revitalization efforts.

The Government of Saskatchewan has played a major role in shaping downtown Regina. Indeed, most of the buildings comprising Regina's picturesque skyline house provincial government functions. This concentration of office space has stemmed from the province showing a strong willingness to

³ City of Regina (2009). Regina Downtown Neighbourhood Plan. Walk to Work. Retrieved April 3rd, 2012. From http://www.regina.ca/opencms/export/sites/regina.ca/.media/committee_agendas/regina_planning_commission/05-13-2009/executive_summary.1.pdf

⁴ City of Regina (2009). Regina Downtown Neighbourhood Plan. Walk to Work. Retrieved April 3rd, 2012. From http://www.regina.ca/opencms/export/sites/regina.ca/residents/housing/.media/pdf/parta_may_25_2010_final.pdf

⁵ City of Regina. (2012). *Regina Revitalization Initiative: Media Technical Briefing*. Retrieved from <http://www.regina.ca/opencms/export/sites/regina.ca/residents/rri/.media/media-technical-briefing-presentation-v2.pdf>. Accessed 2012 May 18.

⁶ Brown, V. (2013, February 4). Regina Mayor Michael Fougere looking to chart his own course. *Leader Post*. Retrieved from <http://www.leaderpost.com/news/Regina+Mayor+Michael+Fougere+looking+chart+course/7913160/story.html>

collaborate with the City and support its policies that direct large scale office growth to the downtown core⁷.

The proposed Regina Revitalization Initiative has the potential to transform downtown Regina. The City Council plans to redevelop 17.5 acres of the 33 acre CP Rail yards site (at the north end of the downtown) with commercial, retail and residential projects, replace Mosaic Stadium (at the north west of the downtown) with a modern, open-air stadium located at Evraz Place (just west of the current stadium), and build a new neighbourhood on the 20 acre site of the current stadium. The successful execution of the plan would result in a total of approximately \$1 billion of investment in the downtown, of which \$348.3 million would derive from investments from all three levels of government and rest from leveraging private investments in the CP and Mosaic lands.

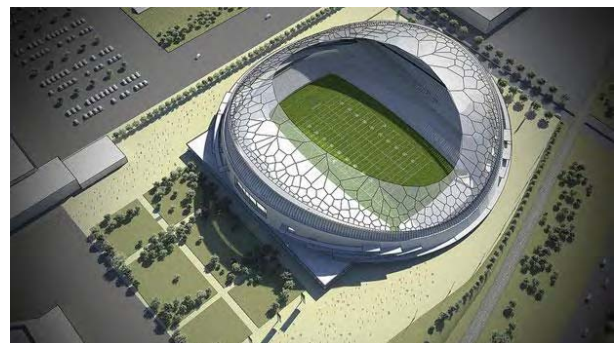
Since its announcement in May 2011, the project has already reached a number of milestones. For one, in October of 2012, the City reached a deal to purchase the 17.39 acres of land from CP at the CP Railyard. The transition will begin in 2013, with CP's continual operation on the land until July 2014. CP will then relocate, and redevelopment will commence in 2015. Another milestone was reached in late January 2013, when City Council approved the funding, concept design and a Request for Qualification for the stadium. To realize this highly ambitious and capital intensive plan, unwavering and coherent commitment to the downtown core will be required from the City (across election cycles) and its public and private sector partners. This project represents the potential for a successful public-private partnership of unprecedented scope, and its success would demonstrate the capacity for collaboration in downtown Regina for years to come.

**Regina has policies in its
Official Community Plan that
specifically relate to its
downtown**

**Regina has had a new
downtown-specific master plan
in place for
4 years**



Regina's Rail Yard



The proposed stadium

⁷City of Regina. (2012). *Proposed Regina Office Policy and Rationale*. Retrieved from <http://www.regina.ca/opencms/export/sites/regina.ca/residents/urban-planning/.media/pdf/draft-regina-office-policy-rationale.pdf>. Accessed 2012 May 18.

PROSPERITY:

Is the downtown's economy robust and innovative?

Regina's economy is experiencing strong growth, primarily from the natural resource sector, spurring rapid population increases and demand for new housing.⁸ These high levels of growth are anticipated to continue into the future, providing the City with the opportunity to develop innovative plans for long term development.

Residential Development

While the City of Regina has worked hard to increase its downtown residential population and the Regina Downtown Neighbourhood Plan seeks to attract 5,000 residents downtown in the next 15 years, the City has seen only modest results to date. Downtown Regina has attracted \$23M in residential development between 2004-2011. The downtown has also experienced population growth but seen a minor net loss in housing stock.

However, the downtown appears to be experiencing a resurgence, with several, directly-adjacent, major residential projects currently under construction, including Gardens on Rose (a \$30M condominium development) and Centre Square Place (a major condominium development). The Capital Pointe project (an \$80M hotel/condominium development) is also underway, yet it has experienced some delays.⁹ There are also several examples of historic buildings being converted for residential uses. For example, the Leader Building has been readapted to provide a mix of uses with retail on the lower level and office and residential uses above.

New residential developments in downtown Regina are being supported by the Downtown Residential Tax Incentives Policy,¹⁰ which provides a tax exemption for up to 5 years for residential condominium and rental projects. These incentives aim to help developers overcome some of the obstacles for

⁸ City of Regina. (2010). Population, Employment, and Economic Analysis of Regina. Retrieved April 10th, 2012, from http://www.designregina.ca/wp-content/uploads/Population_Employment_and_Economic_Analysis_of_Regina_Full_Version.pdf

⁹ CTV Regina (2013) Capital Pointe project changes hands; completion now slated for 2015, May 22, 2013, accessed: <http://regina.ctvnews.ca/capital-pointe-project-changes-hands-completion-now-slated-for-2015-1.1292299>

¹⁰ City of Regina. (2001). Downtown Residential Tax Incentives Policy. Retrieved April 23, 2012. From <http://www.regina.ca/opencms/export/sites/regina.ca/residents/housing/media/pdf/drip-application-form.pdf>

Downtown has attracted

\$23M

of residential growth 2004-2011

Downtown has attracted

\$282.9M

of non-residential growth 2004-2011

Downtown contributes 9%

of the municipal assessment base

Downtown has

30,363

jobs

downtown residential development, such as the higher costs associated with land, construction and conversion.¹¹

Office Development

Regina's downtown boasts a high concentration and density of office space, containing 63%¹² of the citywide inventory. Over 50 office buildings are found in the downtown area, averaging well over 80,000 sq. ft. in size. Sasktel occupies the largest building with 460,157sf of floorspace.¹³ The central area of Regina accounts for 84% of the city's office space.¹⁴

This concentration of office space in central Regina is due, in large part, to longstanding Official Community Plan policies limiting "major office" development outside of the central area. However, despite the relative success of these policies, there was a lack of clarity around their implementation, coupled with a desire to develop suburban office parks and very low office vacancy rates citywide (approximately 1.5%), suggesting an under supplied market. These powerful factors coincided, and as the City is in the process of reviewing its Official Community Plan, it has paid very close attention to its office provisions.

Specifically, the City undertook two studies and engaged interested stakeholders to determine how to reach a balance

¹¹ City of Regina (2000). The Future of Housing in Regina: Laying the Ground Work. Retrieved April 10th, 2012. From

http://www.regina.ca/opencms/export/sites/regina.ca/residents/housing/media/pdf/future_housing_report.pdf

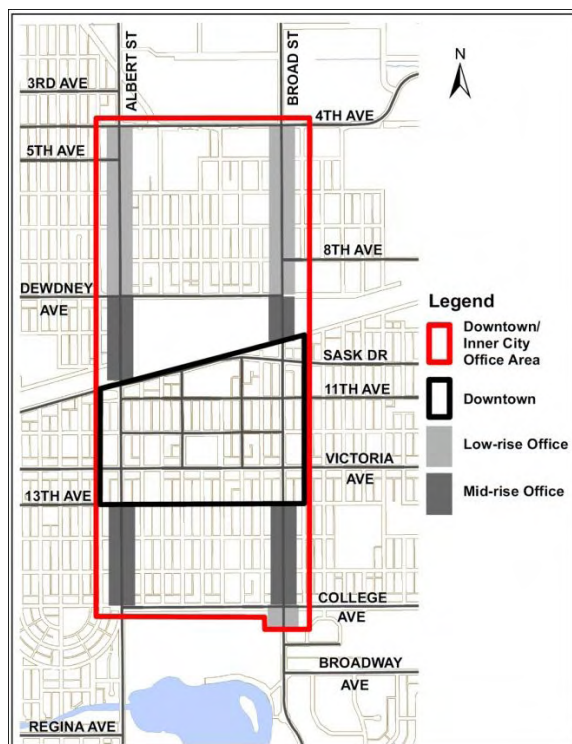
¹² Regina Office Study, 2012, accessed at:

<http://www.regina.ca/opencms/export/sites/regina.ca/residents/urban-planning/media/pdf/study-1.pdf>

¹³ Ibid

¹⁴ Ibid

between healthy availability of office space and building a strong and compact downtown. The resulting policy, adopted/endorsed in July 2012 disallows major office space developments (defined as more than 4,000 sq. m of floor space) outside of the Downtown/Central City Office (below), except in limited and specific contexts (e.g. accessory to an institution). The new policy will ensure at least an 80/20 split between the central area office inventory and the rest of the city to maintain the core's dominance. Additional measures, such as maximum building area and tenant sizes in suburban locations are also included. Further, the new policy clarifies the definition of what constitutes major, medium, and small scale offices, encourages heritage building conversions to offices in the Warehouse District to maintain heritage building stock, and dictates parking maximums for suburban office areas¹⁵.



Downtown/Central City Office Area

In making this complex decision, the City considered the positive, historical impacts that centralizing downtown office space has had on downtown retailing, transit, vitality and walkability and the key role it will continue to play in building a strong, efficient and prosperous city in the future.

Region	Name/Address	Size	Status
Downtown Core	Hill Tower 3*	19,331m ²	Near Complete
	1827 Albert Street	7,812 m ²	Under Construction
	1855 Rose Street	29,450 m ²	Approved
Central City	1916 Dewdney	4,400 m ²	Completed/Leasing
	2169 Rose Street	2,500 m ²	Proposed
Outer City	3425 E. Tregarva Drive	1,007 m ²	Approved, building permit issued
	Harbour Landing Business Park	14,870 m ²	Under Construction
Total		88,217m ²	

Current Office Permit Applications

**Hill Tower III is the largest single permit ever issued by the City of Regina.*

Retail Development

The Cornwall Centre is where the largest collection of retail space is located in Regina's downtown. Approximately 8.5 million people visit each year.¹⁶ This downtown mall is a major anchor containing two department stores (the Bay and Sears), and other national retailers. Regina's 'high streets' also offer a range of independent retailers. While it was thought by many interviewees that retailing is relatively healthy in the downtown, challenges such as competition with big box stores on the peripheries, as well as a lack of entertainment facilities (such as a cinema) and a grocery store were identified as barriers to better servicing the downtown's day and night time populations

Educational & Institutional Development

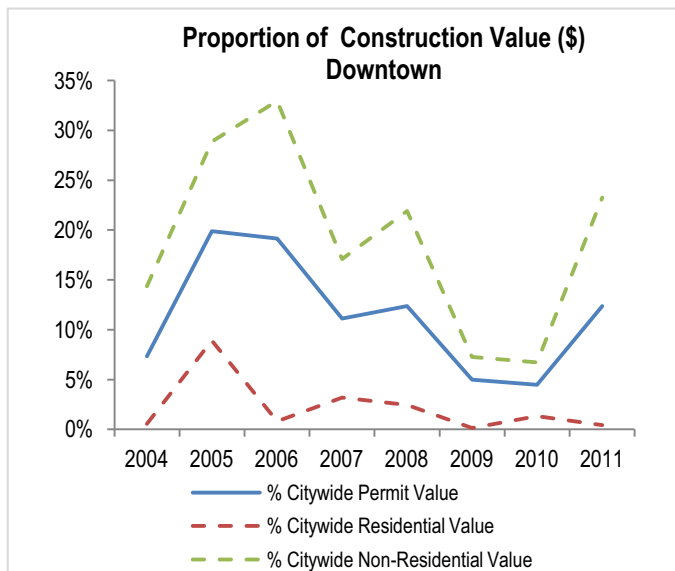
Regina contains five post-secondary educational institutions including, the University of Regina, the First Nations University of Canada, the Saskatchewan Institute of Applied Science and Technology, the Gabriel Dumont Institute of Native Studies and Applied Research, and the Saskatchewan Indian Institute of Technology. These educational institutions host a student population over 27,000 in the City of Regina. Currently, options are being explored for the creation of a downtown University of Regina satellite campus which would create more direct benefits for the downtown core. Additionally, in 2011 City Council endorsed a redevelopment project of the Central Library located adjacent to Victoria Park. The redevelopment would include a more welcoming entranceway into the public park, a theatre and an art gallery. The project represents a major private-public partnership and is conceivably a transformational project to bring new educational and cultural

¹⁵ <http://www.regina.ca/opencms/export/sites/regina.ca/residents/urban-planning/media/pdf/draft-regina-office-policy-rationale.pdf>

¹⁶ Cornwall Centre. (No Date). Specialty Leasing. Retrieved April 23, 2012. From http://www.cornwallcentre.ca/sim-cms/uploads/CORNWALL_CENTRE_SPECIALTY_LEASING_PACKAGE_PRIMARIS_NEW.pdf

facilities to the downtown. The project's fate is unclear however as the library board's offer to purchase the Masonic Temple was rejected by the Masons board¹⁷.

entertainment, finance, insurance and real estate sectors. The downtown comprises nearly 26% of jobs across the city.²⁰



Between 2004-2011 the downtown has attracted an average of 2% of citywide growth and 19% of non-residential growth

Tourism

Hosting major events such as the Grey Cup and the World Curling Championship have helped grow Regina's profile to national and international tourists. Every year approximately 500,000 visitors stay at one of downtown Regina's 10 hotels.¹⁸ Moreover, Casino Regina, located on the northern edge of the downtown in the refurbished Union Station, attracts two million visitors a year.¹⁹

Municipal Tax Base

The total 2011 property tax levy in downtown Regina was \$13.7M. Of this total, about 96% was from non-residential properties. The assessed value of downtown Regina made up 9% of the City's total assessment base.

Jobs

There are an estimated 30,363 jobs in downtown Regina. This number has grown by almost a quarter since 1998 when there were 24,834 jobs in the downtown. Jobs in downtown Regina are concentrated in the public administration, arts, culture and

¹⁷ Cowan, P. (2013). No word yet on fate of Regina Central Library. *Leader Post*. From <http://www.leaderpost.com/news/word+fate+Regina+Central+Library/8275212/story.html>

¹⁸ Regina Downtown BID (2011). Investment Resources. Retrieved April 10th, 2012, from <http://www.reginadowntown.ca/invest/investment-resources>

¹⁹ Casino Regina and Moosejaw (n.d.). Casino Regina and Moosejaw video surveillance from Instek Digital. Retrieved April 12th, 2012, from http://www.instekdigital.com/id/sites/default/files/Instek_Digital_Success_Story_Casino_Regina_and_Moose_Jaw.pdf

²⁰ City of Regina (2010). Population, Employment and Economic Analysis of Regina. Population Projections. Retrieved April 10th, 2012. From <http://www.regina.ca/opencms/export/sites/regina.ca/residents/urban-planning/media/pdf/population-employment.pdf>

LIVABILITY

Is the downtown vibrant, liveable & connected?

Population

Downtown Regina's population grew 37% between 2001 and 2011 (or 386 persons). This growth rate is significant in comparison to the City of Regina, which grew 8% in the same period.²¹ Intensification and containment in Regina will be very important to the future strength of the downtown given the City has few physical constraints on its outward expansion.

Approximately 11,000 people live in the immediate surrounding area.²² Downtown Regina is adjacent to several vibrant residential neighbourhoods - Heritage, Centre Square, Cathedral and North Central. These neighbourhoods are within walking distance of the downtown and support many of the downtown's retailing and cultural facilities. North Central and the area east of the downtown known as the Heritage Neighbourhood -- are among the most economically challenged neighbourhoods in urban Canada.²³

Diversity

Regina is emerging as an increasingly diverse city, with a growing number of national and international migrants joining the city's growing labour force.

Additionally, approximately 8.3% of Regina's population identify as Aboriginal, of which 9,200 were First Nations, 5,990 Métis, and 495 other Aboriginal.²⁴ The City of Regina has entered agreements or memorandums of understanding with several First Nations groups.²⁵ One result of such agreements was the creation of Regina's first urban reserve in the North Central neighbourhood, which received designation from the minister of Indian Affairs and Northern Development in 2008.²⁶

Housing

²¹ City of Regina. (2010). Population, Employment, and Economic Analysis Analysis of Regina. Retrieved April 10th, 2012, from http://www.designregina.ca/wp-content/uploads/Population_Employment_and_Economic_Analysis_of_Regina_Full_Version.pdf

²² City of Regina (n.d.). Residential Buildings. Retrieved April 10th, 2012, from <http://www.reginadowntown.ca/urban-living/residential-buildings>

²³ Gatehouse, J. (2007). Canada's Worst Neighbourhood. Retrieved April 10th, 2012. From http://www.macleans.ca/canada/national/article.jsp?content=20070115_139375_139375

²⁴ The Encyclopedia of Saskatchewan (2012). Urban Aboriginal Population in Regina. Retrieved April 10th, 2012. From http://esask.uregina.ca/entry/urban_aboriginal_population.html

²⁵ City of Regina (2012). City's and First Nations Agreements. Retrieved April 10th, 2012, from <http://www.regina.ca/residents/social-grants-programs/aboriginal-program-agreements/city-first-nation-agreements/>

²⁶ Leader Post (2008). Regina has its First Urban Reserve. Retrieved April 10th, 2012, from <http://www.canada.com/reginaleaderpost/news/story.html?id=13781987-8be3-42a6-a8be-bee4a3061c42&k=5353>

Downtown has

1,432 residents in

2011

37%

population growth

downtown between

2001– 2011 (compared to

8% citywide)

1.4

is the average household

size (compared 2.4

citywide)

With the high levels of growth occurring and forecast in Regina, there are major concerns around housing availability and affordability. A recent citywide study found that Regina's rental housing market has a vacancy rate of 0.6% (the lowest in Canada). This study also found that the average rent for a two-bedroom apartment rose to \$913 per month in October of 2011, from \$872 a year earlier.²⁷ In 2011, Regina also topped the national list of surging housing prices, with the average price rising 173% in 10 years, reaching more than \$258,000 from \$94,518²⁸ In response the City has launched a comprehensive, citywide housing strategy for release in 2013.²⁹ The Regina Downtown BID will continue to have a leading role in developing the downtown component of this housing strategy.

Land Uses

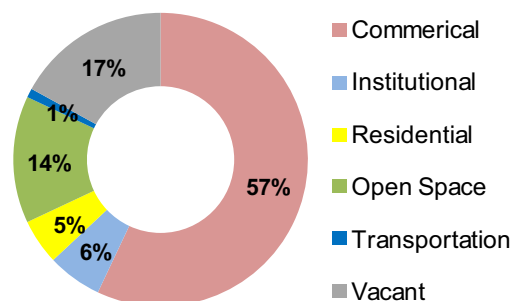
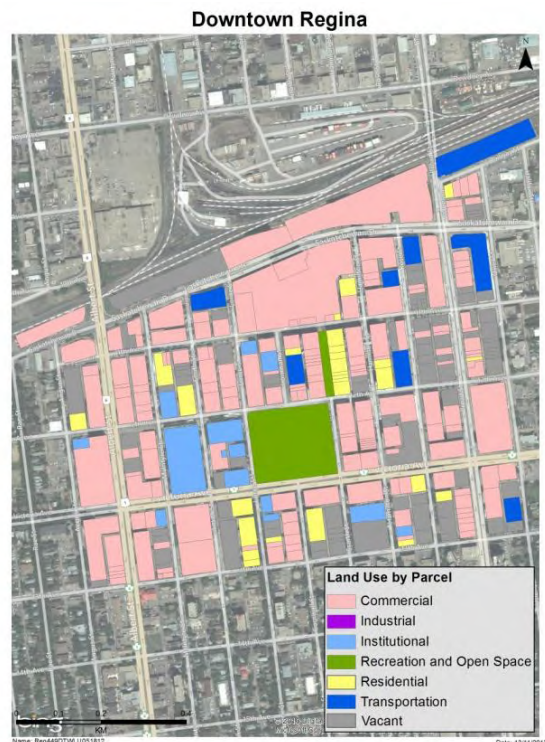
More than half (57%) of Regina's downtown is utilized for commercial purposes, containing office buildings and surface parking lots. Development potential downtown is represented with 17% of land classified as vacant. Residential uses comprise a mere 5% of downtown land area. For a compact downtown there is a plethora of open spaces, including the

²⁷ CBC (2011). Rental Housing in Regina Harder to Find, Study Says. Retrieved April 10th, 2012, from <http://www.cbc.ca/news/canada/saskatchewan/story/2011/12/13/sk-vacancy-rates-111213.html>

²⁸ Humphreys, A. (2011). Toronto, the continent's condo king, Winnipeg, a future hotspot, study. Retrieved April 10th, 2012. From <http://news.nationalpost.com/2011/11/08/canadian-home-prices-have-doubled-in-the-last-decade-study/>

²⁹ Regina City Council. (2012). Comprehensive Housing strategy Work Plan. Retrieved April 23, 2012. From http://regina.ca/opencms/export/sites/regina.ca/media/committee_agendas/city_council/02-21-2012/irl12-3.pdf

anchor of Victoria Park and several pocket parks. WascanaCentre, a large park and prominent landmark, is located to the south of the downtown.



Safety

Downtown Regina has faced some challenges with its reputation for safety, particularly at night and on weekends. It is reported that this is largely due to a lack of people utilizing the downtown core outside of business hours. In response the City is planning to increase street activities and passive surveillance, as well as better design its spaces to increase the feeling of safety. Concentrated pockets, in areas directly adjacent to downtown, of systemic poverty and social problems continue to challenge the downtown.³⁰ However, the

City has been working on a number of initiatives to address some of these complex issues including Crime Prevention Through Environmental Design (CPTED) audits and resulting design modifications to public spaces, including lighting and sightline improvements, increased safety and security patrols, beat cops and police bicycle patrols. One of the goals of the City Square plaza project has been to extend activity levels in the downtown beyond the traditional workday which will in turn help to increase safety levels through a significant increase in “eyes on the street”.³¹

Public Realm

The Downtown Neighbourhood Plan identified an underinvestment in downtown Regina’s public realm over the last 20 years, which has resulted in an inconsistent character and design qualities in the core. The Plan provides specific and detailed guidelines for streetscape standards to improve these conditions.³² Additionally, the Regina Urban Forest Management Strategy has contributed to improving the aesthetics of the public realm throughout the city³³.

The quality of downtown Regina’s public realm was also undermined by the loss of a number of valuable heritage buildings. Interviewees often reported that a number of downtown heritage buildings were left vacant and allowed to deteriorate to an unstable condition until they were demolished. As a result, the downtown has not only lost some of its built legacy but has also been challenged with surface parking lots where heritage buildings once stood. Increasing heritage protections will be an important challenge for the City to ensure it can enhance its heritage features into the future.

³¹ University of Ottawa Institute for the Prevention of Crime, <http://www.sciencesociales.uottawa.ca/ipc/eng/documents/Regina.pdf>

³² City of Regina. (2010). Public Realm Framework: Regina Downtown Neighbourhood Plan. Retrieved April 23, 2012. From

http://www.regina.ca/opencms/export/sites/regina.ca/residents/housing/media/pdf/partb_may_25_2010_final.pdf

³³ City of Regina. (2000). Regina Urban Forest Strategy. Retrieved April 23, 2012. From http://www.regina.ca/opencms/export/sites/regina.ca/residents/parks/media/pdf/regina_urban_forest_management_strat_report.pdf

³⁰ Gatehouse, Jonathan. (2007). Canada’s Worst Neighbourhood. Retrieved April 23, 2012. From http://www.macleans.ca/canada/national/article.jsp?content=20070115_139375_139375

The jewel of the downtown's public realm, Victoria Park, was originally a plot of land set aside by the city's founders to entice settlers to come to the area. In 1996 the Victoria Park Heritage Conservation District was established to govern the redevelopment of the heritage buildings that ring the park. Today, it continues to draw businesses and residents alike to the downtown.³⁴ The importance of Victoria Park to the downtown was recently reflected in the addition of a new public space that leverages the beauty and activity of the park. Through these efforts, the City aims to reassert the historic role that Victoria Park once played as a vibrant hub for downtown Regina.

Connectivity

The Downtown Neighbourhood Plan identified a range of connectivity challenges in the core. The Plan commented that the downtown is largely designed for cars, noting wide roads, wide lanes, one-way streets, an abundance of surface and structured parking, few pedestrian crosswalks or signals, and weak transit infrastructure as evidence. In response to these challenges the City is in the process of carrying out a transportation study to address these issues in downtown Regina.³⁵

Additionally, the City has already taken action in converting some one way streets back to two way streets. The City has also been increasing cycling accessibility to and from downtown. For example, the City established bikeways on Smith and Lorne Streets to improve connections to Wascana Park and south Regina.³⁶

The Regina Transit Investment Plan will also remedy many of the connectivity barriers facing the city. This highly detailed proposal recommends a new network with higher service frequency and an increase in stops. It also incorporates increased bicycle and pedestrian circulation in the downtown core³⁷.



Scarth Street in the winter



City Square Plaza

³⁴Regina Downtown BID. (2011). Regina Downtown Residential Development Opportunities. Retrieved April 23, 2012. From http://www.reginadowntown.ca/images/pdfs/RD_Development_Opportunities_2011.pdf "

³⁵ Regina Downtown BID. (2012). Downtown Transportation Study. Retrieved April 23, 2012. From <http://www.reginadowntown.ca/about-us/news/44-downtown-transportation-study>

³⁶Regina Leader Post. (2007). Bicycles-only lane unveiled. Retrieved April 23, 2012. From <http://www.canada.com/reginaleaderpost/news/story.html?id=edc28faf-01c6-4c46-ba08-57ab5238d8ed>

³⁷AECOM Canada Limited. (2009). City of Regina Transit Investment Plan. Retrieved April 23, 2012. From http://www.designregina.ca/wp-content/uploads/Transit_Investment_Plan.pdf

STRATEGY

Is the City Strategically Investing in Its Future?

Approach to Downtown Investments

In recent years, the City of Regina has been placing an increased focus on the downtown. The recently developed Downtown Regina Neighbourhood Plan has articulated a range of approaches to invest in the downtown core, so it can emerge as an increasingly vibrant and livable neighbourhood. The City has started to implement this plan by demonstrating a willingness to invest in a few key ways. First, the City has been investing in the heart of downtown by increasing the prominence of key assets like Victoria Park. Second, projects that promise to make the downtown more livable and improve the pedestrian experience are being actively pursued. These projects include redesigning roads to improve connectivity throughout the downtown. Finally, the City is making investments they believe will catalyze residential growth. Implementing residential incentives and expanding the supply of affordable housing will help the City realize its goal for the downtown to absorb 25% of the City's population growth by 2024³⁸. While these investments are very recent, it is likely that they will contribute positively to shaping the downtown in the years to come.

Collection of Municipal Capital Projects Data

Capital projects data for Regina was compiled with input from all departments within the City of Regina. The resulting list has been analyzed and reviewed to ensure it is accurate and complete. Select investments adjacent to the downtown study area considered significant to downtown development have also been included. This inclusion is consistent with the analytic methodology used throughout the report.



Lorne Street Bikeway

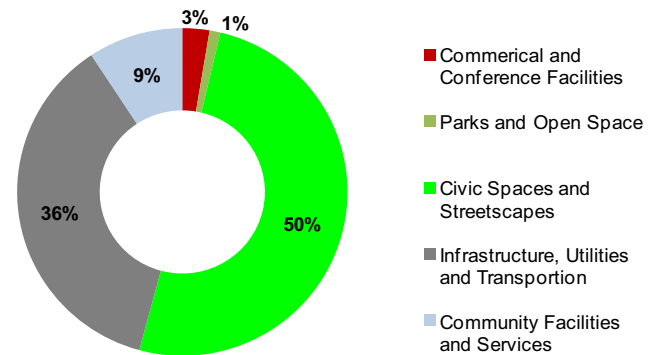


City Square Plaza

³⁸City of Regina. (2009). *Downtown Neighbourhood Plan*. Retrieved from http://www.regina.ca/opencms/export/sites/regina.ca/residents/housing/.media/pdf/parta_may_25_2010_final.pdf. Accessed 2012 May 18.

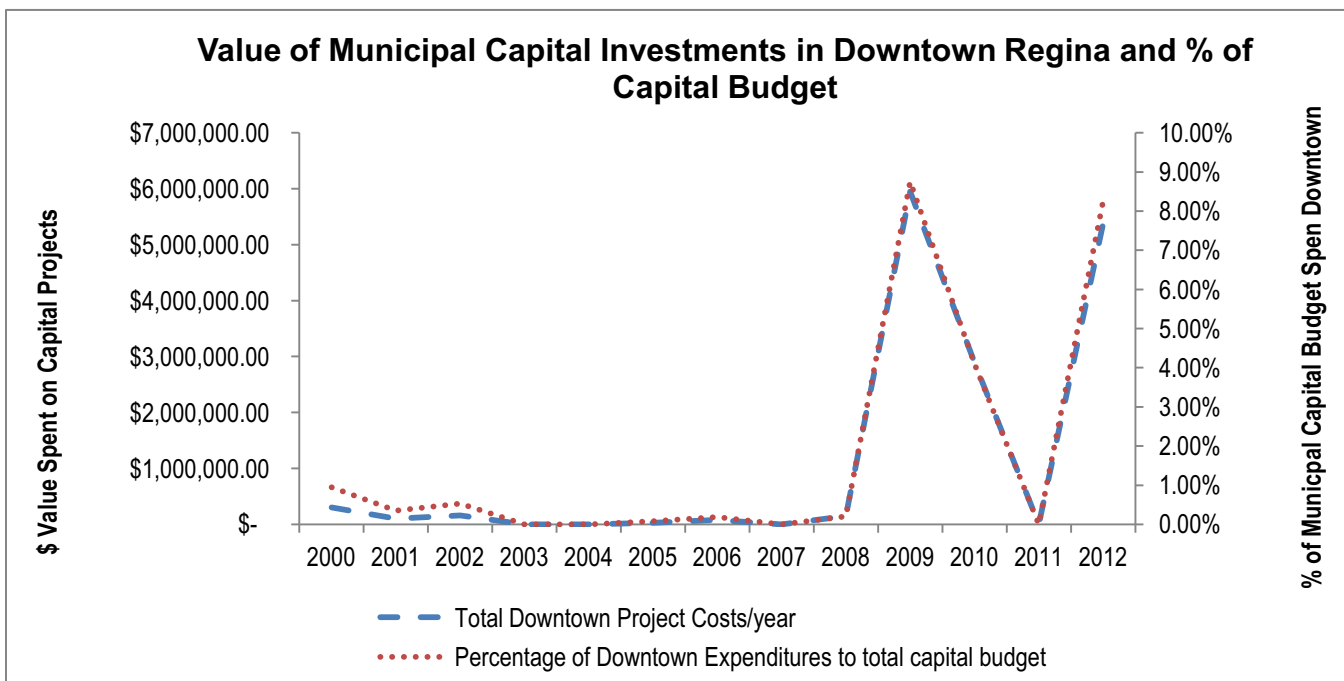
Summary of Municipal Capital Investments

Municipal investments in downtown Regina have been modest in the past decade, at approximately \$15M. However, the data suggests a positive upward trend for the future, with over 90% of this investment occurring from 2008 onwards. The City is also investing a growing proportion of its capital budget in the downtown. Over the last decade, the City invested (on average) 1.8% of its municipal capital budget in the downtown, however the investment has largely occurred in just a few years, 2009, 2010, and 2012. Between 2008 and 2012, the downtown received an average of 4.3% of total capital investment, compared to 0.3% between 2002 and 2006. Recent growth in investment is a promising sign for downtown Regina's future prosperity.



From 2000 to 2012, the City of Regina made the following investments in downtown Regina:

Municipal Investment	Year	Value
Building demolition & Parking Lot Development (11th Ave and Rose St)	2000-2001	\$400,000
Victoria Park Outdoor Staging (Study)	2002	\$160,000
Bikeway System (Lorne & Smith Streets Victoria Ave - College Ave)	2005-2006	\$110,000
City Square Project	2008-2010	\$7,450,000
Urban Design, Construction and Streetscaping (Victoria Ave & Albert St)	2010	\$142,000
Lorne Street Reconstruction (12th Ave to 11th Ave)	2012	\$4,500,000
Turning Signals Upgrade (11th & 12th Avenue)	2012	\$525,000
TOTAL ON MAP		\$13,287,000
Unmapped		\$1,750,000
TOTAL		\$15,037,000



Pattern of Investment:

Although municipal capital investment in downtown Regina has been modest in recent years, investments made have been highly strategic. They have been designed to increase livability and enhance the experience of workers, residents, and visitors to the downtown core. The most notable recent infrastructure investments by the City include: creating City Square – a new public gathering space – to serve as the heart of the downtown; improving mobility, connectivity, the design of roads and thoroughfares; and providing a wider variety of housing options for current and future residents.

Investing in the heart of downtown

While already one of downtown Regina's most important assets, the City Square Project has established Victoria Park as an important area for new investment. Its multipurpose nature is testament to the ingenuity of this project. It is envisioned as a year-round activity hub and community gathering space, providing diverse amenities including active open space, a skating rink, a seasonal farmers' market and a stage. In addition, a future plaza linking the Square with the Regina Public Library concourse will provide cohesion within the city centre's expanding public realm.

City Square is also envisioned as a pedestrian-friendly extension of redevelopment on 12th Avenue. It was initially perceived as a way to simultaneously "take the load" from higher intensity uses of Victoria Park and ease traffic flows downtown³⁹. However, controversy has emerged over whether it is in the best interest of the downtown for City Square to accommodate vehicular traffic⁴⁰. In late 2012, City Council designated the Square as pedestrian-only until a comprehensive downtown transportation study is completed in Spring 2012.

Regardless of conflicting perspectives over how the Square and Plaza will most effectively cultivate vitality downtown, the symbolic value of the City Square Project must be recognized. It suggests that the City of Regina is once again committed to investing in downtown spaces that enhance the quality of life for its residents and visitors.

Improving downtown connectivity and mobility

The City has made great progress in investing in improving connectivity to and within the downtown. Bike lanes have been added to parts of Lorne Street, Smith Street.⁴¹ A bikeway has also been proposed along 15th Avenue, connecting adjacent neighbourhoods to the downtown. This development would link to the pre-existing bike lane network, which will significantly ease cyclists' access to the downtown⁴². In addition, sidewalks are being widened and better lighting is being implemented to improve the pedestrian experience.

Over the past few years, the City has also converted 11th and 12th Avenues from one-way to two-way streets. This switch is aimed to facilitate good vehicular circulation and enhance street life and vitality.

Increasing housing options

In 2010, the City invested approximately \$1.4 million in affordable housing downtown, as the core's current affordable housing stock is quite limited⁴³ (housing is classified as "affordable" if it costs residents 30%, or less, of their income⁴⁴). As Regina faces a period of significant growth it will be important that the downtown provides a wide range of housing options to meet an expanding and increasingly diverse population base. Expanding the residential population is critical to increasing the vibrancy in the downtown core outside of business hours.

The City of Regina currently offers the Housing Incentive Program to encourage citizens and new-comers to live in specific areas of the city⁴⁵. Two tax incentive programs apply to the downtown core⁴⁶. The Downtown Residential Incentive Program (DRIP) provides 100% tax abatement for five years for the development of new condominiums and rental units. Additionally, the Municipal Investment Policy for the

⁴¹ City of Regina. (2008). *City Square: Traffic and Transit*. Retrieved from http://www.regina.ca/opencms/export/sites/regina.ca/residents/urban-planning/.media/pdf/traffic_and_transit.pdf. Accessed 2012 April 23.

⁴² City of Regina. (2008). *Existing and Proposed Bikeways*. Retrieved from <http://www.regina.ca/opencms/export/sites/regina.ca/residents/urban-planning/.media/pdf/bikeway.pdf>. Accessed 2012 April 23.

⁴³ Regina Housing Authority. 2012. *Downtown Available Housing*. Retrieved April 23, 2012. From <http://www.reginahousing.ca/Page.asp?pageid=112>

⁴⁴ City of Regina. 2007. *Regina Community Plan 2007: A Home for All*. Retrieved April 23, 2012. From http://www.regina.ca/opencms/export/sites/regina.ca/residents/urban-planning/.media/pdf/regina_community_plan_-_appendix_iv_report.pdf

⁴⁵ City of Regina. 2010. *New Housing Incentives Program Map*. From http://www.regina.ca/opencms/export/sites/regina.ca/residents/housing/.media/pdf/2010_housing_incentives_map.pdf. Accessed 2012 May 18.

⁴⁶ Mayor's Advisory Committee on Housing. 2000. *Future of Housing in Regina – Laying the Groundwork*. Retrieved April 23, 2012. From <http://intraspec.ca/Regina/future%20of%20housing.pdf>

³⁹ City of Regina. (2008). *City Square WOW Project Rationale*. Retrieved from http://www.regina.ca/opencms/export/sites/regina.ca/residents/urban-planning/.media/pdf/city_square_rationale.pdf. Accessed 2012 April 23.

⁴⁰ City of Regina. (2012). *Downtown Transportation Study*. Retrieved from <http://www.regina.ca/residents/roads-traffic/road-traffic-plan/downtown-transportation-study/>. Accessed from 2012 May 18.

Preservation of Heritage Properties provides tax incentives for up to eight years for improvements to municipal heritage properties. These incentives will likely contribute to a growing interest in residential development downtown and help level the playing field when it comes to overcoming obstacles associated with residential construction in the downtown core.

Future Investment – Regina Revitalization Initiative

The City Council plans to redevelop 17.5 acres of the 33 acre CP Rail yards with commercial, retail and residential opportunities, replace Mosaic Stadium with a modern, open-air stadium located at Evraz Place, and build a new neighbourhood on the 20 acre site of the current stadium.⁴⁷

Executing the plan will require public investments of \$278.2 million for the new stadium, \$45.7 million to redevelop the CP land, and \$24.4 million to prepare the current Mosaic Stadium site for residential development. The total proposed public investment is \$348.3 million, which will leverage private investment in the CP and Mosaic lands resulting in a total of approximately \$1 billion of investment in the heart of Regina.

The project is moving forward as the City reached a deal to purchase 17.39 acres of land from CP in late 2012 and City Council approving the funding, concept design and a Request for Qualification for the stadium in early 2013.

The Regina Revitalization Initiative is ambitious, capital intensive and will require high levels of collaboration between all levels of government and the private sector for years to come. However, if this visionary plan is implemented it will transform downtown Regina, unlocking development potential by utilizing industrial and under-used land in the heart of the city and connecting the downtown to neighbouring communities like the Warehouse District.

⁴⁷ City of Regina, *Regina Revitalization Initiative details released*, Retrieved May 29, 2012. From: http://www.regina.ca/opencms/export/sites/regina.ca/residents/rii/.media/nr-ri-details-released-may-4_finaldoc.pdf

WINDSOR

Twin Skylines



Snap Shot of Windsor

- Once known as Ford City – proud history in auto manufacturing
- Canada's southernmost city, bordering the USA and directly opposite Detroit
- Major international gateway and busiest border crossing in Canada
- Home to University of Windsor and St. Clair College
- Intelligent Community of the Year award in 2010

Downtown Windsor is beginning to capitalize on its strengths, its exemplary institutional sector, its entertainment functions and its natural assets, to emerge as a more vital core. In recent years, the City has played a critical role in strengthening the downtown and succeeded in building strong partnerships with key stakeholders to propel these revitalization efforts forward. Despite these important gains, downtown Windsor has some way to go to reach its potential. It faces significant challenges in terms of addressing visible vacancies along its main shopping streets, attracting new businesses, growing its job base, filling its office inventory and attracting more residents. Stakeholders in downtown Windsor will need to continue to work together to address these challenges and ensure that downtown Windsor can keep moving forward along the road to revitalization.

Downtown Windsor Timeline

1701 – Sieur de Lamonthé establishes Fort Pontchartrain, the area's first European settlement.

1792 – The Duff Baby House is built by Alexander Duff as a fur trade post. It is the oldest building in Windsor.

1837 – The Battle of Windsor takes place as part of the Upper Canada Rebellion.

1857 – University of Windsor's predecessor, Assumption College, is founded.

1749 – Windsor is settled by the French as "Petite Cote," originally a small Jesuit mission. It is the oldest continually inhabited settlement in Canada west of Montreal.

1794 – The settlement of Sandwich is founded following the American Revolution. It is later renamed to Windsor.

1820-1860 – Windsor served as the end point of the Underground Railroad.

1854 – The Great West Railway (Canadian National Railway) is extended to Windsor, connecting it to the rest of Canada.



1871 – Over one hundred buildings in downtown Windsor are destroyed by a fire.

1904 – The Ford Motor Company establishes a factory in Windsor, marking the beginning of Windsor's most prominent industry.

1935 – The Detroit-Windsor Tunnel is completed and opened to auto traffic.

1966 – Riverside Township, Sandwich East, South, and West, and Ojibway are annexed by Windsor.

1892 – Windsor is incorporated as a city.

1920s – During Prohibition in the United States, Windsor serves as a popular rum-running port.

1963 – The University of Windsor is founded.

1998 – Casino Windsor opens, attracting many new visitors to the downtown.

2006-2008 – Caesars Windsor undergoes major renovations, adding a theatre, hotel and convention centre.

2011 – Work begins on a western extension of the 401, named Herb Gray Parkway, with plans of a new bridge crossing to Detroit.

2012 – The University of Windsor begins a project to expand the campus into the former Armouries, Windsor Star and Greyhound Bus Depot buildings downtown, with plans to move the Arts and Social Work faculties to these locations once



2007-2012 – Establishment of St Clair Centre for the Arts.

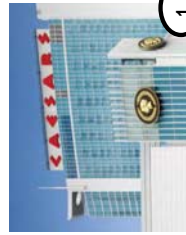
2008 – The Global Financial crisis hits, with far-reaching consequences for Windsor's automotive sector.

2010 – St. Clair College's downtown MediaPlex Campus officially opens in the refurbished Salvation Army building.

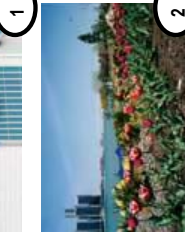
2013 – The Family Aquatic Centre is under construction with an indoor water park and Sports Hall of Fame.



Context Map: Key Assets and Features in the Downtown



Caesar's Windsor (1)
Casino Windsor was renamed Caesar's Windsor following a large-scale renovation in 2006. The casino has played a large role in downtown Windsor's revitalization. It attracts millions of visitors from around the world. The Coliseum at Caesar's Windsor seats 5000 people and regularly attracts high-profile entertainers to the city.



Dieppe Garden (2)
This park offers some of the best views of the Detroit skyline and offers needed green space and gardens in the downtown. In 2010, a monument was erected in the park to honour the Canadians who fought in the Battle of Dieppe during the second World War. An Anchor Memorial is also located here commemorating Canadians who fought in the first World War.



Odette Sculpture Park (3)
This waterfront park runs between the Ambassador Bridge and the Art Gallery of Windsor. It includes walking and biking trails, and features 31 large-scale contemporary sculptures.



Festival Plaza/Civic Terrace (4)
The Riverfront Festival Plaza is a 100,000 sq ft waterfront park. It is a popular gathering place and a frequent venue for festivals and entertainment. Bluesfest International Windsor, Fork & Cork Festival, Pride Festival, Beaverfest, and Windsor Ribfest are among the many events held at the plaza. Renovations featuring a \$3.6 million stage complex began in 2011.



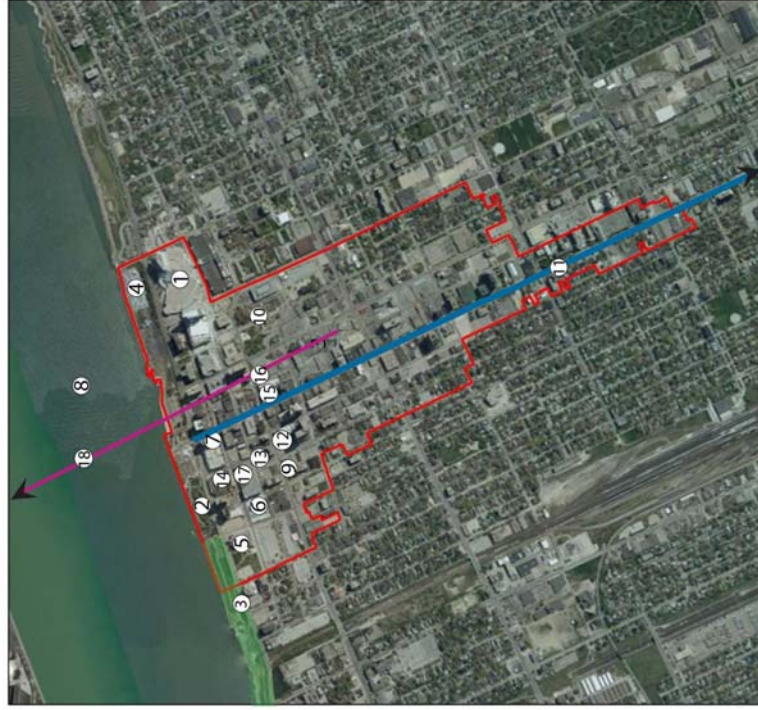
Art Gallery of Windsor (5)
The Art Gallery of Windsor was established in 1943 and began building its own collection the following year. In 1975, the Art Gallery moved into a renovated brewery warehouse on the city's waterfront. In 1999, the warehouse was torn down and in 2001 the new Art Gallery of Windsor building opened in its place.



Windsor Transit Terminal (6)
The downtown bus terminal was constructed in 2007 and is now jointly used to support local and regional transit, as well as Greyhound Canada.



One Riverside Drive (7)
Built in 2002, One Riverside Drive is the newest high-rise office tower in Windsor, at 14 stories. The City of Windsor assembled several parcels of land in order to build the building, which is now the headquarters of Daimler-Chrysler Canada.



Source: Flash Earth
 Downtown Boundary
 Odette Sculpture Park
 Detroit-Windsor Tunnel
 Ouellette Avenue

Farmers Market (9)
Started by the Downtown Windsor BIA, the downtown farmers market is now run by the Downtown Residents Association. It has a new home at Charles Clark Square, close to City Hall.

Windsor City Hall (10)
In the early 1800s, housing was built for newly-arrived Underground Railroad refugees. Since 1861, the City hall Square was known as the "Barrack Square". Later, the Central Public School was built on the site and was a source of conflict over the racial segregation of students. In 1956, the school was demolished and the City Hall was built.

Ouellette Avenue (11)
Ouellette Avenue is main corridor in downtown Windsor. It is the main thoroughfare of the downtown, and features multicultural restaurants and vibrant nightlife.

Capitol Theatre (12)
The City took the lead in saving the Capitol Theatre after it declared bankruptcy. The City refurbished it and it is now the home of the Windsor Symphony Orchestra.

St Clair College – Mediaplex (13)
The Mediaplex is a satellite campus of St. Clair College in the heart of downtown. It offers journalism, public relations, tourism, travel and media convergence programs.

St Clair College Centre for the Arts (14)
The new St. Clair College Centre for the Arts houses 700 students. This campus also includes the former Chrysler Theatre, which continues to host a range of high profile events and performances.

Windsor Star Offices – Former Palace Theatre (15)

The Windsor Star has moved to the former Palace Theatre, which has gone through a major renovation to be turned into a quality office space. The Windsor Star has had a strong commitment to contributing to the revitalization processes in downtown Windsor.

University of Windsor Arts Campus (16)

The University of Windsor is looking to establish an arts-related campus in the former Armouries building, and also in the former Greyhound Depot on the opposite side of the street, serving approximately 500 students.

University of Windsor School of Social Work (17)

The University of Windsor has purchased the former Windsor Star building and is converting it into a school of social work. This new campus will accommodate approximately 830 students, faculty and staff.

Detroit-Windsor Tunnel (18)

This underwater highway connects Windsor to Detroit and is the second busiest border crossing between the United States and Canada (the adjacent Ambassador Bridge is first). The structure is jointly owned by the Cities of Detroit and Windsor. It is 1,573m in length.

Ambassador Bridge

The Ambassador Bridge (1929) is currently the busiest international border crossing in North America. The bridge is under private ownership, but the Governments of Canada, Ontario and Michigan and are in the process of planning a second bridge that will ease the traffic gridlock and long wait times at the border. (Not shown on the map.)

University of Windsor

The University of Windsor's campus lies west of downtown Windsor. This proximity has enabled its 16,000 students to easily frequent the downtown and their presence is fundamental to the revitalization process. (Not shown on map)



VISIBILITY

Does the Downtown have an integral role in the life of the wider city?

Windsor is Canada's southern most city, situated on the shores of the Detroit River and Lake St. Clair (with the USA to the north). Windsor is also located at the western end of the heavily populated Quebec City–Windsor Corridor, connecting some of Canada's largest metropolises to each other, as well as to Michigan and the Midwest United States. This strategic location contributes to Windsor being one of Canada's most crucial gateway cities. The crossing between Windsor and Detroit is said to be one of the most important in the world.

The skylines of downtown Windsor and downtown Detroit are separated by a river that is also an international border, but the two skylines appear as a single city from a distance. The connections between the two cities also go well beyond physical proximity, with the two economies linked through the automotive industry, significant cross-border labour flows and strong social and cultural ties. As major restructuring has occurred within the manufacturing sector on a global scale, both cities have been challenged to adapt and diversify their economic base, while simultaneously managing job and population losses.¹

Changing regional conditions also have a major impact on downtown Windsor. For example, Caesars Windsor experienced a significant drop in patronage due to a powerful series of macro decisions, actions and events taking place almost simultaneously. In a very short timeframe, Detroit shed almost a third of its population; massive job losses led to lower disposable incomes; the US dollar dropped to be on par with the Canadian dollar; new-found concerns over global terrorism led to US citizens being compelled to carry a passport when re-entering the country; and significant casino expansion occurred in Michigan and Ohio, including three in downtown Detroit (Greektown Casino, MGM Grand, and Motor City Casino). To remain competitive, Caesars Windsor has diversified its functionality and reinvested in its facilities. However, this situation illustrates the way that the fortunes of downtown Windsor are affected by the economic performance of Detroit and beyond, as well as high level international policies.

Windsor has faced many economic challenges in recent years that have affected both the downtown and the City as a whole. The City and its stakeholders should be commended on the many steps they have taken to tackle these serious challenges head on by diversifying economic opportunities and building on the City's strengths. As Windsor reimagines and rebuilds in the coming years, the downtown will play an increasingly critical role on this road to recovery.

City of Windsor



"Downtown Windsor is only 5 minutes from downtown Detroit. In a way, if you live in Windsor you have two downtowns."

Downtown comprises

0.7%

of total city area (105 ha)

2%

**of the population live downtown in
2011 (4,925)**

or 47 people/ha

¹ CBC News (2013). *Could Detroit's financial woes kill annual fireworks show?* Retrieved from: <http://www.cbc.ca/news/canada/windsor/story/2013/02/25/wdr-freedom-fest-fireworks-detroit-financial-crisis.html>

VISIONARY

Does the downtown have strong leaders who collaborate to achieve a shared vision?

For the past 20 years, there has been consensus around the importance of revitalizing downtown Windsor. Indeed, several plans and studies have been launched to achieve this goal, with supporting efforts and investments made by various public and private sector stakeholders to see a stronger downtown. Yet Windsor has often been prone to economic booms and busts, which has had an impact on the momentum and resources available to propel the downtown towards a cohesive long-term vision.

Vision

Windsor's downtown has been an important planning priority for decades. As early as 1995, the City developed the landmark City Centre Revitalization Study to kick start renewal in the area. It articulated a vision for a new, successful downtown core that would be achieved through a market-driven, consumption-based resurgence. This policy provided incentives that decreased zoning restrictions in the core and promoted the establishment of nightclub and entertainment venues. Unfortunately, this plan had a series of unintended consequences, as many new bars and entertainment facilities were developed to appeal to a youthful clientele (particularly youth from the USA between the ages of 19 – 21 seeking to take advantage of the lower drinking age in Ontario), creating a new array of challenges for the downtown including increased noise, street violence, and nuisance crimes.

In response, a visionary shift occurred to reposition the downtown as a holistic, safe, and sustainable neighbourhood. The Bellmio Report, issued in 2003, highlighted a range of steps to be taken to get the downtown back on track, including revised zoning categories for bars and entertainment venues and increased emphasis on neighbourhood policing.² These ideas were also incorporated in the Downtown Windsor Business Improvement Area Strategic Plan 2011-2014. This allowed the downtown to emerge as a more inclusive destination with a wider range of activities.

This vision evolved one step further in the Municipal Cultural Master Plan, 2010. This Plan identified the downtown as a "focal point for investment in arts and cultural activities" and established a goal of creating a critical mass of cultural facilities downtown. This vision is starting to be realized with

investments in the Capitol Theatre, the Art Gallery of Windsor and the establishment of the St Clair College Centre for the Arts and plans to relocate the University of Windsor's School of Social Work and Visual Arts and Music programs downtown.


Leadership and Collaboration

The City has put a great deal of emphasis on strengthening the downtown in its planning policies and in a series of strategic public investments to improve facilities and quality of place downtown. The City has also shown a willingness to build partnerships with key stakeholders to encourage investment in the downtown. The City has for example supported efforts to attract institutions, new office tenants and businesses to the core.

The economic circumstances have created challenges for private sector leaders, although several business owners as well as the Downtown Windsor Business Improvement Association continue to champion a resurgent downtown core.

The provincial government has also been focusing on downtown Windsor; it invested heavily in the City's casino, the new post secondary institutions downtown and the tunnel plaza. The Federal Government has also had some involvement in supporting these new facilities, as well as the new Downtown Windsor Business Accelerator Centre and it will play a key role in financing a new bridge to the USA.

Post secondary institutions, the University of Windsor and St Clair College, have also been critical champions for the downtown, working with the City to develop new post secondary campuses in the core.



"We have a spectacular waterfront with uninterrupted access – it is one of our jewels"

² Scale Down Windsor. (2008). Retrieved from: <http://scaledownwindsor.blogspot.ca/2008/01/accepting-challenge-to-make-downtown.html>

PROSPERITY:

Is the downtown's economy robust and innovative?

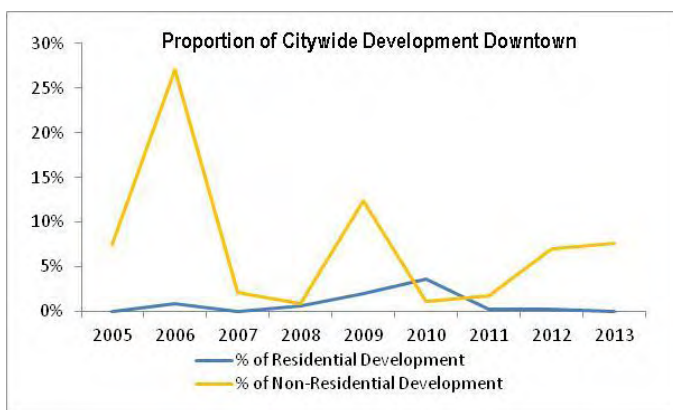
Residential Development

Residential development in downtown Windsor has been limited. From 2005 to 2013, the downtown core saw less than \$2M invested in its residential stock, representing less than 1% of citywide residential investment. This new housing stock was generally the result of converting office space or upper floors of storefronts to apartments and/or condominium lofts.³ However, an exciting example of a new and larger scale condominium development can be found along the waterfront, the award-winning, professionally decorated Portofino building, although this building is not yet fully occupied.⁴ Downtown Windsor will be challenged to become more livable in order to attract a growing population base. The downtown could do this by capitalizing on housing demand from students attending the new post-secondary campuses in the downtown. In fact, it was recently announced that a former hotel is being converted into luxury student housing for September 2013.⁵

Office Development

Interviewees commented that up until the 1990s, downtown Windsor accommodated a broad range of jobs with various accounting firms, engineering firms and insurance companies, such as KPMG and London Life. However, interviewees also noted that as downtown office buildings aged and rents increased, the core became a less attractive option, resulting in many companies moving out to suburban office parks.

However, some ground has been regained. For example, in late 2012 the Sutherland Global Services call centre moved



³ACT Building Better Homes and Communities. Retrieved from: http://www.fcm.ca/Documents/case-studies/ACT/Streamlining_Office-to-Residential_Conversions_CS_EN.pdf

⁴Collavino Group. Portofino building. Retrieved from: <http://www.collavinogroup.com/project-portofino.aspx>

⁵<http://www.cbc.ca/news/canada/windsor/story/2013/07/22/wdr-riverside-inn-student-housing-windsor.html>

104

**new dwellings units were added
downtown between 2001-2011**

**\$1.96M in residential
construction between 2005-2013**

\$156M

**in non-residential construction
(including mixed use development)
between 2005-2013**

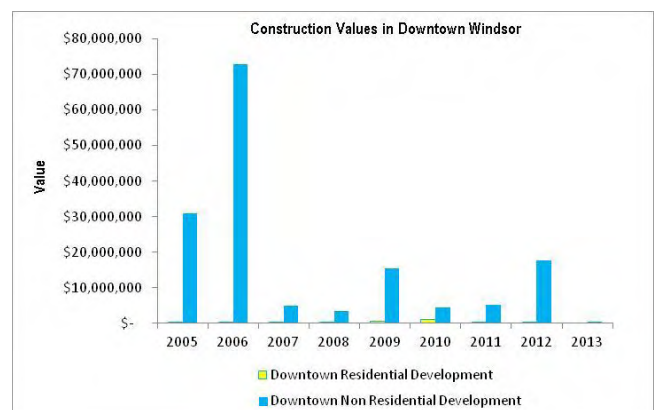
**Between 2005-2013 downtown has
attracted an average of**

6% of total

construction value

400 employees into the company's downtown offices, joining 600 who were already there. This building (500 Ouellette) had seen a 50% vacancy level but is now 95% full.⁶ The Windsor Star newspaper is the anchor tenant in the former Palace Cinema Theatre space, which was recently renovated to provide new high quality office space downtown.

The City also helped support one of Windsor's largest downtown office developments at 1 Riverside West. The City was involved in assembling properties to realize this building; leased part of the space to see it built and spent \$16M on building the attached parking garage, which it continues to own. This type of leadership signals the City's commitment to diversifying the downtown economic base.



⁶Cross, B. (2012). 400 jobs coming to downtown Windsor. Retrieved from: <http://blogs.windsorstar.com/2012/11/22/400-jobs-coming-to-the-downtown/>

The City of Windsor is also working to position itself as a new high-tech hub with a unique corporate culture. In the City, from 2009 to 2011, approximately 100 jobs were created from nine tech companies, which are expected to double size in the near future.⁷ If these efforts can be sustained, the downtown will provide an excellent environment to support new technology companies in the years to come.

Retail Development

Retailing in downtown Windsor has been challenged by the lasting impacts of the recent financial crisis on Windsor as a whole, declining downtown visitation from the US, as well as extreme competition from suburban big box malls, particularly in Detroit. The severity of the impact of cross-border shopping for downtown retailers (and property owners) is captured in a Windsor Star article, which reports that the taxes downtown retailers paid to the City were comparable to rents paid to their landlords,⁸ creating significant challenges to retail viability.

Additionally, the City's obligation under Ontario's Municipal Act to provide owners with a property tax rebate of 30% for vacant commercial space does little to encourage reuse of vacant downtown space.⁹ The effect of this policy can be seen in storefront vacancies along some of the key retail spines.

In the coming years, it will be critical that this situation is improved by increasing downtown pedestrian traffic, growing the jobs base and attracting more residents and students. The integration of Caesars Windsor, as well as new cultural facilities and the new aquatic centre downtown will also be important. Some steps have already been taken to achieve this goal with the initiation of the DWBIA's Dine Around program, designed to attract conference delegates to downtown restaurants. The downtown Farmers Market, managed by the Downtown Residents Association has witnessed increased attendance its new home at Charles Clark Square by City Hall.¹⁰ Hopefully, all of these efforts will begin to improve future opportunities for downtown retailers.

Educational & Institutional Development

St. Clair College and the University of Windsor have both been major players in working to revitalize the downtown.¹¹ St. Clair College recently opened two campuses in the core. Its multipurpose Centre for the Arts has been established along the waterfront, accommodating 800 students, as well as the 1,200 seat Chrysler Theatre.¹² Additionally, the College developed MediaPlex, a campus for journalism, media and public relations students, in the heart of downtown. The MediaPlex was developed with the support of the federal government, as well as the City, which donated the former Salvation Army building.¹³

The University of Windsor, with its main campus located in close proximity to the downtown core (serving over 16,000 students)¹⁴ is also focused on developing several downtown campuses. The University recently acquired the former Windsor Star building to house its School of Social Work (approximately 900 students) and the Centre for Executive & Professional Education by 2014.¹⁵ The University is also accommodating the school of Fine Arts and Music programs in the former Windsor Armouries as well as converting the former Greyhound Terminal across the street into a new facility. The federal government, the provincial government and the City are helping to support these important projects. The emergence of these new post-secondary campuses is a game changer for the downtown and will bring thousands of feet to the streets; it will hopefully have many spin-off benefits for other industries in the downtown.

Tourism

Caesars Windsor Hotel and Casino is a key tourism asset downtown; it hosts major concerts and events and increases the profile of the downtown core. In the late 1990s the Casino was considered one of the most profitable casinos in the world (i.e. on a per square foot basis), but according to the OLG, visitation fell from 6.7 million in 2000 to 3.6 million in 2012.¹⁶

¹¹ Richards, C. (2011). *City Announces Major Funding to Launch Downtown Revitalization*. Retrieved from <http://windsorite.ca/2011/05/city-announces-major-funding-to-launch-downtown-revitalization/>

¹² Chrysler Theater (2010). *About*. Retrieved from <http://www.chryslertheatre.com/about.htm>

¹³ Media Plex. (2011). *Media Plex*. Retrieved from <http://www.stclaircollege.ca/mediaplex/>

¹⁴ University of Windsor. (2012). *About the University*. Retrieved from <http://www.uwindsor.ca/about-the-university>

¹⁵ Battagello, D. (2012). *Windsor Star hands Keys to Ferry Street to University of Windsor*. The Windsor Star. Retrieved from <http://blogs.windsorstar.com/2012/11/30/windsor-star-hands-keys-to-ferry-street-to-university-of-windsor/>

¹⁶ Toronto Star (2013). *Windsor's casino an important job creator as high unemployment persists*. Retrieved from:

⁷ Ibid.

⁸ Schmidt, D. (2012). *Good news as Downtown Windsor BIA ordered out of current home*. Retrieved from

<http://blogs.windsorstar.com/2012/09/11/good-news-as-downtown-windsor-bia-ordered-out-of-current-home/>

⁹ City of Windsor. *Taxes and Assessment*. Retrieved from:

<http://www.citywindsor.ca/cityhall/Taxes--and-Assessment-/Pages/Tax-Rates.aspx>

¹⁰ CTV News (2013). *Windsor farmers' market heads to Charles Clark Square*.

Retrieved from: <http://windsor.ctvnews.ca/windsor-farmers-market-heads-to-charles-clark-square-1.1172918>

This decline was further marked by the layoff of over 2,000 employees. In response to these challenges, a \$430-million rebranding/ expansion effort was launched in 2006. A new 27-story hotel called the Augustus Tower was developed, as well as a 5,000-seat theatre and a 100,000 square foot convention centre. The existing facility was also renovated. These efforts have been important for maintaining the strength of the Casino so it can continue to play a significant role in the community.

Downtown Windsor has also seen major improvements to its arts and cultural facilities, which should help grow visitation. In early 2013, the City bought the Art Gallery of Windsor's (AGW) building and allowed them to stay on rent-free, giving the AGW more freedom to concentrate on enhancing the collection and programming. A recent Council vote has also approved a renovation of the building to include a civic museum.¹⁷ Improvements to the Capitol Theatre will also create a new home for the Windsor Symphony Orchestra. Additionally, the new festival stage and revamped riverfront plaza will accommodate community events and concerts outdoors adjacent to the Detroit River.

Municipal Tax Base

The economic difficulties faced in recent years in downtown Windsor have been reflected in a shrinking property assessment base. The downtown's assessment base lost almost half of its value between 2006 and 2012. However, the City as whole also faced a steep decline in assessment value in 2009 and still has not recovered to the highs reached before the 2008 financial crisis.

Currently, the downtown comprises 2% of citywide assessment (down from 4% in 2008). It will be important that the City continues to track this number as this is an important indicator

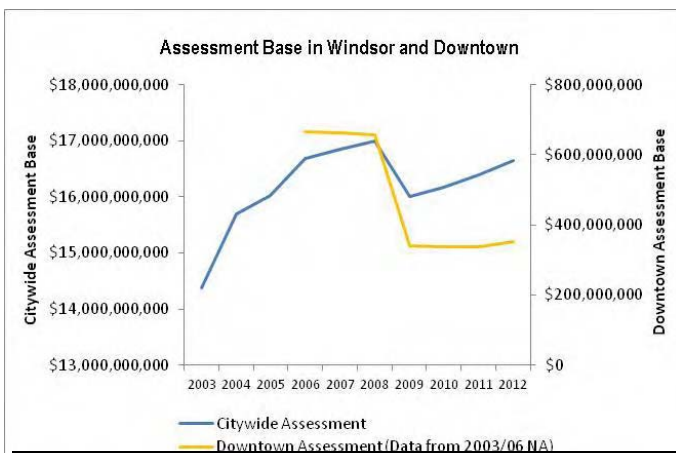
of the downtown's economic health. It will be critical for the downtown to grow its assessment base and provide the City with a stronger tax base.

Jobs

The City of Windsor has a workforce of 103,035 employees. Of these employees, most people (33,920) were employed in the manufacturing and construction sector, followed by 27,950 in the sales and service sector. However, limited data is available on jobs in the downtown study area. The Casino is one of the downtown's largest employers with 3,000 jobs in the facility. The downtown area also accommodates City Hall, as well as the headquarters of Chrysler Canada and Sutherland Global Services. The development of the new Windsor University and St Clair College buildings is also creating short term construction jobs and long term staff and faculty jobs in the core.



Caesars Casino, downtown Windsor's largest employer



http://www.thestar.com/news/gta/2013/02/18/windsors_casino_an_important_job_creator_as_high_unemployment_persists.html

¹⁷ CBC News (2013) *Civic museum to move into Art Gallery of Windsor*. Retrieved from: <http://www.cbc.ca/news/canada/windsor/story/2013/04/23/wdr-windsor-civic-museum-art-gallery.html>

LIVABILITY

Is the downtown vibrant, liveable & connected?

Population

In 2011, approximately 4,925 people or 2% of the population were living in downtown Windsor. This population was living at a modest density of 63 persons per hectare. A disturbing trend for the downtown is that the population declined by 16% between 1996 and 2011. By comparison, the City of Windsor experienced population growth of nearly 7% over that same period. Between 2006 and 2011 the City did experience a 2.6% decline in population, yet this could largely be attributed to the global economic crisis that was strongly felt within the region.

Age and Diversity

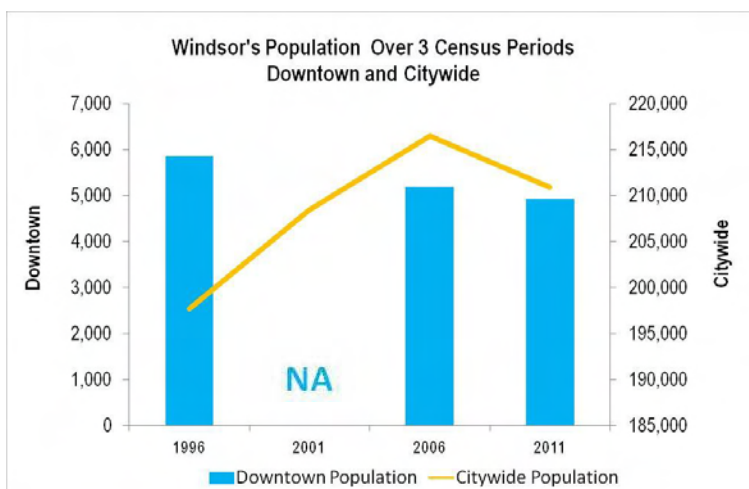
Downtown Windsor has a diverse population base. In 2006, 31% of the downtown population identified as a visible minority, compared to 21% citywide. These minorities represent a wide range of ethnic backgrounds, including: Arab (8%), Black (7%), Chinese (5%), and South Asian (4%). Downtown Windsor is also representative of an older population with an average age of 47.8 years. The City, in contrast, is composed of persons whose average age is nearly a decade younger (38.4 years). Downtown residents also earn less on average than citywide residents, with more than half the population (56%) earning less than \$20,000 per year. It is assumed that this reflects the higher rate of seniors living downtown.

Housing

Over three quarters of the downtown housing stock is made up of multi-storey apartment buildings (78%); this is in sharp contrast to the rest of the City, where over two thirds of housing stock is made up of single-detached homes. Additionally, the downtown units were largely constructed in a different era than the city as a whole. The city experienced a construction boom in the post-war era until 1960, while the downtown's construction boom occurred during in the 1970s. Increasing the demand for housing in the downtown will be important to attracting a more diverse population base.

Downtown has
4,925 residents
in 2011

5%
population decline
downtown between 2006-2011,
compared to -2.6% citywide



Over three quarters of downtown Windsor's housing stock is made up of apartment buildings

Safety

The City of Windsor is considered to be one of the safest cities in Canada.¹⁸ The DWBIA contributes to this record through their Clean and Safe Program and the Downtown Windsor Streetscape Initiative for Ouellette Avenue,¹⁹ two projects that have focused on developing a safe, secure and family-friendly environment. One of the challenges for downtown Windsor has been overcoming a perception of being unruly at night. Several bars opened in the late 1990s that reportedly attracted young Americans (19-21years). This helped give downtown a negative image among residents. An interim control by-law in 2003 prevented the opening of any new bars, while the City studied the issue, and the downtown has since been positioning itself as a more family friendly destination.

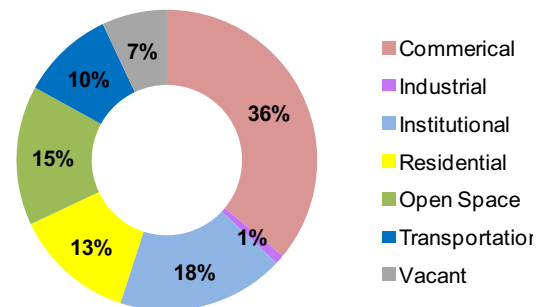
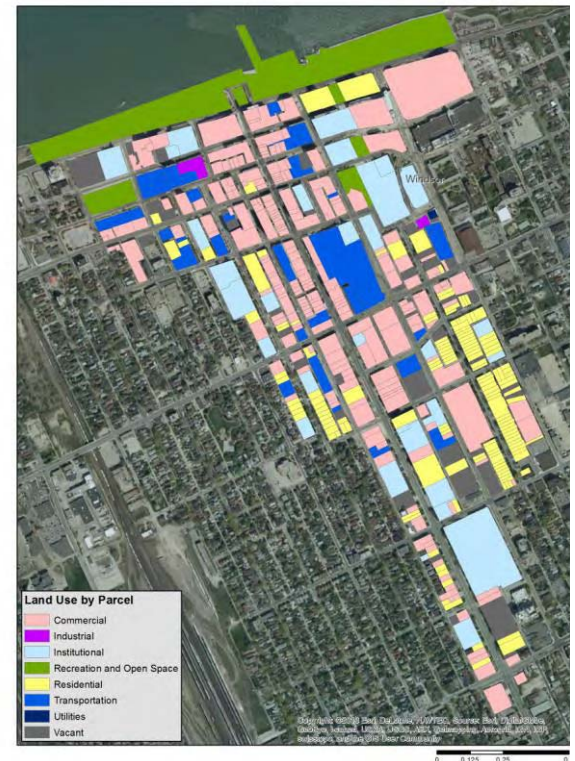
Land Uses

Commercial land uses account for a significant portion of Windsor's downtown (36%). Institutional and residential land represents 31 % of the downtown area. Additionally, transportation uses, dominated by the Detroit-Windsor tunnel and tunnel plaza where arrivals are processed, account for one tenth of the land area. One of the downtown's key assets is its waterfront comprising 14% of land area. There is also ample opportunity for intensification in the downtown with 7% of land classified as vacant.

Public Realm

The nearly 5 kilometers of continuous waterfront parkland is widely considered to be the jewel of downtown Windsor. The waterfront includes the Odette Sculpture Park, Dieppe Garden and Riverfront Festival Plaza. These waterfront spaces are critical to the life of the City and provide important spaces for outdoor recreation and play host to a range of events. The Riverfront Festival Plaza is also a popular gathering place and a frequent venue for festivals and entertainment. There has been a growing emphasis on the need to strengthen the connections between the downtown and the waterfront area, to increase the flow of visitors between these two important components of the downtown.

There has also been significant focus on upgrading downtown streets. Since 2006 the City has been working to enhance Ouellette Avenue, as well as its underground utilities. The City has also worked to upgrade Pelissier Street. These investments in partnership with the DWBIA are intended to support increased foot traffic by providing pedestrian-friendly lighting, signage, street furniture, planters, banners and sidewalk treatment. The DWBIA has also established a façade improvement program to improve the appearance of buildings along the downtown's main streets. Council also encourages well designed side walk cafes. Collectively, these types of investments and



Downtown Windsor's uninterrupted waterfront includes a sculpture park.

¹⁸ Maclean's (2011). Canada's Most dangerous cities: the good news. Retrieved from: <http://www2.macleans.ca/tag/crime-rankings/>

¹⁹ Downtown Windsor. (2013). Programs and Services. Retrieved from: http://www.downtownwindsor.ca/programs_and_services.php

programs have made a critical contribution to the public realm and are expected to lead to increased visitation and investment downtown.

The Downtown Windsor BIA offers free WIFI to downtown visitors. The free downtown WIFI can be accessed along most of the downtown's main streets as well as in the Windsor Transit Terminal.

Connectivity

Several interviewees commented that downtown Windsor stretches over a large area and it can often be a significant walk between clusters of activity. It was described that clusters of activity are often broken up by vacant lots, surface parking lots and/or vacant store fronts, which undermines the perception of a vital downtown core. It was also noted that some stores in the downtown remain closed on the weekends, which can create challenges for increasing visitation. Developing innovative approaches to fill these spaces and addressing issues of retail vacancies will be an important challenge for the downtown in moving forward.

Downtown Windsor is connected to surrounding neighborhoods by an efficient transit and road network. In recent years the City has looked to expand its transportation options and alternatives as more residents, students and employers are expected to move into the downtown. For example, the City upgraded the International Transit Terminal, now shared with Greyhound Canada, which features free WI-FI in the station and accommodates the Tunnel Bus with service to Detroit, along with eight other local bus routes. The downtown also benefits from quality connections via the local road network. There have been some discussions over changing various one-way streets in the core to two-way streets,²⁰ although this idea remains controversial among downtown business owners who are concerned about changing traffic flows on their businesses.

Windsor, being a border city, also connects to the United States. More specifically, downtown Windsor is connected to downtown Detroit by the Detroit-Windsor Tunnel and to the west is the Ambassador Bridge. These two downtowns are also linked by freight train, bus and ferry services. Construction of the New International Trade Bridge is expected to begin in 2013.²¹ This new bridge will help ease the flow of border traffic, which is expected to grow from an average of 18,500 vehicles a day to 26,500 by 2025.²² The project is also expected to stimulate the economy and create thousands of jobs on both sides of the border.²³



The Ambassador Bridge constructed in 1929 is currently the busiest international border crossing in North America.

²⁰ City of Windsor (2008) *Downtown Windsor Transportation Master Plan*. Retrieved from:

<http://www.citywindsor.ca/residents/Construction/Environmental-Assessments-Master-Plans/Documents/Downtown%20Windsor%20Transportation%20Master-Plan.pdf>

²¹ Government of Canada (2013) *Building a New International News*. Retrieved from: <http://actionplan.gc.ca/en/initiative/building-new-international-bridge>

²² Oosting, J (2010) *MDOT Report: Detroit River International Crossing bridge would generate \$70.4M in first-year tolls*. Retrieved from:

http://www.mlive.com/news/detroit/index.ssf/2010/06/mdot_report_detroit_river_inte.html

²³ CBC News (2013) *New Windsor-Detroit bridge gets Obama's OK*. Retrieved from: <http://www.cbc.ca/news/canada/windsor/story/2013/04/12/wdr-dric-presidential-permit-windsor-detroit-rick-snyder-michigan.html>

STRATEGY

Is the City Strategically Investing in Its Future?

Approach to Downtown Investments

The City of Windsor has pursued a major public investment program to revive its downtown. The City has worked closely with a wide range of partners, institutions, local businesses and other levels of government to support these efforts. It seems that the City is approaching the challenge, strategically by identifying an opportunity for redevelopment and then taking the lead to kick start the project by providing incentives or creating the partnerships needed to help move the opportunity forward.

To name a few examples of this approach, the former Clearly International Centre is now the home of the new St Clair College Centre for the Arts; the former Salvation Army Building is now home to the new St Clair College Mediaplex; and the Capitol Theatre has been revived and is now home to the Windsor Symphony Orchestra. Likewise, the University of Windsor will soon occupy the former Armouries building, the former Windsor Star building and the former Greyhound Bus Depot. In each case, the City has played a significant role in working with existing assets and with its local champions to redevelop the downtown.

Downtown Windsor has also seen several other projects that have been driven by provincial and federal levels of government, which will significantly strengthen the downtown. The downtown now boasts a high quality convention centre as part of the Caesars Casino expansion. The new Windsor Business Accelerator Centre provides support to the labour market and increases innovative capabilities. The federal government also recently contributed \$35M to enhance the Detroit-Windsor Tunnel. The recent approval of the (federally funded) International Trade Bridge between Windsor and Detroit, estimated to be completed by 2020, will spur economic development and ease congestion on both sides of the border.

Overall, the City is starting to see tangible results from its strategic approach to redeveloping its downtown. The combination of investments that the City has made with its partners should contribute to the ongoing strength of this resurgent downtown.

Collection of Municipal Capital Investments Data

Capital projects data for downtown Windsor was compiled with input from all City departments. Although this list was circulated and reviewed by City staff to ensure that all investments were included, the list may not be definitive.



St Clair College has built a new College of the Arts along to downtown's waterfront



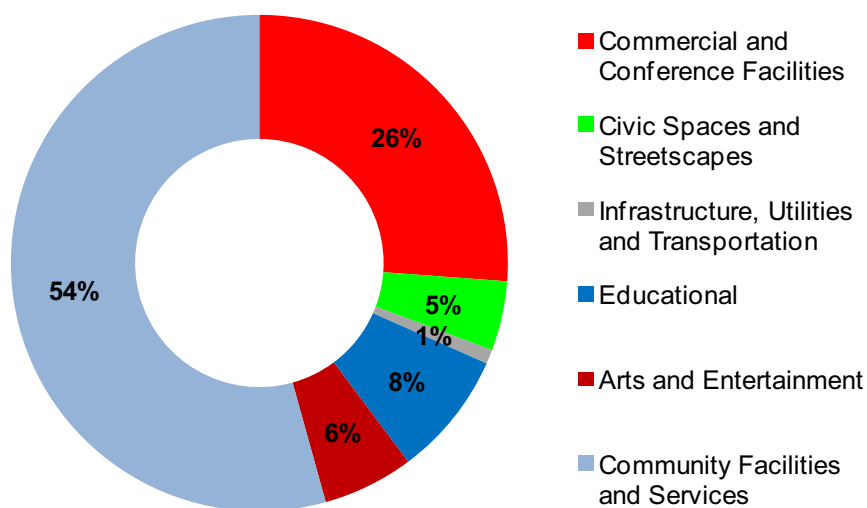
St Clair College also developed the Mediaplex that houses courses in journalism, public relations, tourism, travel and media



The Capitol Theatre has been renovated and is now the new permanent home of the Windsor Symphony Orchestra

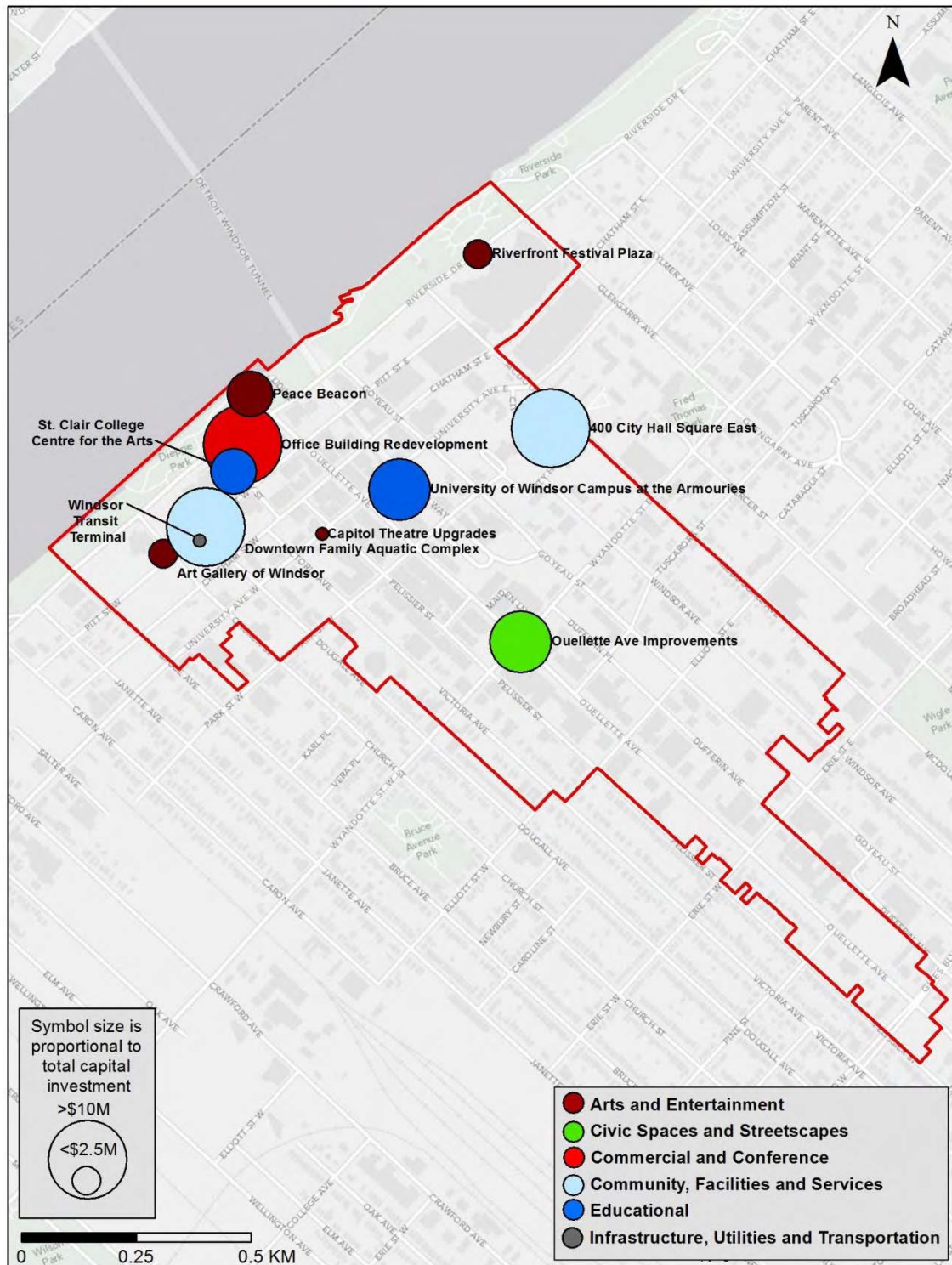
Summary of Municipal Capital Investments 1998-2013

Name	Year	Municipal Investment
Office Building Redevelopment at (1 Riverside Drive)	1998-2002	\$45.6M
400 City Hall Square East	2005	\$32M
Peace Beacon	2007	\$3.2M
Windsor Transit Terminal	2007	\$1.6 M
Ouellette Ave Streetscape and Infrastructure Improvements	2010	\$7.9 M
Enhancements to Riverfront Festival Plaza	2010	\$2.5 M
Capitol Theatre Upgrades	2011	\$2 M
Establishment of St Clair College Centre for the Arts	2012	\$4.2 M
University of Windsor Campus at the Armouries	2012	\$10 M
Art Gallery of Windsor	2012	\$2.5 M
Downtown Family Aquatic Complex	2013	\$62.6 M
TOTAL		\$174.1M



This chart (left) breaks down City investments into a series of general categories. It is apparent that the City has had a strong focus on investing in community facilities and educational facilities, as well as commercial and conference facilities. These types of investments have been designed to diversify the economic, social and cultural offerings of the downtown.

Municipal Capital investments Map



Name: Win449CapProj061213

Date: 12/06/2013

Pattern of Investment:

Diversifying the downtown's economic base

Downtown Windsor is part of a region that has been challenged to diversify its economic base so it can adapt and respond to global shifts in the economy. This broadened focus has spurred many new investments in the downtown to enhance opportunities for education, employment and other innovations.

New Post Secondary Facilities

The City has played a lead role in championing the creation of several new post-secondary facilities downtown. St Clair College has two new satellite campuses, including the MediaPlex offering Journalism, Public Relations and Tourism programs; and the new College of the Arts, which hosts Food Service Management, Community and Justice Services and Paralegal programs and serves 700 students.²⁴ Likewise, the University of Windsor is looking to establish an arts-related campus in the Armouries building, serving approximately 500 students; and move the School of Social Work to the former Windsor Star building, serving approximately 830 students, faculty and staff.²⁵ These projects will soon put thousands of new feet on the streets in downtown Windsor and increase vitality within the downtown core.

These projects are the result of strong partnerships between these institutions and the City of Windsor, as well as the provincial and federal levels of government. The City has supported these projects by contributing land and buildings; an example is the City's decision to make the former Salvation Army building available for the MediaPlex. The City has also provided financial support by contributing to renovation costs, as is the case with the Armouries. Additionally, the City contributed to the initial operating costs of the St Clair College School of the Arts along the waterfront, as the College took over operating the Chrysler Theatre. The federal and provincial governments also made substantial cash contributions to the projects.

400 City Hall Square East

In 2005, a second campus was opened across the street from Windsor's City Hall. This building (400 City Hall Square East) was developed by the City of Windsor and is now home to a



The University of Windsor has purchased both the Armouries and the former Greyhound Terminal to develop an arts related campus



The University of Windsor will move their new school of social work into the former Windsor Star Building



The Windsor Star has moved to the former Palace Theatre, which has gone through a major renovation to be turned into a quality office space

number of City of Windsor services, in addition to services provided by Service Canada and Service Ontario. The construction was completed in 2005 at a cost of \$32M. This was an important project as it allowed for the consolidation of government staff, previously spread across the City.

²⁴ St Clair College (2006) *Downtown campus soon to be a reality*. Retrieved from: <http://www.stclaircollege.ca/alumni/images/july.pdf>

²⁵ CBC News (2011) *University embarks on 'historic' downtown campus*. Retrieved from: <http://www.cbc.ca/news/canada/windsor/story/2011/05/30/wdr-downtown-university.html>



1 Riverside Drive West is the downtown's newest and most prestigious office building



The Business Accelerator is specifically designed to help accelerate the growth of 40 start-up and emerging businesses, featuring on-site training and mentoring programs.

New Office Building - 1 Riverside West

The City has worked to strengthen the downtown's economy, through its role in developing its most prestigious office building – 1 Riverside Drive West. The City was involved in assembling properties to realize this building, and leased part of the space to see it built. It has also spent \$16M on building the attached parking garage, which it continues to own.²⁶ This project symbolizes a strong commitment from the City to diversify economic opportunities in the downtown core and provide space for companies to relocate downtown.²⁷

Accelerator Centre

To compliment these efforts, the federal government is contributing to an economically robust downtown through its lead in developing the Accelerator Centre. This Centre brings together businesses and local post-secondary institutions to create a “software technology alliance.” The goal is to attract

and mentor IT entrepreneurs and share resources for business development.²⁸

Expanding entertainment and cultural offerings to attract a wider range of visitors

Visitation to downtown Windsor suffered significantly, in line with falling visitation to the Casino. This again underscores the importance of a diverse economic base and the need to develop a range of facilities and services that can attract a wide range of visitors to the downtown. As a result, many capital investments have been made in a bid to improve the range and quality of downtown facilities. This is expected to increase the number of visitors to the core in the years ahead.

Ceasars Windsor, Casino and Hotel

Ceasars Windsor is benefiting from a \$430-million, rebranding and expansion project, funded by the Province. Between 2006 and 2008, the 27-story Augustus Tower hotel was developed, as well as a 5,000-seat theatre and a 100,000 square foot convention centre. The existing Casino facility was also renovated. These efforts have been important for maintaining the strength of the Casino so it can continue to play a significant role in the community and attract a growing number of visitors. It will also be important to grow programs that aim to encourage Casino visitors to explore the wider offerings of downtown Windsor.



The Casino has been converted into a multi-purpose convention centre

²⁶ Windsor Star (2011). *Chrysler building hits the market*. Retrieved from: <http://www2.canada.com/windsorstar/news/story.html?id=ad1e13db-3d3d-4ffd-8517-a7cb5cca0196&p=1>

²⁷ Hall, D. (2012). *Law firm moves to Chrysler building*. Accessed from: <http://blogs.windsorstar.com/2012/11/22/law-firm-moves-to-chrysler-building/>

²⁸ Zacharilla, L. (2011). *Intelligent Community Forum Announces Top Seven Intelligent Communities of 2011*. Retrieved from: <http://www.intelligentcommunity.org/index.php?src=news&refno=582&category=Partner+News&pid=582>

Family Aquatic Complex

One of the most significant City-led investments downtown is the new Family Aquatic Complex. This project also received a \$15 million contribution from the province. Once built, the facility will include a Sports Hall of Fame, a competitive pool and a family water park, which will be the largest indoor water park in North America. The competitive pool is set to be completed for the 2013 International Children's Games. This new facility will likely prove to be an exciting new asset for the downtown that will attract a wide range of visitors across the region.

Streetscape Improvements

Approximately \$8 million has been invested into streetscape improvements along Ouellette Avenue, and some surrounding downtown streets. This has allowed the downtown area to have a more attractive public realm that is capable of attracting more visitors and encourages walkability. The Downtown Windsor BIA has played a critical role in helping to financially support this project, contributing approximately 30% of the project costs. The Downtown BIA has also invested in free public WIFI downtown, allowing people to navigate the area and encouraging them to spend more time in the downtown.

Waterfront Improvements

The City has a strong commitment to enhancing its waterfront. As part of a 25 year project that commenced in 2000, approximately \$65 million will be contributed to waterfront redevelopment through municipal, provincial, federal as well as private sector sponsorship.²⁹ This investment will significantly bolster the downtown's waterfront revitalization efforts. Major renovations were carried out in 2013 to build the stage complex at the Riverfront Festival Plaza.

New Transit Terminal

To allow for a better experience and improved access downtown, the City has invested in the Windsor International Transit Terminal. This multi-modal facility shared by Transit Windsor and Greyhound Canada was constructed to house nine bus routes in Windsor, as well as serving as an important link for local and long-distance Greyhound routes. The new Terminal features free WIFI in the station, and is a fully accessible building.

Upgrades to the Capitol Theatre

The City has also been focused on arts and cultural facilities in the downtown. The City took the lead in saving the Capitol Theatre after it declared bankruptcy, and worked towards refurbishing the building. The Capitol Theatre is now the permanent home of the Windsor Symphony Orchestra and is a designated Heritage Site.³⁰



The new aquatic centre will be a major new facility for the downtown



The City led the development of a new transit terminal, it is a hub for citywide and regional bus travel.



The new Art Gallery of Windsor will also soon house a new civic museum, this is a major cultural asset for the city, and received \$2.5M in City funding.

²⁹ City of Windsor. (2000). *Central Riverfront Implementation Plan*. Retrieved from: <http://www.citywindsor.ca/residents/planning/central-riverfront-implementation-plan/documents/crip-complete.pdf>

³⁰ City of Windsor. *The Capitol Theatre*. Retrieved from: <http://www.citywindsor.ca/residents/culture/pages/the-capitol-theatre.aspx>

Art Gallery of Windsor

For many years the Art Gallery of Windsor (AGW) was moved between a number of different buildings across the City. However, in 1999 plans for the new AGW were unveiled, and by 2012 a new modernist building had been developed along the waterfront. This project was funded with support from provincial and federal governments. The City is considering investing \$3M to renovate the first floor of the AGW so it can accommodate a civic museum and strengthen the role of this building as an arts and cultural hub.³¹ Discussions in the past have also revolved around the potential for this building to accommodate the downtown library branch, although at time of writing these plans were on hold.³² Overall, the AGW remains a critical arts and cultural asset for downtown Windsor, and as its uses and functionality expands its role will continue to grow within the community. The policy of offering free admission means the AGW can help to expand the cultural learning for all residents of Windsor.

Overall, the City of Windsor has pursued and championed an aggressive downtown revitalization program. It is now starting to see these projects and these investments paying off with new galleries, theatres, museums, convention centres and the aquatic centre. These types of projects will support the broader aim of diversifying the economic base of both downtown and the City as a whole, which should help to bring many more people to the downtown core and grow the strength and vitality of the downtown over time. It will be important to follow these investments to fully understand the ways that these new projects are working to shape and revitalize the downtown core.

³¹ CBC News (2013). Civic museum to move into Art Gallery of Windsor. Retrieved from: <http://www.cbc.ca/news/canada/windsor/story/2013/04/23/wdr-windsor-civic-museum-art-gallery.html>

³²CTV News (2013). *Museum to move into Art Gallery of Windsor*. Retrieved from: <http://windsor.ctvnews.ca/museum-to-move-into-art-gallery-of-windsor-1.1250658>

KINGSTON

A thriving downtown

Snap Shot of Kingston

- Medium sized city in Eastern Ontario.
- Situated at the eastern end of Lake Ontario between Toronto, Ottawa and Montreal.
- City was amalgamated in 1998.
- Kingston is home to major institutions, such as Queen's University, Royal Military College, St. Lawrence College, Canadian Forces Base, Hotel Dieu Hospital and Kingston General Hospital.
- Historically significant city, Canada's first capital



Kingston has a rich history: as Canada's first capital city, an important military post, and home to the nation's first Prime Minister. The City also has a strong built heritage, and downtown Kingston is known for its beautifully preserved heritage buildings (often constructed with local limestone), as well as its spectacular waterfront. These unique aesthetic qualities support the downtown's cosmopolitan arts, cultural and festival scene. The City of Kingston has long recognized the important contribution made by the downtown, and has shown strong commitment to investing in newly renovated facilities like the Grand Theatre and Springer Market Square and the newly constructed Rogers K-Rock Centre. Into the future, downtown Kingston will be challenged to redevelop its underutilized heritage buildings and surface parking lots so they can fulfill their highest and best use, increase support and levels of coordination between major institutions and provide a range of housing options that can meet the needs of the downtown's permanent and student populations.

Downtown Kingston Timeline 1673-2013

1673 – The French establish Fort Cataraqui on the Mississauga First Nation site of Katarokwi – later called Fort Frontenac.

1775-1783 – The area becomes a major receiving centre for fleeing Empire Loyalists during the American Revolutionary War

1788 – Town is renamed Kingston in honour of King George III

1832-1837 – Fort Henry is constructed by the British to defend the Rideau Canal and naval dockyard

1835 – Kingston Penitentiary, Canada's oldest federal prison, opens. The building has housed many of Canada's most infamous criminals including: Jack Donnelly, Russell Williams, Paul Bernardo, Clifford Olson, Roger Caron, Grace Marks, and Wayne Boden.

1841-1844 – Kingston serves as the first capital of the United Canadas. The city is considered too small, lacking in amenities, and located too close to the American boarder, so the capital is subsequently relocated. As a result, Kingston's growth slowed considerably.



1848 – The Canadian Locomotive Company opens its locomotive manufacturing plant in Kingston, solidifying the City as a major industrial centre into the 20th century

1914 – Borden Military Camp is established east of Kingston's downtown, and used as one of Canada's largest training bases during the First and Second World Wars

1971 – Elrond College, an experiment in student housing, was opened by Queen's University in Kingston's Downtown. The experiment failed, and in 1981 the building was sold to private developers and renamed Princess Towers. It remains Kingston's tallest building.

2000 – The Canadian government closes Canada's only correctional facility for women: the Prison for Women (P4W) located in Kingston

2005 – The City introduced their Community Improvement Plan to redevelop some strategic brownfield sites along the waterfront and in the south end of the downtown.



2012 – The Canadian Government announces plans to close Kingston Penitentiary

1758 – British capture and destroy Fort Frontenac during the Seven Years War

1784 – Fort Frontenac is restored by the Loyalist community to house a military battalion to defend the booming community.

1812-1814 – Kingston serves as the base of the Great Lakes British naval fleet during the War of 1812

1835 – Kingston opens Canada's oldest public hospital, though the site was not used until 1838 due to funding problems.

1841 – Queen's University is founded just outside Downtown Kingston by royal charter issued through Queen Victoria

1844 – Kingston City Hall is completed. Still the most prominent building in the downtown, it was originally used as a house of local government, market, custom house, post office, police station, and jail.

1876 – Canada's only military university, the Royal Military College of Canada (RMC), is established to the east of the Downtown

1966 – The military camp was renamed Canadian Forces Base Kingston (CFB Kingston), which continues to operate as a training base for the Canadian Armed Forces.

1975 – City of Kingston converts the 1892 Dry Dock into the Kingston Marine Museum

1984 – The Waterfront Master Plan was initiated as a tool for the development and redevelopment of the City's waterfront – including riparian lands in the Downtown.

2004 – The Downtown Action Plan was developed to provide support for replacing the aging underground infrastructure and improving design qualities in the downtown.

2008 – The K-Rock centre, a 5,800 seat entertainment venue and ice rink opens and becomes the home of the Kingston Frontenacs



Context Map: Key Assets and Features in the Downtown



Queen's University (1)

Founded on October 16th, 1841, Queen's University is one of Canada's oldest universities. It survived numerous periods of financial difficulty and rose to become one of Canada's premier universities in the late 19th century. Queen's experienced rapid growth after the end of the World War II. In 1968, the biggest development took place to build the Faculty of Education. Today, it promotes the City's economic vibrancy through various expenditures and activities.



K-Rock Centre (2)

Opened on February 22, 2008, The K-Rock Centre is located in the heart of downtown Kingston at 1 The Tragically Hip Way. It is owned by the City of Kingston and managed by Spectator Management Group. As the home to the Kingston Frontenacs, the sports and entertainment centre holds 6,700 seats and is well known for hosting major concerts, family shows, ice shows, and other entertainment activities.



Springer Market Square (3)

Springer Market Square is located at the heart of Kingston at King and Brock Streets. During the Seven Years' War 1756-63, Military earthworks extended from east to west across the centre of the square. In 1784, the Market Square was part of the original town plan and the first Market regulations were established in 1811. It was the gathering place for local trade in food and fuel for day to day life of the residents. In the mid 19th century, the Market Square was rebuilt after having gone through two fire incidents. Currently Market Square is an important gathering place, offering opportunities to skate in the winter, go shopping at the public market, enjoy Febfest, watch movies and enjoy Kingston's built heritage.



Kingston City Hall (4)

The Kingston City Hall was built in 1841-43 during the period when Kingston was the first capital of Canada. It is located in the heart of historic downtown, facing the waterfront. When Kingston lost its capital status, extra spaces in the City Hall were rented out to private owners that opened up businesses such as saloons, shops, churches, a bank and a small theatre. In 1961, it became a national historic site due to its magnificent neoclassical style with emphasis on the portico and dome. It contains two meeting halls, Council Chambers, and offices for City staff. To the rear of City Hall is Springer Market Square, which serves as a large open space for seasonal Farmers Market. The two major functions of the City Hall have not changed after more than 150 years of civic use.



Hotel Dieu Hospital (5)

Hotel Dieu is a faith-based and academic hospital specializing in ambulatory care opened in 1892 with affiliations with Queen's University. In 2013, the hospital opened 36,000 sq ft of new clinic space as part of a \$20M redevelopment project funded by the Provincial government. It is one of the largest employers in the downtown.

Confederation Park (6)

Situated in the centre of historic downtown Kingston, Confederation Park lies in front of the grand 19th century town hall building.

Royal Military College of Canada (RMC- not shown on map)

The RMC is the military academy of the Canadian Forces established in 1876 and is the only federal institution in Canada with degree granting powers. The college has a mix of historic buildings and modern architecture. Although the RMC is not located directly in the downtown, it is accessible by the LaSalle Causeway.

Kingston Penitentiary (not shown on map)

In 1835, Kingston Penitentiary was established as the Provincial Penitentiary, Canada's oldest reform penitentiary, but eventually became a federal penitentiary. Although it is not directly located within the downtown boundary, it provided a steady source of employment for the residents of Kingston. Recently the Federal Government has announced that they will be closing the historic institution by the end of 2015. It is anticipated that the Kingston Penitentiary could be turned into a tourist attraction like Alcatraz.

Bellevue House (Not shown on map)

Formerly the home of Sir John A. Macdonald, Bellevue House is as noteworthy for its architecture as for its famous tenants. Built in the 1840s, Bellevue House was a swift departure from the traditional Georgian architecture of Kingston homes. Today, the large gardens surrounding the house are maintained using traditional gardening methods of the 19th Century.



Grand Theatre (7)

Opened in 1879, The Grand Theatre is the premier performing arts and cultural venue in the City of Kingston. It supports professional and amateur performances, including ballet, modern dance, theatre, musicals, comedy and so on. The City of Kingston, along with public funders, corporate and individual donors raised more than \$17.1 million for the fourth major restoration of the theatre from 2004-2008. The "Let's Make Her Grand Again Campaign" raised \$3.35 million for the entire project. In addition, the federal Cultural Spaces program contributed \$2.75 million and the Province Rural Economic Development program contributed \$1M to the restoration. As a well managed public asset, the Grand Theatre witnesses the collaboration between the City of Kingston and the community in creating the arts and culture vitality.



Pump House Steam Museum (8)

The Pump House Steam Museum is located on Lake Ontario and in one of Canada's oldest original water works. During the industrial development of Canada, the steam-powered pumps provided Kingston residents with the first running water in Canada. It is one of the seven original water pumping plants preserved in North America. The museum itself is a magnificent artifact, as visitors can explore the mechanism of the pumps. The Boiler Room exhibits the history and function of the pump house: coal fed fire tube boilers and oversized boiler tools. The Pump Room contains two large water pumping engines from 1890 and artifacts such as oiling cans, log book, cross section models and a video on live.



Wolfe Island Ferry (9)

Operated by the Ministry of Transportation, the Wolfe Island ferry offers free service from downtown Kingston to Wolfe Island within 20 minutes. The Wolfe Islander III operates all year and holds up to 55 cars and 330 passengers per trip. Once on Wolfe Island, passengers are able to transfer to Horne's Ferry to access the United States.



Princess Street (10)

Princess Street is the main retail street in downtown Kingston and is lined with many historic limestone buildings. Princess Street is also a prime location for major office, commercial, residential and hotel uses and leads to the waterfront.



Fort Henry (Not shown on map)

Fort Henry was built from 1832 to 1837 to replace an existing fortification from the War of 1812 era. During World War I and II, Fort Henry was used as an internment camp for political prisoners, enemy merchant seamen, soldiers, sailors and airmen. Today, Fort Henry continues its role as a museum and historic site to residents of Kingston and visitors from all around the world.

VISIBILITY

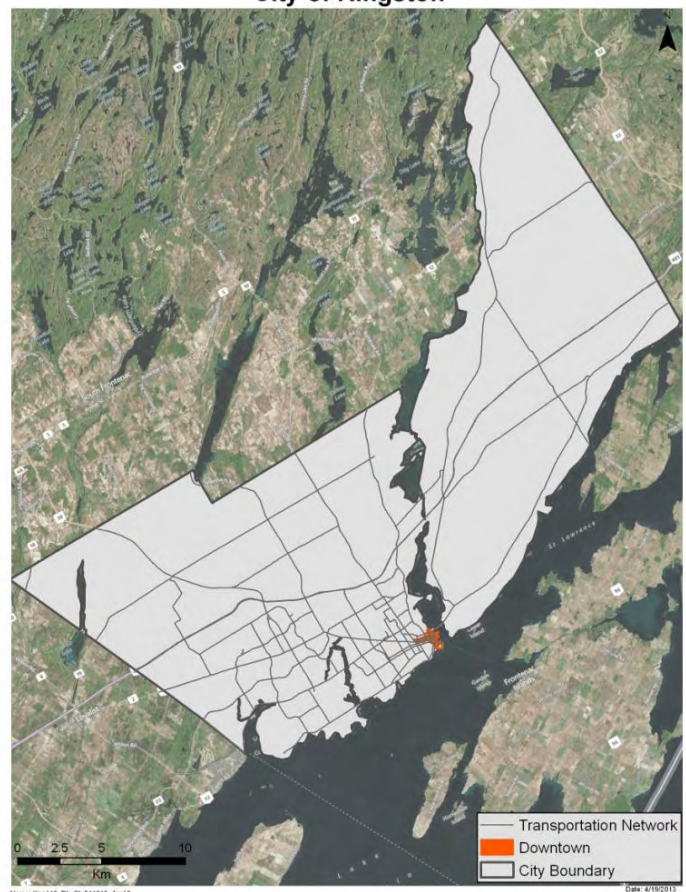
Does the downtown have an integral role in the life of the wider city?

Kingston is the second largest city in Eastern Ontario, strategically located between Toronto, Ottawa and Montreal. Kingston has a unique history, as it was home to many United Loyalists during and after the American Revolution, the first capital of Canada from 1841 to 1844 and home to Canada's first Prime Minister, Sir John A. MacDonald. As a result of amalgamation in 1998, downtown Kingston comprises 0.1% of citywide land area, but has remained highly visible as it successfully built on its key strengths: its heritage features, its waterfront, its institutions and its strong sense of community, particularly in the neighbourhoods that surround the downtown core.

Downtown Kingston has benefited from a strong commitment to preserving its heritage buildings. This was put to the test in the post-war era, when there was mounting pressure to demolish several blocks downtown and build an indoor mall. However, the community rallied against this idea and did not succumb to prevailing thinking around urban renewal. Rather, the community and some strong community leaders (including the downtown BIA) followed their own path and understood that it was these very heritage buildings that defined the downtown and offered its patrons a unique urban experience. Downtown Kingston benefits from this forethought to this day. Its intact heritage fabric provides a wonderful setting for working, shopping, and living, as well as the many festivals it hosts year round.¹

Kingston's institutions have played an important role in helping the downtown thrive. However some recent decisions have been made that, collectively, could impact the strength of the downtown. For example, the Limestone District School Board recently announced that it aims to close four inner city schools that serve the growing downtown population. The Service Ontario offices and the Head Quarters of the Kingston Police have also been relocated from the downtown to suburban locations. Additionally, the Kingston Penitentiary (1835), located just west of downtown, is set to close by 2015. It will be important that the many public institutions within Kingston understand the critical role they play in terms of city building, and work towards a common vision for a stronger urban core.

Kingston's downtown is thriving, yet downtown stakeholders and the community must continue to work together, as they have in the past, to ensure the downtown can remain strong, highly visible and the heart of this growing urban region.



'It is now ten years after amalgamation and the community are beginning to see itself as one city.....The downtown has had to adjust to being the heart of a much larger city.'

Kinastown Culture Plan (2010)

Downtown comprises

0.1%

of total city area (59 ha)

2%

**of the population lives downtown
(2,703 in 2011)**

Downtown has

154 jobs/ha

or ~10,000 jobs

Downtown has

46 residents/ha

¹ Business Edge Magazine, "Go-slow style revs Kingston's downtown", March 2005, retrieved at: <http://www.businessedge.ca/archives/article.cfm/go-slow-style-revs-kingstons-downtown-8976>

VISIONARY

Does the downtown have strong leaders who collaborate to achieve a shared vision

The revitalization of downtown Kingston is being propelled by a range of committed stakeholders from the City, Downtown BIA, private sector, institutional sector and the community. Efforts have been collaborative and the community is collectively moving towards a shared vision for a sustainable, innovative, cultural and prosperous downtown core.

Vision

Citywide planning policies, particularly the City of Kingston's Official Plan, are focused on strengthening and intensifying downtown Kingston. The City has strategically invested in the downtown's infrastructure to help support future growth. Moreover, strong leadership from City Council has led to investments in downtown's arts and entertainment facilities, civic spaces and the public realm.

The Downtown Action Plan from 2004 further articulates this vision, by supporting the replacement of aging underground infrastructure and improving design qualities to facilitate new growth. The Cycling and Pathways Study (2003), the Transportation Master Plan (2004), Regional Commercial Study (2006) and the Downtown and Harbour Architectural Guidelines Study (2007) have also focused on achieving a more attractive, walkable, diverse and compact downtown.

The City also introduced a Community Improvement Plan (CIP) to help redevelop two critical brownfield sites in the downtown, the Kingston's Inner Harbour and the North Blocks. The City is set to release a Request for Proposal for plans on how best to re-urbanize the remaining parcels of the North Block.

**Kingston has had a downtown action plan for
9 years**

The CIP also aimed to revitalize Kingston's former industrial and railway lands along the waterfront. Several new condominium developments have been created on these prime brownfield sites. The City has also been working to improve public access to the waterfront with the introduction of the Breakwater Park Plan, the Cataraqui Hike Trail Plan, Douglas Fluhrer Park and the Davis Tannery Site.

Leadership and Collaboration

The City of Kingston has demonstrated a strong commitment to facilitating downtown revitalization. Between 2000- 2012, the City invested over \$11M in infrastructure and over \$65M in arts and cultural assets downtown. These investments have helped enhance the attractiveness of downtown Kingston as a place to live, work and play.

The Downtown Kingston! BIA and local business owners also play a large role in the revitalization efforts. The BIA is recognized as a leader by other BIAs in Ontario and has championed all recent development projects. The BIA Board and Staff were all involved in the broader fundraising campaign.

Kingston's institutions have also played an important role in maintaining a healthy and vibrant downtown. Queen's University, Hotel Dieu Hospital, Kingston General Hospital, and the Royal Military College of Canada have been critical in supporting the downtown economy.

The community has played a critical role in ensuring the health and vibrancy of the downtown Kingston. For example, in the 1960's a group of citizens formed the Kingston Arts Council in order to campaign against the proposed demolition of the Grand Theatre. These types of community led efforts have been critical to protect the downtown's unique character.



PROSPERITY:

Is the downtown's economy robust and innovative?

Residential Development

Downtown Kingston has seen modest residential growth in the past decade. From 2001-2011 a total of 526 dwellings were added. Moreover, between 2003 and 2011, downtown residential development was valued at \$38.9M, making up 5% of citywide residential construction value. The majority of the new residential development in downtown was added after 2005 and primarily located along the waterfront. For example, a 17 storey high rise with 133 units and underground parking was constructed in 2005 and two years later a 15 storey high rise with 130 units was completed on Ontario Street.

A challenge and opportunity for new residential development is responding to the downtown's unique heritage context. An example of a residential development that is optimizing heritage buildings includes 165 Wellington and the Alford Building. Additional new developments include the Anna Lane Condominium project.

Office Development

New office development in the downtown from 2003-2011 has been limited. However, there are promising signs businesses are moving back downtown into refurbished heritage buildings. For example, in 2010 the former Smith Robinson (S&R) department store saw a major \$16M renovation that transformed it into a mixed use retail and office space.² The city's largest law firm moved into the new space, returning to the downtown after an absence of many years bringing over 60 new employees.³ According to the downtown BIA, the building is 75% full (2013). The Downtown BIA estimates that there is 990,000 sq. ft. of office space within the downtown boundary and there is an office vacancy rate of approximately 9%.

It is also important that the institutional sector supports the downtown. For example, in 2011, the City of Kingston purchased the British Whig Building, a historic landmark across from City Hall, to house the City's municipal administration offices.⁴ This decision will help strengthen the downtown and

² Kingston Herald, "S&R Department Store to Reopen", June 2010, retrieved at: <http://kingstonherald.com/news/s-and-r-store-to-reopen-20103930>

³The Whig, "Law firm returns to its roots", October 2011, retrieved at: <http://www.thewhig.com/2011/10/10/law-firm-returns-to-its-roots>

⁴ Kingston Herald, "City of Kingston Purchasing Downtown British Whig Building", March 2011, retrieved at: <http://kingstonherald.com/release/city-buying-british-whig-building-201033907>

526

**new dwellings were built downtown
between 2001-2011**

\$38.9 M

**on residential development
downtown between 2003-2011**

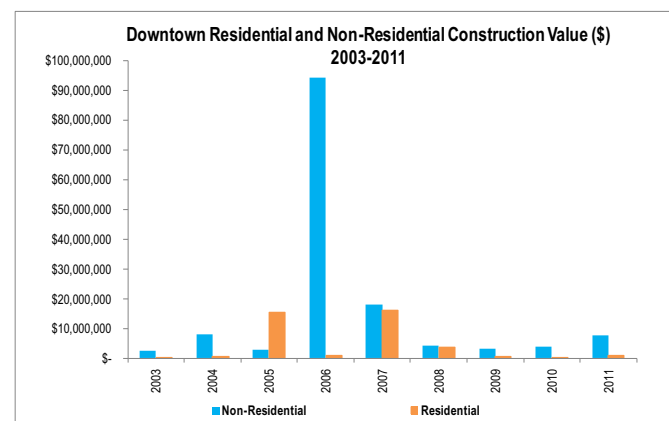
\$144.9 M

**on non-residential development
downtown between 2003-2011**

allow a greater number of municipal staff to benefit from the high quality working environment and wide range of amenities offered by the downtown.



British Whig Building, Kingston



Between 2003 and 2011, the downtown has attracted on average 7% of total construction value. Notably in 2006, the percentage of non-residential construction value peaked when the K-Rock Centre and Grand Theater building permits were issued.

Retail Development

Downtown Kingston contains 19% of citywide retail and service space. The downtown accommodates a range of major retailers (such as the Gap, Lululemon, Urban Outfitter's, Roots and American Apparel), as well as local and speciality retailers. The downtown also boasts a number of restaurant chains such as The Keg, Milestones, The Lone Star and Jack Astors. It is also home to over 100 local restaurateurs. Over the past 3 years the BIA's 'Local Food Local Chef's' program has played an integral role in increasing the number of restaurants featuring local food from six to over fifteen.

Over the past decade, the BIA estimates that the downtown has maintained a healthy retail vacancy rate of 6-8%. However, several retail anchors have recently closed in the downtown. Smith Robinson (S&R) department store closed its doors after over 50 years of business. Indigo has closed its doors after more than a decade in the downtown.⁵ Moreover, the Empire Theatre has now closed and lease restrictions will prevent future tenants from reopening it as another movie theatre. In the case of the S&R building, this closure offered a major new redevelopment opportunity and brought many new jobs to the core. It will be important the downtown continues to attract key retail anchors.

Kingston's Official Plan has a highly progressive policy that prohibits large format retail uses, which interrupt pedestrian traffic and the building fabric downtown. As a result, national retailers have had to adapt from their typical suburban forms in order to open locations downtown. This has helped create a high quality public realm and unique shopping experience.

Educational & Institutional Development

Kingston has many major institutions, both within and in close proximity to the downtown. For example, nearby Queen's University plays a crucial role in contributing to the strength and vibrancy of downtown. The University is in the process of updating its Campus Master Plan. This plan includes a shared project between the City and Queen's to develop an arts cluster just outside the downtown, which will include the Isabel Bader Centre for the Performing Arts and the Tett Centre for Creativity and Learning.



The S&R Department Store before it was purchased by a private investor and the renderings for its future development.



The renovated S&R building with new anchor retail tenants and returning law firm.



Queen's University – Stauffer Library

⁵ The Whig, "Downtown Indigo closing", April 22, 2013, retrieved at: <http://www.thewhig.com/2013/04/22/downtown-indigo-closing>

Downtown Kingston is also home to Hotel Dieu Hospital. In 2013, the hospital opened a new clinic (36,000 sq. ft) funded by the Province (\$20M) and the community (\$6M).⁶ Kingston General Hospital is also in close proximity to the downtown. In 2008, Kingston General was expanded, helping to create a number of construction jobs during the recession, 90% of which were local.⁷ The RMC and CFB Kingston have also been critical to the strength of the City of Kingston and the downtown.

A challenge for the downtown area is the struggle to keep the last of its public schools open. The Limestone District School Board recently announced that it is considering closing elementary and high schools in the downtown area.

Tourism

Kingston's tourism industry has been growing at a steady pace since 2002 and is one of the best performing sectors for the downtown.⁸ The Downtown Kingston BIA has been a catalyst in growing the number of tourists coming to the city by expanding festivals and events all year round. New facilities like the K-Rock Centre and the Grand Theater are also expected to build the tourist base. The private sector also plays a key role in growing this industry; The Waterfront Holiday Inn and the Delta Kingston Waterfront recently underwent major renovations, and the Residence Inn by Marriot recently opened to support even greater activity in this



Year round festivals draw many visitors downtown Kingston

⁶ Hotel Dieu Hospital Webpage, "Hotel Dieu opens the door on \$20 million redevelopment project", February 2013, retrieved at: <http://www.hoteldieu.com/130206nr.html>

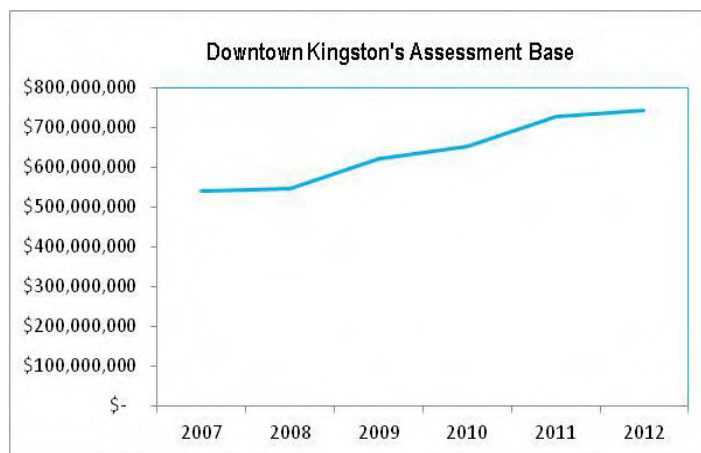
⁷Kingston General Hospital Webpage, "Redevelopment project complete at Kingston General Hospital", April 10, 2012, retrieved at: <http://www.kgh.on.ca/en/newsroom/Pages/Redevelopment-project-complete-at-Kingston-General-Hospital.aspx>

⁸ Kingston's Tourism Industry: Economic Impact, Challenges and Opportunities, May 2008 retrieved at: http://www.kingstoncanada.com/en/makeaconnection/resources/Reports-TourismIndustry_AlexFritsche.pdf

important sector.

Municipal Tax Base

Downtown Kingston's assessment base has been trending upward. Impressively the assessment base has grown by over a third (38%) between 2007 and 2012. However, along with the increasing downtown assessment value, the portion of properties that pay a fixed amount in lieu of property tax have also been growing; reflecting higher levels of growth (proportionally) in the institutional sector. It will be important to track the downtown's tax base to understand the level of private sector investment in downtown, into the future.



Jobs

Kingston's economic base is largely institutional. In 2002, the largest employers were the Canadian Forces Base (5,200 employees), Queen's University (4,200), Kingston General Hospital (2,811) and the Limestone District School Board (2,700). Downtown's Hotel Dieu Hospital employed 1,007 persons.⁹ However, these figures are over a decade old and it will be important to understand changes to the labour force over the past decade.

At the present time, the BIA estimates that the downtown provides approximately 10,000 full-time and part-time jobs.

⁹Kingston Economic Development Corporation, 2012, City of Kingston Economic Base Profile, retrieved at: <http://business.kingstoncanada.com/en/reportsstudies/resources/Economic%20Profile.pdf>

LIVABILITY

Is the downtown vibrant, liveable & connected?

Population

In 2011, the downtown was home to 2,703 residents or 2% of the City's total population (123,363). Over the past ten years (2001-2011), the downtown experienced a 24% increase in its population (or added 519 persons) compared to a 3% increase city-wide. However, this upward trend was not consistent for the entire decade and between 2001 and 2006, the downtown actually lost 7% of its population (or 145 persons). The downtown's excellent recovery was largely attributed to the introduction of the City's Community Improvement Plan (CIP) for the downtown in 2005. During this time (2006-2011), the downtown experienced a 33% increase in its population. The CIP focused on spurring residential development on underutilized brownfield sites in the downtown core.¹⁰

Age and Diversity

Downtown Kingston is home to a significantly larger portion of both younger and older residents. More specifically, in the downtown 43% of the population is between the ages of 20 and 34, compared to 23% city-wide. This is not surprising, given the proximity of Queen's University and St. Lawrence College to the downtown. However, an important challenge for the downtown will be to develop strategies to retain this age cohort following graduation. To help implement some of these strategies, the City and Queen's University with support from the provincial government (\$21M grant) worked together to get Innovation Park up and running in 2007.¹¹ The centre aims to foster entrepreneurship within the community and hopes to contribute to higher rates of youth retention.

The percentage of seniors (75+) living downtown has remained constant at 25% compared to 15% city-wide. Streetscape projects have been helping make the downtown more accessible. The BIA also noted that the downtown is providing pharmacies, a variety of specialty stores and amenities to meet the needs of this population.

The 2006 Census data shows that 14% of downtown Kingston's population was born overseas. The largest

Downtown has

2,703

residents in 2011

24% population growth downtown
between 2001-2011 (compared to 3%
city-wide)

**Downtown has 2 large scale grocery
stores**

immigrant groups that comprise the downtown population are South Asian and Chinese.

Housing

Half of the downtown's housing stock (48%) was built before 1946; and it is mostly (44%) comprised of apartment buildings that are fewer than five storeys.¹² Approximately 70% of downtown homes are rentals compared to 38% city-wide. The rental proportion helps to accommodate the large number of students in Kingston, yet it puts pressure on the housing rental market for other residents and can drive up the price of rental apartments.

In response to this challenge, efforts to increase the supply of affordable housing have been made by all levels of government, as well as the private sector. For example, Anna



**Anna Lane, a new affordable housing project in downtown
by Options for Homes, set to be complete by 2014.**

¹⁰ City of Kingston Community Improvement Plan Brownfields Project Areas 1A, 1B & 1C, February 2005, retrieved at:

<https://www.cityofkingston.ca/documents/10180/19597/BrownfieldsCIP-Final.pdf/3b821ee0-259d-4d15-a195-1507578cdd4c>

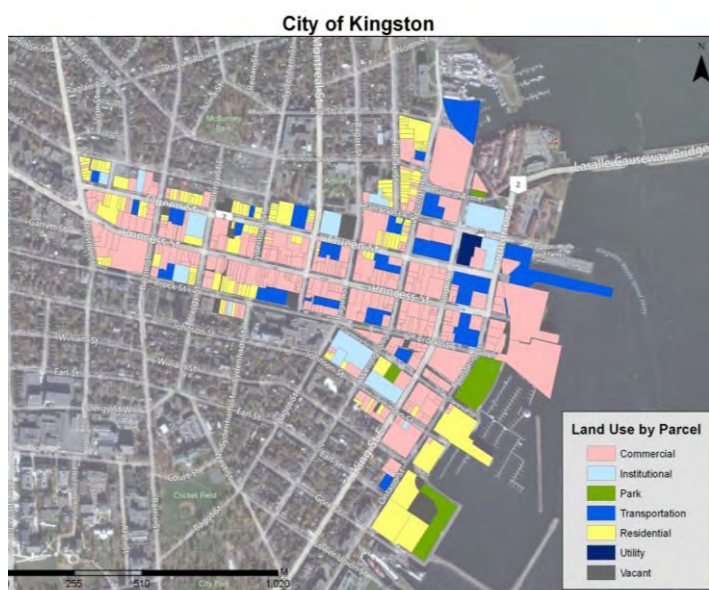
¹¹ Queen's University Innovation Park Webpage retrieved at:
<http://www.innovationpark.ca/content/partners>

¹² City of Kingston webpage, 2006 Neighbourhood Profiles Datasheets, retrieved at:
<http://www.cityofkingston.ca/city-hall/neighbourhood-profiles/2006-profiles>

Lane will provide 115 affordable units in the downtown core and was initiated by Options for Homes.¹³ Queen's University has also worked to address these housing challenges by proposing to invest (\$70M) in two new student residents units.¹⁴ Another interesting partnership to address this challenge was created between Queen's and Confederation Place Hotel to lease 54 rooms to graduate students for a five-year period.

Land Uses

Over half (52%) of downtown Kingston's land uses are commercial; with Princess Street comprising the downtown's main commercial spine. Notably a quarter (22%) of these commercial properties are surface parking lots, representing significant opportunity for redevelopment. Residential (19%), transportation (14%), and institutional (7%) account for the remaining property uses. Downtown Kingston also has some vacant (3%) properties (a mix of vacant residential, vacant commercial and properties under development) which again offer significant opportunities for investment and development in the downtown core.

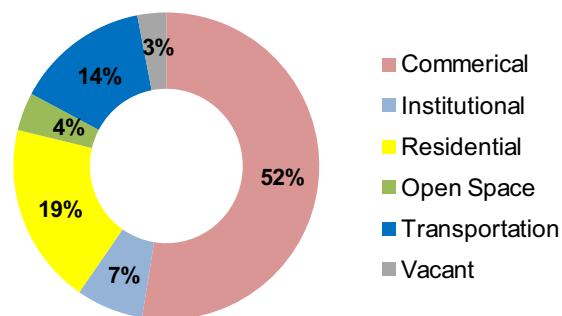


Safety

Interviewees reported that downtown Kingston feels safe. Part of this feeling of safety is said to come from the vibrancy of the downtown, with many people spending time in the core throughout the day and into the evening. The return of "Beat

¹³ Anna Lane. (2013). Retrieved from: <http://www.buzzbuzzhome.com/anna-lane>

¹⁴ Queen's University. Campus Planning and Development Committee. Retrieved from: <https://queensuniversity.civicweb.net/Documents/DocumentDisplay.aspx?Id=11632>



Cops" and the installation of pedestrian height street lamps is also said to have increased safety. The Kingston Police 2010 Annual Report further noted total crimes against persons have decreased by 22% and total crimes against property have also decreased by 28% between 2006 and 2010 across the city.¹⁵

Public Realm

The City has invested many public realm projects as part of its Downtown Action Plan. These projects have enhanced the quality of the downtown's built heritage, streetscapes, green and civic spaces, and connections to the waterfront. For example, the revitalization of City Hall and Springer Market Square included the restoration of several buildings within the district, new landscaping, paving, street furniture, public art and street lighting as well as increased programming. Connections between City Hall, the waterfront and Confederation Park were also improved.



Movie night in Market Square, a critical element of the downtown's public realm.

The City is also coordinating elements of the DAP with a program to replace underground utility infrastructure in the

¹⁵Kingston Police Force. (2010). Retrieved from: <https://kpf.ca/photos/custom/2010%20Annual%20Report.pdf>

downtown. Many streets in the downtown have been completed since the work began in 2005. The reconstruction of Princess Street (the downtown's main commercial avenue) began in 2010 and the second phase is scheduled to be completed in 2014. Phase 1 of the project along Princess Street from Lake Ontario to King Street East cost ~\$6.5M and involved replacing sanitary and storm pipes, watermain, sidewalks, benches, streetlights and adding granite curbs.

Connectivity

Downtown Kingston was laid out in a block grid representative of many early 18th century cities. Fortunately, the downtown core was not subject to large scale urban renewal projects during the 1950-1960s largely in part of the efforts of the community and was able to retain many of its original buildings, courtyards and public spaces. An interviewee identified the original street plan as a “tangible piece of history” that allows residents and tourists to “feel” the City's past as they move through the downtown. This highly connected street layout also encourages walking and cycling within the core; impressively about two thirds (65%) of downtown residents walk or cycle to work, compared to 15% citywide.

To grow this number, the City is creating designated bike lanes along various roads throughout the city (construction planned from 2012-2014). Several of these upgrades are scheduled to be added within or adjacent to the downtown including Brock St., Montreal St., and Johnson St.¹⁶ In March 2013, the Kingston Bike Summit was convened to discuss ways to make the city more bicycle-friendly and the need for enhanced provincial policies.¹⁷

Regionally, Kingston is strategically located proximate to Highway 401 between Toronto and Montreal. From a public realm perspective, the arterial roads entering the downtown could benefit from streetscape improvements. The City is also well connected with VIA Rail along the Toronto, Ottawa, and Montreal corridors as well as with intercity bus links through Greyhound, MegaBus, and Coach Canada Bus Lines. The Norman Rogers Airport (Kingston Airport) services the City and Region through six daily Air Canada flights between Kingston and Toronto.



Downtown Kingston was able to retain its original block grid allowing for walkable streets and views to the waterfront.



Ice skating in Springer Market Square

¹⁶ City of Kingston. (2003). Retrieved from: <http://www.cityofkingston.ca/documents/10180/27835/Cycling+%26+Pathways+Study/11a460ec-bcea-4b4c-b97a-e31eb2b745a9>

¹⁷ John, R. (2013). 'Kingston Bike Summit Opens,' The Kingston Herald. Retrieved from: <http://kingstonherald.com/release/bike-summit-opens-2010311008>

STRATEGY

Is the City Strategically Investing in Its Future?

Approach to Downtown Investments

The City of Kingston is investing strongly in its downtown in three key ways. First, it is improving downtown underground infrastructure, some of which is 200 years old and had never been subjected to a comprehensive replacement program. This is creating some short term challenges as the streets are experiencing some prolonged closures, yet in the longer term it will enhance the quality of these streets as well as facilitate new growth. Secondly, the City has also invested in a range of arts and cultural facilities to bolster its role as the heart of the city, as well as a shopping and entertainment hub. These include the K-Rock Centre, enhancements to Market Square, and renovations to the Grand Theatre. Additionally, the City has been strategically working to preserve its heritage buildings and stimulate new growth and investment through a range of tax incentives and a community improvement plan. This comprehensive approach has been important to the strength of downtown and ongoing commitment to this program will be important into the future.

Collection of Capital Projects Data

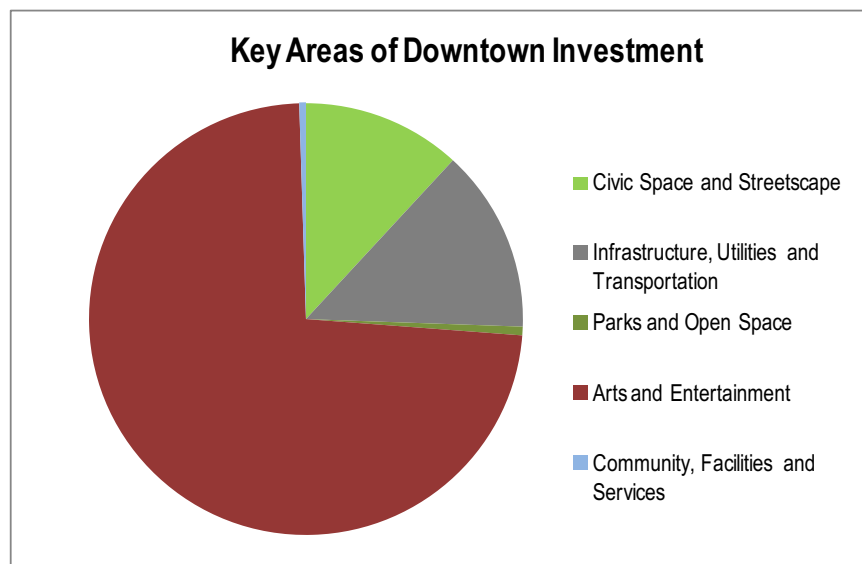
Capital project data for downtown Kingston was compiled with input from all City departments. A list of major projects was developed by examining the City's capital budget for the past decade and selecting downtown projects, based on spatial information available. This list was then circulated and tested to ensure that all investments were identified. It is noted that this approach may not capture all municipal capital investments in the downtown.



The City of Kingston's "Big Dig Project" will rebuild historic lower Princess Street. The project began in 2010 and the second phase is scheduled to be completed by 2014. This will transform the downtown's retail spine while updating the 200 year old underground infrastructure.

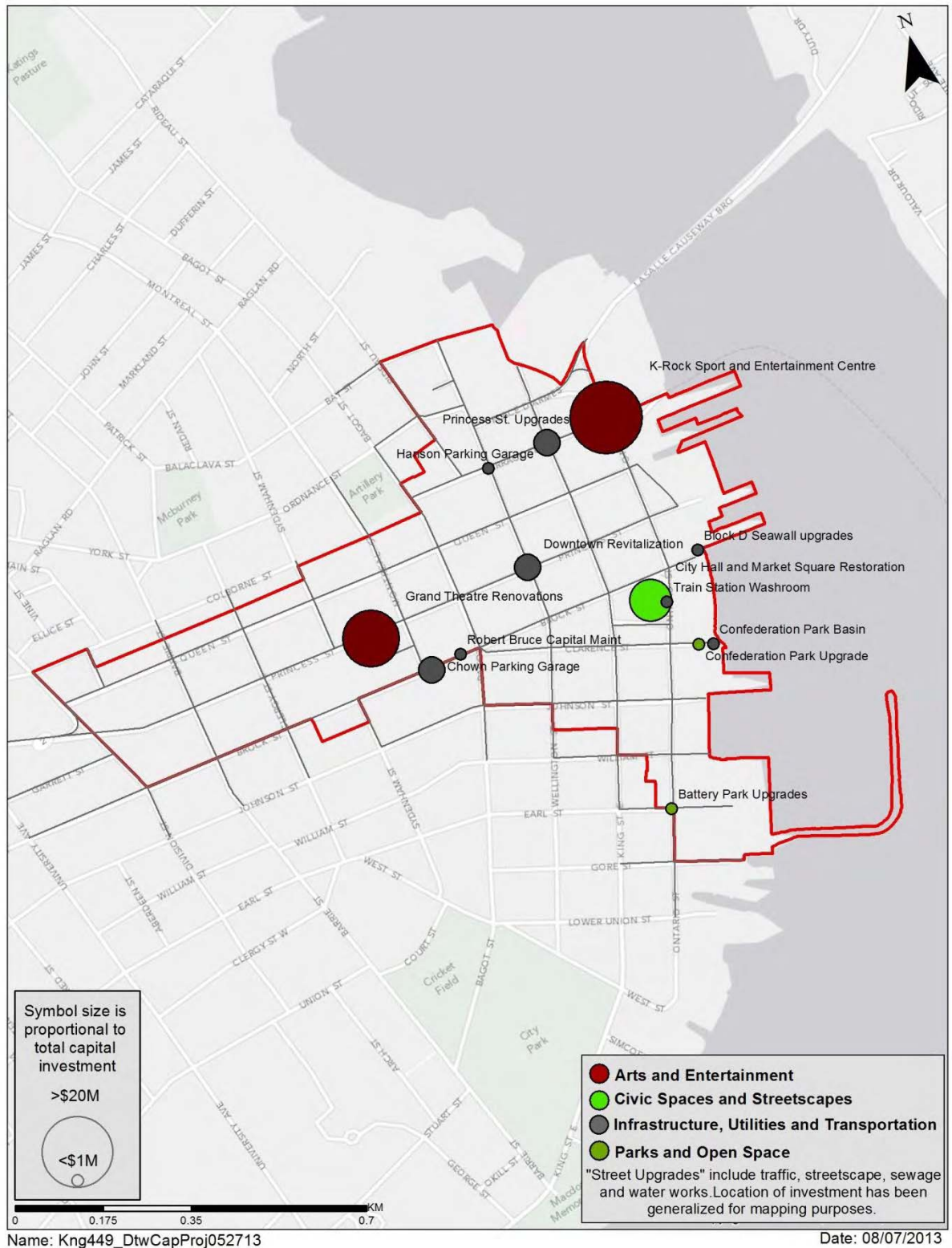
Summary of Municipal Capital Investments 2000-2012

Project Title	City Investment (Approx)
Hanson Parking Garage	710,000
Confederation Park Upgrade	325,000
City Hall and Market Square Restoration and Updates	9,750,000
Grand Theatre Renovations	18,100,000
K-Rock Sport and Entertainment Centre	45,135,000
Train Station Washroom	70,000
Chown Parking Garage (Dieu Hospital)	1,500,000
Block D Seawall upgrades	980,000
Robert Bruce Parking Garage Maintenance	175,000
Confederation Park Basin-Dock Replace	140,000
Battery Park Upgrades	360,000
Downtown Revitalization-Wellington St.	1,190,000
Princess-King to Easterly Limit	3,015,000
Total on Map	\$ 81,450,000
Total Unmapped (Projects that do not have a spatial location)	\$ 4,208,000
Total Projects	\$ 85,658,000



This chart (above) breaks down City investments from 2000-2012 in the downtown into a series of general categories. It is apparent that the City has had a strong focus in arts and entertainment, as well as civic space and streetscape.

Municipal Capital Investments in Downtown Kingston – 2000-2012



Pattern of Investment:

Investing in Arts and Culture

Kingston has a cosmopolitan downtown and a rich heritage setting that compliments a growing arts and cultural scene. To further strengthen this position the City has proactively invested over \$65M in arts and culture assets in the downtown over the past decade. This investment has been focused on enhancements to three key pieces of infrastructure – The Grand Theatre (\$18M), the K-Rock Centre (\$45M) and City Hall and Springer Market Square (\$10M). In 2010, the City of Kingston released its first Culture Plan that articulated a long term vision for cultural vitality in Kingston. The Plan recognized that these three strategic investments “have significantly increased the capacity for performing arts and festivals” in the downtown.¹⁸ It also identified how the City could continue to make key investments in its cultural resources to develop strategies to retain and attract students, young professionals and continue to grow the population base in the downtown.

K-Rock Centre

The K-Rock Centre was one of the first developments on the city-owned lands within the North Block District. The K-Rock Centre now serves as a critical piece of City infrastructure; as home to Kingston's Ontario Hockey League franchise (Kingston Frontenacs) and the Kingston and District Sports Hall of Fame. It also provides a venue for trade shows, job fairs, conferences and community events. The facility hosts nearly 90 events annually.



From 2000-2012, the City invested heavily (73%) in arts & culture and entertainment assets in the downtown. For example, the City invested over \$17 M in the historic Grand Theatre and over \$45M in the K-Rock Centre.

¹⁹ The City of Kingston, retrieved from:
http://www.cityofkingston.ca/documents/10180/628043/COU_A1512-12175.pdf/e4ea34d1-8e12-42d3-9db9-22d014cf96db

²⁰ Wood, Katherine (2011), "Economic Impact: K Rock Centre Downtown Kingston!"

²¹ Atchinson, C (2010), "Mid-sized cities make progress in revitalizing downtowns", The Globe and Mail, retrieved from: <http://www.theglobeandmail.com/report-on-business/mid-sized-cities-make-progress-in-revitalizing-downtowns/article1321528/>

¹⁸ City of Kingston. (2010) Retrieved from:
http://www.cityofkingston.ca/documents/10180/14469/Plan_KingstonCulturePlan_2010.pdf/e5a2c4ec-3de7-4186-b533-32b8b1061ce4

The Grand Theatre

The Grand Theatre benefited from significant renovations and upgrades between 2004 and 2008. This project was driven by the City of Kingston and gained high levels of support from the wider public, collectively the City and community raised \$18M in support of the project. An additional \$1M was provided by the Province through the Rural Economic Development program and \$2.75M was provided by Heritage Canada through the Cultural Spaces grant program.²² The City continues to own and operate the Theatre.²³

It is fortunate that this historic landmark survived to this day. As in the 1960s, there was a proposal to demolish the Grand Theatre. In response, a group of concerned citizens formed the Kingston Arts Council, who argued that the Grand Theatre should be restored to serve as the home of the Kingston Symphony and a venue for both local and touring groups.²⁴ Their success illustrates the critical role that the local community has played in preserving Kingston's unique heritage assets.

City Hall and Market Square

The revitalization of Springer Market Square includes the restoration of several buildings within the district, new landscaping, paving, street furniture and street lighting as well as increased programming. The results have transformed this space into a successful public gathering place. Since the revitalization of the Square itself in 2005, the downtown has significantly increased the number of art exhibits, festivals and concerts. The City also constructed a permanent skating rink that is free to the community.

From 2000 to 2012, the City invested approximately \$10M in Springer Market Square. The Province also contributed nearly half a million dollars through the provincially funded Rural Economic Development program. The square was officially renamed Springer Market Square in 2008 after the Springer family contributed \$1M to the renovation project.²⁵ The success of the project can be attributed to the many stakeholders who supported the vision for this space, including the leadership from the City, downtown business owners and committed community residents.



The public market in Springer Market Square has been a continuous event in downtown since 1801.



The tradition continues with the annual farmers market during the summer and the new skating rink open throughout the winter.

²² [The Grand Theatre Webpage, Mission and History retrieved from: http://kingstongrand.ca/mission-history](http://kingstongrand.ca/mission-history)

²³ Kingston Culture Plan (KCP) 2010.

²⁴ Kingston Arts Council, retrieved from :<http://artskingston.ca/history.cfm>

²⁵ Printchett, J (2008), "Province chips in for Market Square", The Whig, retrieved at: <http://www.thewhig.com/2008/09/20/province-chips-in-for-market-square>

Investing in City Infrastructure

The Downtown Action Plan had a strong focus on replacing the underground utility infrastructure in the downtown area. In some sectors, this infrastructure was 200 years old and had never been subjected to a comprehensive replacement program. The City has been strategically upgrading and beautifying streetscapes as part of this program. Phases 1 and 2 of this project are nearly completed (along a portion of Princess Street) at a cost of approximately \$12M. The City is set to begin Phases 3 and 4 over the next few years. This project is critical as it will improve the quality of the public realm and help the downtown support new growth and investment into the future.

Fortunately, business owners fronting Princess Street are generally supportive of this project and understand its benefits over the long term. To communicate the benefits of this project, the BIA partnered with the City and the contractors to develop a promotions, public relations/communication and advertising campaign for the "Big Dig" project. The BIA recorded over 30 new businesses in the core within the past year following the improvements along Princess Street.

The City also invested \$1.5M in the Chown Parking Garage, to support the expansion of the Hotel Dieu Hospital, enhance parking offerings downtown and eventually support the redevelopment of other surface parking lots in the core. This parking structure was redeveloped in close consultation with the Hotel Dieu Hospital staff, the primary users of this parking structure.²⁶ The City also renovated the Hanson parking structure at the corner of Brock and Wellington to further support downtown offices as well as tourists and residents. The City spent an additional \$1.5M on pay & display parking meters throughout the downtown. This approach is highly strategic as structured parking could be the key to unlocking development potential within the downtown, particularly the North Block.

Incentives to Enhance Heritage and Attract Diverse Uses

The City is working with the BIA to encourage the private sector to invest and restore heritage properties. The BIA offers an up-to-date list of available properties in the downtown. And, the City continues to offer heritage tax incentive and façade grant programs to encourage renovations and conversions of these heritage properties in the downtown. The efforts to date have helped to produce some very successful office and residential conversions within the downtown core.

To further support redevelopment of heritage buildings, the Heritage Week Awards are given out annually to downtown properties that have undergone exemplary renovations or constructions to enhance Kingston's architectural character. The awards coincide with the Ontario government's Heritage Week, which occurs during the third week of February. This year (2013) marks the 24th year of the awards, a partnership between Downtown Kingston! and the Frontenac Heritage Foundation.

The City is also encouraging urban intensification through its CIP on brownfield sites. Based on the City's current plans (2012), the Brownfields Program will likely be extended until 2025.²⁷ The program offers developers tax incentives and grants to help offset the cost of rehabilitation. The redevelopment of North Block Central Business District and Williamsville neighbourhood will help accelerate opportunities for development downtown.

²⁶ City of Kingston Council Report, Parking Work Plan, Feb 2, 2013, retrieved: https://www.cityofkingston.ca/documents/10180/108592/COU_A0513-13089.pdf/ec078282-1ac0-44c3-9d56-b69000414d03

²⁷ City of Kingston Community Improvement Plan. Retrieved at: <https://www.cityofkingston.ca/documents/10180/19597/Community+Improvement+Plan+-+Brownfields/3b821ee0-259d-4d15-a195-1507578cdd4c>

CHARLOTTETOWN

The birthplace of Canada

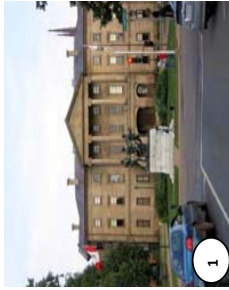
Snap Shot of Charlottetown

- The birth place of Confederation
- The capital city of the Province of Prince Edward Island (PEI)
- Home to the University of PEI, Holland College
- Attracts many visitors due to its heritage attributes, atmosphere, spectacular scenery and its proximity to the Anne of Green Gables House
- A historic and compact downtown core, with a growing residential population
- High levels of collaboration between different stakeholders

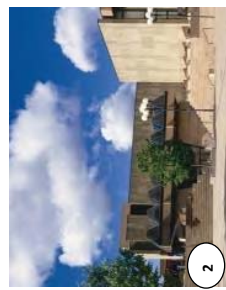


Charlottetown is the capital of Prince Edward Island and the birthplace of Confederation. Downtown Charlottetown is widely considered the heart of the greater urban region, and is seen as the City's historical, cultural and economic core, attracting a wide range of businesses, residents and tourists alike. Downtown Charlottetown's waterfront and port have played a critical role in the development of the City. However, in recent decades the waterfront area has been transformed and the downtown's working port is now complimented by high-quality residential and commercial developments and public spaces. Downtown Charlottetown has also benefited from high levels of stakeholder collaboration, with many leaders working together practically and strategically towards a stronger core. Nevertheless, the downtown does face some challenges in terms of increasing its residential base, recruiting new businesses which increase the number of long-term self-sustaining jobs, attracting and retaining new immigrants and post-secondary students, protecting its view corridors and improving connections to the waterfront, as well as maximizing its heritage assets. Overall, downtown Charlottetown seems to 'punch well above its weight', offering a wide range of urban amenities and experiences to its residents and visitors from around the world.

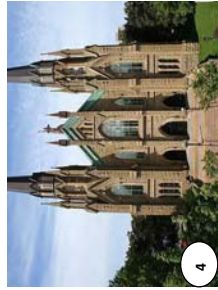
Context Map: Key Assets and Features in the Downtown



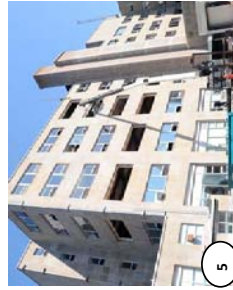
Province House (1)
Designated as a National Historic Site, the Province House served as the birthplace of Confederation. The landmark has acted as Prince Edward Island's provincial legislature since 1847 and is a major tourist attraction.



Confederation Centre of Arts (2)
Constructed in commemoration of the Charlottetown Conference, the Confederation Centre of Arts is a major tourist attraction for Charlottetown. The centre contains a public library, art gallery, and theatre and hosts a number of performances and exhibits throughout the year. It was designated as a National Historic Site in 2003.



St. Dunstan's Basilica (4)
Established in 1816, expanded in 1907, destroyed in 1913, and rebuilt in 1919, St. Dunstan's Basilica serves as a valuable heritage site for its importance to the Roman Catholic community. The spires on St. Dunstan are some of the highest points in Charlottetown's skyline. It was designated as a National Historic Site in 1990.



Dominion Building (5)
Before 2010, the Dominion Building served as Charlottetown's main post office and federal office building. Following the relocation of federal employees to the Jean Canfield building, a private developer purchased the building and will be converting it into residential units with some commercial units at grade.



City Hall (6)
Built in 1888, Charlottetown City Hall is located in the heart of downtown. It serves as the seat of the city council and municipal government building. It was designated as a National Historic Site in 1984.



PEI Convention Centre (7)

Expected to be completed in July 2013, the new Prince Edward Island Convention Centre will be located in the city's waterfront. Its purpose is to expand PEI's capacity to host meetings and conventions. Conventions are an important contributor to tourism and local economy.

Victoria Row (8)

One of two shopping districts in Charlottetown, Victoria Row is a pedestrian-only street located along Richmond Street. Opened in the summer months, Victoria Row features brick pavers, mature trees, historic lighting, a bandstand, a fountain, an archway entrance, and patios. Retail business includes many restaurants, cafes and galleries located in heritage stone buildings. It is also a popular venue for events and street festivals.

Confederation Landing Park (9)

Confederation Landing Park was completed in 1995. The 6 acres park is built on a former Texaco tank farm and cost \$17 M to construct. The area includes a new cruise ship dock, 45 km of boardwalk promenade, a skating oval, a covered bandstand area and a garden square. The park has created a year-round centre for festivals.

Peakes Wharf and Marina (10)

Developed jointly by CADC, Public Works Canada and ACOA, the Peakes Wharf and Marina project is a key piece of Charlottetown's tourism infrastructure. It is located between Confederation Landing Park and the new convention centre. Following the marina addition, the number of boat slips in the area doubled. Five of the existing buildings on the site were refurbished for private commercial ventures, and are offered by CADC for purchase or rent.

Connaught (11) and Rochford (12) Square

There are four historic squares within the boundaries of the 500 Lot Area: Rochford Square, Connaught Square, Hillsborough Square, and Kings Square. They have been sources of civic pride since the first community tree planting took place in 1884. Both Hillsborough and Kings Square are located just outside the downtown boundary. In 2012, the City released a Master Plan and Design Guidelines for the four historic squares.

Confederation Court Mall (13)

This is one of two shopping districts located in the downtown. The Mall has seen a surge of reinvestment and now has direct access to the Confederation Centre of the Arts and the new Holman Grand hotel. The Mall features a mix of national chains and independent retailers.



Atlantic Technology Centre (14)
Atlantic Technology Centre (ATC) is Prince Edward Island's showcase facility where Information Technology and New Media companies can collaborate in a competitive business environment; where educational and corporate training programs take place; where user friendly Activity Centres are equipped with the latest technology promote best of practices. The Centre often collaborates with the University of PEI.



The Guild Charlottetown (15)

In 1994, the PEI Council of the Arts acquired the historic Royal Bank building and converted it into a working studio space. In 2005, The Guild, a non-profit organization, began under a new mission and vision set by the six-member Board of Directors. The mission is to provide members of the arts community a vibrant and affordable space in which to grow their talents and promote their work.



University of PEI (Not shown on map)
Established in 1969, the University of Prince Edward Island is the only university in the province. It is located just north of downtown Charlottetown. The university offers Bachelor's degree programs in arts, science, business administration, education, and nursing to its 4,500 students. Transit directly connects the university to the downtown and waterfront.



Holland College (not shown on map)
The community college's main campus is located just outside the downtown boundary and currently has 3,000 full time students enrolled. Holland College is currently in the process of redeveloping and expanding the downtown campus through The Prince of Wales Campus project. This will significantly grow the college's presence in the downtown.



Invesco (not shown on map)
Some recent additions to the downtown asset base promoted during Downtown Charlottetown Inc. recruitment efforts in recent years resulting in close to 800 new long term self-sustaining jobs."

Downtown Charlottetown Timeline

1765 - 1884

1765 – Charlottetown designated as the capital city of St. John Island (which later became PEI). The City was named after Queen Charlotte, wife of King George III of England.

1775 – American Privateers ransacked Charlottetown

1835 – Government House, the official residence for the Governor, was constructed

1847 – Province House, the legislative building for the province, was constructed

1864 – The City hosted the Charlottetown Conference, resulting in the unification of Upper and Lower Canada

1873 – Victoria Park established as a municipal park

1884 – Prince Edward Island Hospital opened

1768 to 1771 – The town's street grid and public squares established

1805 – Fort Edward, a harbour defense for Charlottetown, was constructed by the local British garrison

1855 – Charlottetown incorporated as a city

1866 – The Great Fire broke out, destroying nearly one hundred buildings

1874 – Rail link between Charlottetown and Summerside opened. This link supported the growth of local industry.

1879 – Charlottetown Hospital opened

1888 - 2012

1888 – City Hall opened

1913 – St. Dunstan's Basilica rebuilt

1959 – Village of Spring Park amalgamated into the city

1969 – University of Prince Edward Island and Holland College established

1983 – Department of Veterans Affairs moved to Charlottetown

1996 – Confederation Bridge, linking P.E.I. to New Brunswick, is completed

2000 – Downtown Business Association formed to impact economic decline in downtown core

2005 – Queen Street Streetscape Project is completed as part of downtown beautification

2007 – Invesco's 45,000 sq. ft. building built to accommodate 250 new long term jobs in the financial services sector.

2011 – 500 Lot Area Development Standards and Design Guidelines Report

1941 – Charlottetown Airport was built for wartime use

1964 – Confederation Centre of the Arts opened

1982 – Queen Elizabeth Hospital, which resulted in the closure of the historic Charlottetown Hospital

1989 – Rail service discontinued; railway and industrial lands in Charlottetown converted into parks and cultural attractions

1997 – Victoria Row, a pedestrian-only historic shopping district, is opened to the public

2001 – Founders' Hall and Canada's Birthplace Pavilion opened

2005 – The Guild Theatre opens; Official Plan adopted by the Minister

2008 – Jean Canfield office building opened with LEED Gold certification

2012 – Waterfront Master Plan released

1974 – Stevenson and Kellogg report was developed, which highlighted the need to invest in downtown infrastructure and later led to the development of the CADC.

1995 – Confederation Landing Park, situated on the waterfront, is completed

2004 – Downtown Charlottetown Inc. structured out of the Downtown Business Association to undertake business and residential recruitment in the designated Business Improvement

2010-2011 – Construction on Charlottetown Festival and Events Centre and Convention Centre commences



VISIBILITY

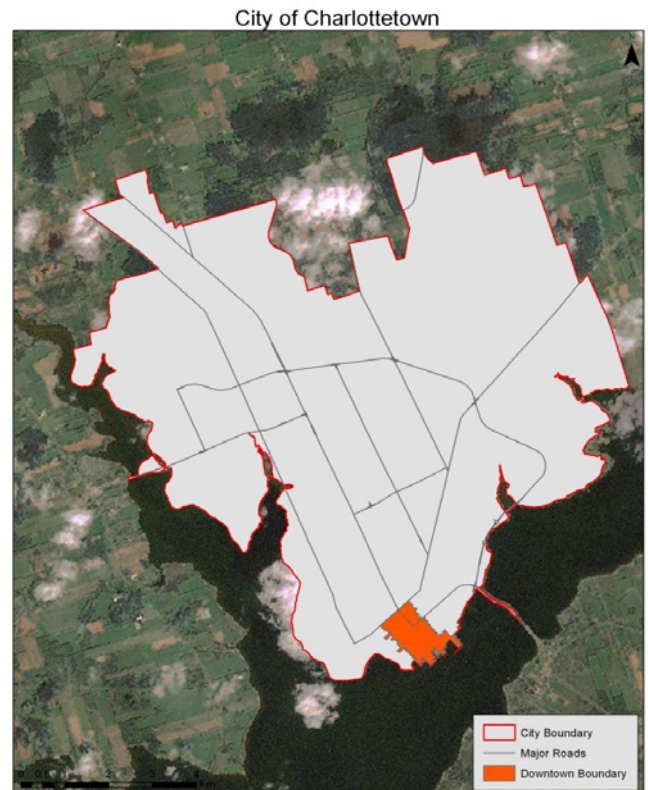
Does the downtown have an integral role in the life of the wider city?

Charlottetown is the largest city and the provincial capital of Prince Edward Island (PEI). The downtown occupies 1% of citywide land area, but serves as its economic, cultural and historical centre. As the capital of PEI, downtown Charlottetown supports many provincial government functions. The downtown also enjoys a high concentration of jobs and office space (80% of citywide office space). Charlottetown also plays a critical role nationally and is recognized as the birthplace of Canadian Confederation. Downtown Charlottetown remains highly visible, as it has successfully built on its key strengths: distinctive heritage features and cultural assets, the waterfront and a strong sense of community.

The downtown Charlottetown boundary is located within the City's historic 500 Lot Area (and Waterfront). This grid pattern was laid out in 1765 and supports views to the waterfront, a central square for public buildings and four green squares. This original town plan is still evident today and contributes to a walkable, historic and attractive urban core. The downtown draws strength from the 500 Lot Area, as well as growing residential communities in surrounding neighbourhoods like Brighton, Spring Park, Sherwood and Parkdale.

Downtown also benefits from its proximity to the waterfront; which for centuries was predominantly a 'working harbour.' A period of transformation along the waterfront was sparked in the 1970s through the creation of the Charlottetown Area Development Corporation (CADC), which drove the development of the waterfront Delta Hotel and Peakes Quay. CADC (with the support of the City) has continued to lead revitalization processes along the waterfront, by investing in a range of new public facilities (Confederation Landing Park) and opening up development opportunities by rehabilitating contaminated sites. The City is further supporting these efforts through development of its Waterfront Master Plan, which is expected to strengthen connections between the waterfront, its key landmarks, the downtown and surrounding neighbourhoods.

Downtown Charlottetown is challenged by the suburbanization of greenfield lands at the City's perimeter, drawing residents and commercial development away from the core. For example, in 1921 the 500 Lots Area housed 11,000 people, while in 2006 it accommodated only 5,000 people.¹ Maintaining a strong focus on the downtown was further challenged by amalgamation in 1995, as the scope of municipal considerations broadened.² Fortunately, the downtown continues to remain the heart of the wider urban region and continues to act as the City's commercial, entertainment, institutional, cultural and hospitality centre. In 2011, Charlottetown was selected as one of the 'Cultural Capitals of Canada' to celebrate its commitment to enhancing arts and culture.



Downtown comprises
1%
of total city area (54ha)

7%
of the population lives
downtown (2,537)
or 47 people/ha

Downtown contains on
average
80%
of citywide office space

¹ Planning Partnership, 2011, City of Charlottetown 500 Lot Public Presentation, retrieved at: <http://www.authorstream.com/Presentation/Lantzr-1213332-500-lot-public-presentation-sept27-2011/>

² City of Charlottetown Official Plan accessed at: http://www.city.charlottetown.pe.ca/pdfs/Official_Plan.pdf

VISIONARY

Does the downtown have strong leaders who collaborate to achieve a shared vision?

The revitalization of downtown Charlottetown is being propelled by a range of stakeholders from all levels of government, the City, the Charlottetown Area Development Corporation (CADC), the downtown BIA (Downtown Charlottetown Inc), the private sector and the community. The downtown is widely recognized for providing an outstanding urban experience through its diverse availability of a committed youthful labor force, range of amenities, unique collection of heritage buildings, housing options, waterfront trails, parks, civic spaces and small town charm.

Vision

Growth and development in downtown Charlottetown is guided by the City's Official Plan (2005), which identifies the downtown as "central to the City's image, identity and sense of place."³ The Official Plan also acknowledges the important economic contribution made by the downtown, as well as the need to ensure quality connections between the downtown and the rest of the city. The City's Official Plan is currently under review, and this updated plan will be critical to expressing a continued vision for a strong and vibrant downtown, as well as laying the foundation for future investment in the core. This updated Official Plan will also benefit from more detailed work recently undertaken by the City: specifically, the 500 Lot Area Development Standards and Design Guidelines (2011) and the Waterfront Master Plan (2012) which seek to build on the downtown's assets but aim to simplify the planning and approvals process for new developments.

Leadership and Collaboration

Downtown Charlottetown has benefited from significant collaboration between many key stakeholders to drive major projects. The federal and provincial governments have both played a pivotal role in the evolution of the core, stemming in part from Charlottetown's role as the birthplace of Canadian Federation. For example, both levels of government made significant contributions to the revitalization of the waterfront, investing in the Confederation Landing Park to commemorate the 1864 Charlottetown Conference. Both levels of government are also major employers citywide and in the downtown specifically.

The Province also established the Charlottetown Area Development Corporation (CADC), which has been involved financially in every major project downtown for over 35 years.⁴ CADC works to attract private sector development, investment and expansion opportunities across the Greater Charlottetown Area. Similarly, the corporation helps to manage land acquisition and/or assembly processes to support larger scale projects, or assists with site rehabilitation to ready sites for development. CADC is jointly owned by the Province of PEI (83% shareholder), the City of Charlottetown (15% shareholder) and Town of Stratford (2% shareholder).

The City of Charlottetown has been a key driver in setting priorities and identifying key projects in the downtown. The City has for example driven a range of beautification projects, provided tax incentives, and made critical investments in infrastructure to support new growth. The City has been extremely committed to developing master plans and design guidelines to enhance the quality of new development along the waterfront, in the downtown and in the wider urban core area.

The downtown BIA has also been instrumental in revitalization efforts. Downtown Charlottetown Inc. was established in 2004, and derives its \$200,000 budget from 150 property owners in the designated area.⁵ The BIA offers a number of programs aimed at improving and rejuvenating the downtown core. For example, the "Adopt a Corner Program" is an award-winning program that encourages businesses to contribute to city beautification by planting and adopting gardens on street corners.

Additionally, private sector development has received a major boost since the incorporation of Downtown Charlottetown Inc. The members have developed a long-term goal of encouraging the development of new export opportunities through the concentration of financial services companies which could offer long-term, self-sustaining jobs to recent graduates. Downtown Charlottetown Inc. also encourages new residential opportunities in the downtown with the development of second and third floor units above commercial businesses as well as new condominium development.

⁴ Charlottetown Area Development Corporation webpage, Project Timeline retrieved from: <http://cadcpei.com/projects/hmcs-queen-charlotte-armories-boardwalk/>

⁵ Downtown Charlottetown Inc. Annual Report 2011 retrieved at: http://www.downtowncharlottetown.com/Files/DCI_Annual_Report_2012_rev.pdf

³ City of Charlottetown. Department of Planning. (1999). Official Plan. Retrieved from http://www.city.charlottetown.pe.ca/pdfs/Official_Plan.pdf

PROSPERITY

Is the downtown's economy robust and innovative?

Residential Development

Downtown Charlottetown has experienced modest residential growth over the past decade. Between 2001 and 2011 a total of 149 dwellings were added downtown. This residential development has been the result of restoring and renovating heritage buildings and conversions of underutilized office buildings, as well as new condominium buildings. In 2012, the downtown captured approximately 2% of all residential building permit activity (totaling \$945K in building permits).

An example of a successful residential conversion was the Dominion Building (a former federal government office building), which was purchased by a private developer and converted into 56 luxury apartments with commercial rental space on the first two storeys. The building now houses a local law firm and it has become a popular residence.⁶ There have also been four condominium developments constructed along the waterfront within the last decade. For example, Paoli's Wharf has been a successful midrise condominium project, the Northumberland condominium has added 48 new units and the Hillsborough Waterfront Condos offer a mix of owned and rented units. New residential development in the downtown core has faced some challenges stemming from concerns about protection of historical character and building heights, however; the updated Official Plan should help bring greater certainty to new residential projects.



The Paoli's Wharf condominium project has been a successful example of recent waterfront development

⁶ Daily Business Buzz, "PE: Old Dominion Building gets down to business", March 2012, retrieved from: <http://www.pe.dailybusinessbuzz.ca/Provincial-News/2012-03-16/article-2929061/PE%3A-Old-Dominion-Building-gets-down-to-business/1>

6,200

Jobs in downtown 2013

\$945,000

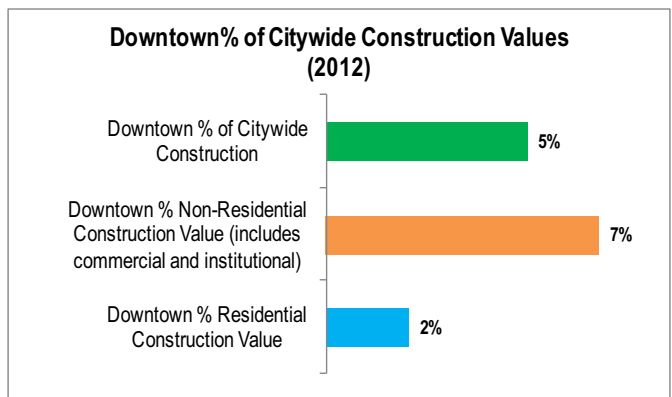
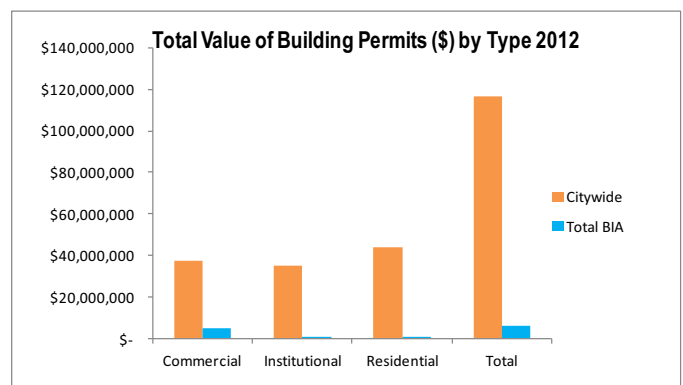
on residential development

downtown in 2012

\$5.2M

on non-residential development

downtown in 2012



Office Development

In 2012, the downtown captured 7% of citywide non-residential permit values (totaling \$5.2M). Impressively, since 2008 downtown Charlottetown has seen five new office buildings, adding over 150,000 square feet of new space. The majority of this development was private sector lead with some assistance from government agencies through such items as parking and heritage subsidies.⁷ As a result of the surge in new office space, the vacancy rate citywide has increased to nearly 15%

⁷ City of Charlottetown: Comprehensive Waterfront Master Plan (2012), retrieved at: http://city.charlottetown.pe.ca/pdfs/Charlottetown-Waterfront-Final-2012_12_19.pdf

(2012), increasing steadily by 1.2% annually since 2008.⁸ The downtown has a new opportunity to renovate and update the existing stock of aging office space making the buildings more attractive to employers and thereby potentially helping to reduce the high vacancy rate.

The financial services sector has also driven growth in the office sector. For example, the Invesco Building is a new 45,000 square foot office space that was developed in partnership with the CADC, the Province and ACOA to house the company's 250 staff.⁹ Similarly, the Kays Building received a heritage subsidy (\$1M) to preserve the heritage building and retain a portion of its office.¹⁰ The Homburg Financial Tower opened in 2010 and is home to a number of new employers that chose the downtown location to take advantage of the amenities.¹¹ The Jean Canfield Building is the first federal building in Atlantic Canada to receive a LEED gold certification and is the new home of the 500 civil servants that were relocated from the Dominion Building.¹²



The Ceridian building, received a parking subsidy, is another new 26,000 square foot "green" office space

The downtown has maintained an average of 80% between 2007 and 2012 of the City's office inventory. However, maintaining this concentration of office space will be an important challenge in the coming decades. For example, in 2012, the Fisheries and Oceans Canada and Canadian Coast Guard office relocated to a new office within the Royalty Power Centre outside of the downtown, removing 60 employees from

the downtown.¹³ Although this move opened up the opportunity to develop the convention centre,¹⁴ it will be important that the downtown can continue to be the centre of public administration and commerce citywide.

Retail Development

There are two shopping precincts located in downtown: Confederation Court Mall and Victoria Row. Confederation Court Mall features a mix of national chains and independent retailers. Recent updates to the interior and exterior of Confederation Court Mall began in 2008 and include a new Pedestrian Pedway to connect to the Confederation Centre of



Construction of Victoria Row in 1997.



Victoria Row has seen one the most dramatic transformations in Downtown Charlottetown made possible though the combined efforts of the City, CADC and local owners.

⁸ Turner Drake and Partners Inc. Market Survey Charlottetown Offices December 2012, accessed at: <https://www.turnerdrake.com/survey/attachments/121.pdf>

⁹ Charlottetown Area Development Corporation (n.d.). *Invesco building*. Retrieved from <http://cadcpei.com/projects/invesco-building/>

¹⁰ City of Charlottetown: Comprehensive Waterfront Master Plan (2012), retrieved at: http://city.charlottetown.pe.ca/pdfs/Charlottetown-Waterfront-Final-2012_12_19.pdf

¹¹ The Guardian (2010, Sept. 23). Homburg Financial Tower officially opens tonight. Retrieved from <http://www.theguardian.pe.ca/Business/2010-09-23/article-1787456/Homburg-Financial-Tower-officially-opens-tonight/1>

¹² CBC news, Jean Canfield Building officially 'green', accessed at: <http://www.cbc.ca/news/canada/prince-edward-island/story/2011/10/07/pei-jean-canfield-building-leed-584.html>

¹³ Fisheries and Oceans Canada (2010, July 16). Fisheries and Oceans Canada to Relocate within Charlottetown Area. Retrieved from <http://www.dfo-mpo.gc.ca/media/npres-communique/2010/hq-ac40-eng.htm>

¹⁴ Government of Canada Fisheries and Oceans webpage, accessed at: <http://www.dfo-mpo.gc.ca/media/npres-communique/2011/q01-eng.htm>

the Arts.¹⁵ In 1998 the CADC, the City and local merchants invested \$250,000 to transform Victoria Row into a pedestrian-only street.¹⁶ Victoria Row has become a popular venue for events and street festivals and a key tourist attraction in Charlottetown offering a variety of specialty retailers.

Interviewees frequently mentioned challenges around parking downtown. In 2008, the City commissioned the 'Downtown Charlottetown Parking Strategy' to address these parking needs and further support recent office, retail and residential growth.¹⁷ The City and CADC have provided and manage four parkades in the downtown funded through cash-in-lieu provisions.¹⁸ More specifically, the City has the option to exempt property owners from providing off-street parking for a fee; this fee will then be used to help fund new downtown parking structures.¹⁹ However, the City's parking strategy revealed that the cash-in-lieu provisions alone are not sufficient to support the additional parking spaces needed for the downtown, particularly the waterfront area.²⁰

Educational & Institutional

Downtown Charlottetown is home to Holland College, which is currently in the process of redeveloping and expanding the downtown campus. The project included the construction of the Centre for Community Engagement, expansion of Glendenning Hall residence (converting an underutilized hotel into student residence), and creation of more green space, receiving \$20M in provincial funding. The downtown is also proximate to the University of Prince Edward Island, which has 4,500 students and benefits from excellent connections to the downtown.

A recent investment in downtown has been the new convention centre announced in 2010. This project is the result of an innovative partnership between all three levels of government and the private sector. Initial estimates for a preliminary convention centre proposal predicted a high capital cost and a strong likelihood of a high operating deficit. To



The new \$17 M convention centre will be instrumental in advancing downtown Charlottetown's revitalization efforts on the waterfront. The construction (above) began in 2012. The convention centre will be managed by the Delta hotel. The photo below shows the progress as of mid-July 2013. The centre opened in early August 2013 and was the location of the Premier of PEI sister's wedding.



avoid this, the City proposed a plan to build the conference space next to the existing Delta Prince Edward Hotel. The facility will be owned by the CADC and managed by the Delta Hotel. The CADC expects that once the centre is complete (expected end of summer 2013) the value of conventions will increase 20-30% over the next five years and will bring in \$6.5M in annual tourism revenue.²¹

Tourism

The tourism industry is a significant contributor to Charlottetown's economy. The City and Downtown Charlottetown Inc have been instrumental in growing the number of events, celebrations, and festivals each year. The City's Canada Day Concert and the International Shell Fish Festival are some of Atlantic Canada's largest celebrations. The production of 'Anne of Green Gables' continues to draw an annual influx of international tourists. Moreover, the

¹⁵CBC News, "Charlottetown's Confederation Centre gets \$2M from developer", July 2009, retrieved from: <http://www.cbc.ca/news/canada/prince-edward-island/story/2009/07/17/pei-homburg-confederation-centre.html>

¹⁶ CADC webpage accessed at: <http://cadcepi.com/projects/victoria-row/>

¹⁷City of Charlottetown, Downtown Charlottetown Parking Strategy May 2008, retrieved from: <http://www.city.charlottetown.pe.ca/pdfs/PARKINGSTRATEGY.pdf>

¹⁸ City of Charlottetown Comprehensive Waterfront Master Plan (2012) retrieved at: http://city.charlottetown.pe.ca/pdfs/Charlottetown-Waterfront-Final-2012_12_19.pdf

¹⁹ City of Charlottetown Zoning and Development By-Law, retrieved from: http://www.city.charlottetown.pe.ca/pdfs/bylaws/ZoningDevelopment_Bylaw.pdf

²⁰ City of Charlottetown – Downtown Parking Strategy Final Report, 2008, retrieved from: <http://www.city.charlottetown.pe.ca/pdfs/PARKINGSTRATEGY.pdf>

²¹CBC News, '\$17.5M convention centre for Charlottetown', July 2010, retrieved from: <http://www.cbc.ca/news/canada/prince-edward-island/story/2010/07/20/pei-charlottetown-convention-centre-584.html>

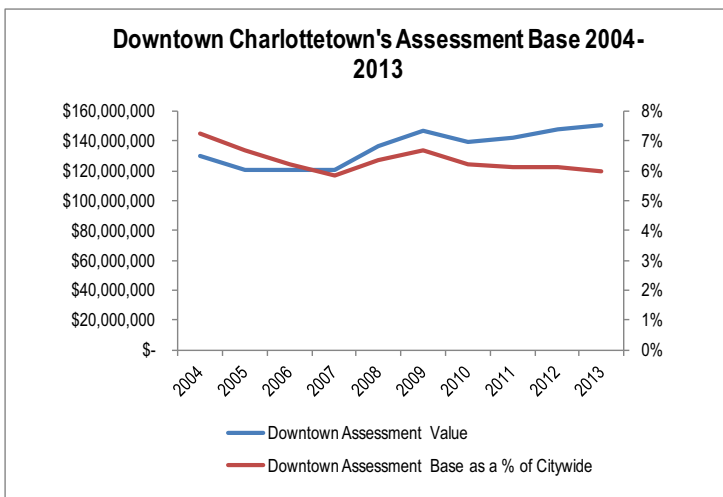
downtown also hosts an increasingly popular farmers market, championed by Tourism Charlottetown.

Improvements to the City's harbour facilities have also led to a dramatic increase in cruise ship dockings. In 2013, 74 cruises are expected to dock in the harbour bringing nearly 150,000 tourists and crew members into the downtown.²² New facilities such as the convention centre and the Festival and Events Centre are also expected to build the tourist base.

A challenge for the downtown has been achieving a year-round demand for hotel rooms. Due to the seasonal influx of tourists and conventions, the hotel occupancy rate has remained at 50% since 2010.²³ However, it was widely reported there is a lack of room availability during the summer months. This has resulted in a limited number of hotels being built in the last decade. However, recent investments in the Delta Hotel and the convention centre are expected to increase the tourist base year round, which is expected to lead to an increased occupancy rate.

Municipal Tax Base

In 2013, the downtown provided \$150M in assessed value, which equates to 6% of the City's total assessment base. However, a worrisome trend reveals that although the downtown's assessment value has been increasing in the last decade, the downtown represents a declining portion of the



city's assessment base. It will be important that this trend is more fully understood by key stakeholders to understand the

²² Downtown Charlottetown Inc. Annual Report 2011 accessed at: http://www.downtowncharlottetown.com/Files/DCI_Annual_Report_2012_rev.pdf

²³ City of Charlottetown Comprehensive Waterfront Master Plan (2012) retrieved at: http://city.charlottetown.pe.ca/pdfs/Charlottetown-Waterfront-Final-2012_12_19.pdf

reasons for this decline in downtown assessment as a percentage of citywide assessment.

Jobs

Approximately one quarter (25%) of the employment in the City of Charlottetown is in the retail trade, public administration, financial services, and information technology sectors.²⁴ However, public administration has been experiencing a downturn since 2008 due to funding cuts in federal and provincial levels of government.²⁵ In response, the City has been working to diversify its economic base and has seen expansion in the technology-based firms, bio-science, manufacturing, and construction to offset the loss.²⁶ Unfortunately, data was unavailable for the number of jobs located in the downtown area.

The BIA estimates that their designated area has 6,210 jobs in 2013.



The cruise ship industry remains a key component of the City's tourism base.



The construction sector has helped to offset job losses in the public administration and retail trade sectors.

²⁴ Canada Mortgage and Housing Corporation, Housing Market Outlook Charlottetown CMA, retrieved from: http://www.cmhc-schl.gc.ca/odpub/esub/64263/64263_2012_B02.pdf?fr=1367605706043)

²⁵ Ibid

²⁶ 2013 Pre-Budget Consultations, City of Charlottetown Chamber of Commerce, retrieve from: <http://www.charlottetownchamber.com/uploads/submissions/City%20of%20Charlottetown%20pre-budget%20submissions/2013%20City%20Final.pdf>

LIVABILITY

Is the downtown vibrant, liveable & connected?

Population

Downtown Charlottetown is home to 2,537 residents or 7.3% of the City's population (34,562). Although the City has had a strong focus on intensifying the downtown core, the results to date have been modest. In the last decade (2001-2011), the downtown noticed an increase of 4.2% or 103 residents compared to a citywide increase of 7.2%. The downtown core is supported by surrounding residential neighbourhoods like Brighton, Spring Park, Sherwood and Parkdale.

Age and Diversity

In 2011, the City as a whole was home to a higher percentage (17%) of seniors when compared to the national average (14%).²⁷ The downtown in particular was home to a high percentage (17%) of seniors in 2006. To support this population, it will be important that the core can continue to be a walkable neighborhood able to meet the needs of an aging population. Conversely, the downtown (2006) has a youthful age profile with more than a fifth of downtown residents aged between 20 and 30. This is reflective of the students attending the University of PEI and Holland College, both in close proximity to the downtown.

Downtown Charlottetown has a relatively small immigrant population. In 2006, the majority of the population (94%) was non-immigrants and of those 66% were born in the Province of PEI. However, the City as a whole has witnessed a significant increase in the number of Chinese immigrants from 2001 to 2006.²⁸ This increase is as a result of the success of the Provincial Nominee Program, attracting 6,000 immigrants since the program began in 2001.²⁹ The program is a partnership between the provincial and the federal governments to nominate immigrants who would make a positive contribution to the Province, although the program will be ending in 2013.³⁰ Similarly, the Provincial and the federal governments are offering a number of programs aimed at

Downtown has

2,537

residents in 2011

4% population growth

**downtown between 2001-2011
(compared to 7% city-wide)**

youth and recent graduates to retain their skills in the Province, including work permits for student immigrants.³¹

Housing

Over half of downtown Charlottetown's housing stock (57%) was built before 1946 and the majority (63%) is comprised of apartment buildings with fewer than five storeys. The majority (76%) of housing downtown is rented compared to 47% citywide. Citywide vacancy rates in the rental market are expected to rise from 3.3% in 2011 to 5% in 2013, accompanied by a rise in average rent price. These are as a result of the large number of new and more expensive units being added to the market.³²

Several interviewees also discussed a lack of affordable housing in the downtown. In response to this challenge, the downtown offers several housing co-operatives, seniors' housing and family housing programs to provide affordable rental units to new-comers to the City, as well as those who require assistance. For example, the Abe Zakem House, an affordable rental complex, was completed in 2004 through the combined efforts of City, the Province, CMHC and CADC.

Land Use

Downtown Charlottetown's land use is occupied equally by residential (24%), commercial (29%), and institutional (22%) properties. The downtown also has a high percent of vacant properties (16%), primarily located along the waterfront. The City is aware of the significant opportunity for investment and redevelopment in this area and has recently released a new Master Plan for the waterfront to help guide future growth.

²⁷ Statistics Canada, Charlottetown CY, retrieved from:

<https://www12.statcan.gc.ca/census-recensement/2011/as-sa/fogs-spg/Facts-csd-eng.cfm?LANG=Eng&GK=CSD&GC=1102075>

²⁸ CBC News, 2012, 'Immigration changing the voice of Charlottetown', retrieved from: <http://www.cbc.ca/news/canada/prince-edward-island/story/2012/10/24/pei-asian-immigration-charlottetown-584.html>.

²⁹ Waterfront Master Plan, retrieved from:

http://city.charlottetown.pe.ca/pdfs/Charlottetown-Waterfront-Final-2012_12_19.pdf

³⁰ Prince Edward Island webpage, Provincial Nominee Program, retrieved from:

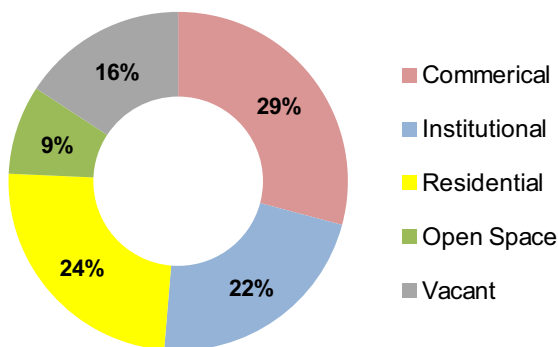
<http://www.gov.pe.ca/immigration/index.php3?number=1014385>

³¹ Prince Edward Island webpage, Opportunities PEI, retrieved from:

<http://www.opportunitiespei.ca/working-youthprograms>

³² Canada Mortgage and Housing Corporation, Housing Market Outlook Charlottetown

CA, 2012, retrieved from: http://www.cmhc-schl.gc.ca/odpub/esub/64263/64263_2012_B02.pdf?fr=1367605706043



Safety

Interviewees agree that downtown Charlottetown has a perception of being a safe community. To further support this, Maclean's magazine published a study identifying that PEI has one of the lowest provincial crime rates across Canada.³³

Public Realm

The City (in partnership with other key stakeholders) has strategically invested in a range of projects to enhance the downtown's public realm. For example, completion of Victoria Row and the Queen Street streetscape improvements have greatly improved the visibility and attractiveness of the downtown's main commercial arterial. In fact, in 2012 Victoria Row was nominated as one of the best public spaces by the

Canadian Institute of Planners.³⁴ The Queen Street streetscape improvements have also been successful and represent a partnership between ACOA, the Province, the City and CADC.³⁵ More specifically, it was observed that the private sector responded to these upgrades, with new investments in Confederation Court Mall, Confederation Centre of Arts, a new office buildings and a modern hotel.

Another critical element of downtown Charlottetown's high quality public realm is the City's unique collection heritage buildings and original grid layout from 1765. These heritage attributes contribute to the ambience of the downtown and are enjoyed by residents and tourists alike. To further enhance these attributes, Downtown Charlottetown Inc developed a façade program, offering financial assistance to enhance historic properties and improve the overall public realm experience. In addition, in 2011, Downtown Charlottetown Inc.



Victoria Row improvements have transformed the public realm creating a pedestrian-only space.



The Adopt a Garden Program has been very successful among business owners, with 75 gardens in downtown in 2011.

³³ Maclean's "Where Canadian criminals go to play" (2012) retrieved from: <http://www2.macleans.ca/worst-cities/>

³⁴The Guardian, "Victoria Row short-listed as one of the best places in Canada", April 2012, retrieved from: <http://www.theguardian.pe.ca/Living/2012-04-12/article-2952366/Victoria-Row-short-listed-as-one-of-the-best-places-in-Canada/1>

³⁵Charlottetown Area Development Corporation Webpage retrieved from: <http://cadcpei.com/projects/way-finding-project/>

began commissioning local artists to complete public art installations in the downtown area.

Another creative public realm initiative developed by Downtown Charlottetown Inc (in partnership with the City) is the award winning program called the 'Adopt a Corner Project.' The BIA describes this program as "the little program with the big impact" with 75 gardens in the downtown, demonstrating the success of the partnerships created between local owners and the City.³⁶

The waterfront has been and continues to be a 'working harbour.' However, the waterfront has experienced significant transformation from an industrial zone to emerge as a high-amenity, vibrant, mixed-use zone with some exceptional public spaces. Public realm projects such as the nature and health routes, Confederation Landing Park, Founders Hall, and the Naval Reserves and Charlottetown Events Grounds have greatly improved the functionality of the waterfront, its parks and boardwalks.

Connectivity

The original street grid in the downtown (500 Lot Area) encourages walking and cycling within the core. However, the automobile is the dominant mode of travel for many residents citywide. Approximately 80% of city residents commute to work using a vehicle, 15% walk or bike, and 2% use public transit. The City is making efforts to promote more active forms of transportation through such initiative as the Integrated Community Sustainability Plan Actions, Park and Open Space Master Plan, and the Eastern Gateway Waterfront Master Plan.³⁷ The City is improving the cycling infrastructure by adding new signs, designated bike lanes, and new bike racks in the downtown core.³⁸

Downtown Charlottetown has a public transit system which operates seven routes from Monday to Saturday, serving downtown and the surrounding communities of Cornwall and Stratford. The main 'spine' of the network is on University Avenue, which connects the downtown to the University of PEI. With recent investments in rebranding the system and

more frequent schedules, transit use has seen an 8% increase since 2012.³⁹

One challenge noted by interviewees and reiterated in the Waterfront Master Plan is the issue of public access and continuous pedestrian connectivity to the waterfront from the downtown. The Plan noted that there are currently many private properties that interrupt the public access and that the City should consider policies to purchase properties that could help improve the connectivity.⁴⁰



The waterfront boardwalk and trail systems add to the high quality urban environment.



New schedules and rebranding have helped increase public transit use in Charlottetown.



Queen Street is a key commercial spine in downtown Charlottetown.

³⁶ Downtown Charlottetown Inc. Annual Report 2011 retrieved from:

http://www.downtowncharlottetown.com/Files/DCI_Annual_Report_2012_rev.pdf

³⁷Regional Active Transportation Plan Greater Charlottetown Area (2012), retrieved from: http://www.city.charlottetown.pe.ca/pdfs/TTR_RATMP-main-report-FINAL-2012-02-28.pdf

³⁸Spacing Atlantic webpage, 'Connecting the Dots: Mapping Charlottetown's Cycling Infrastructure' (2011), retrieved from: <http://spacing.ca/atlantic/2011/06/14/connecting-the-dots-mapping-charlottetowns-cycling-infrastructure/>

³⁹'Charlottetown Transit number up' CBC news, 2013, retrieved from: <http://www.cbc.ca/news/canada/prince-edward-island/story/2013/03/13/pei-charlottetown-transit-traffic-584.html>

⁴⁰ Waterfront Master Plan, retrieved from:

http://city.charlottetown.pe.ca/pdfs/Charlottetown-Waterfront-Final-2012_12_19.pdf

STRATEGY

Is the City Strategically Investing in Its Future?

Approach to Downtown Investments

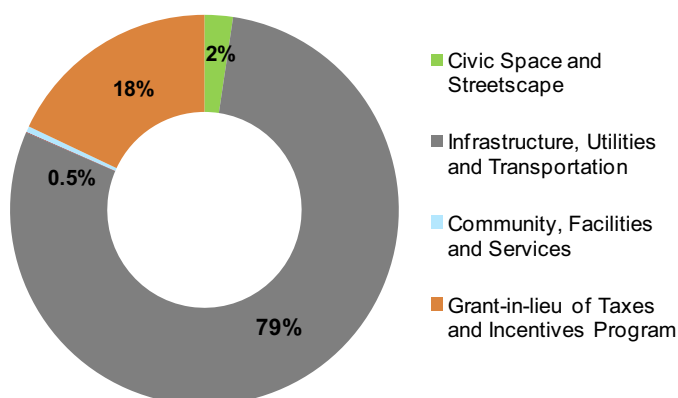
Charlottetown has been fortunate to have strong financial leadership from both the federal and provincial governments, the Charlottetown Area Development Corporation and Downtown Charlottetown Inc. in their revitalization efforts. Downtown Charlottetown Inc. has been instrumental in creating a new dialogue on the city's revitalization efforts now and for the future. DCI's Business Development Committee has been responsible for coordinating the creation of substantial new private sector long-term self-sustaining jobs and increasing residential living in the downtown core. Their efforts, combined with other stakeholders in the City, have to date added some 800 new jobs and over 100 new residential units in the downtown.

The City has supported efforts from these stakeholders by investing in the downtown in three key ways. Firstly, the City has been working hard to unlock development potential and increase public connectivity with the waterfront. A key part of this investment has involved creation of a master plan to guide future development and bring certainty to the approvals process. Secondly, the City has been investing in key pieces of infrastructure aimed at improving the urban environment. These investments appear to be followed by the private sector and have helped to absorb new commercial and residential investment. Finally, the City has been strategically working to preserve its heritage buildings and stimulate new growth and investment through a range of tax incentives.

Summary of Municipal Capital Investments 2002-2012

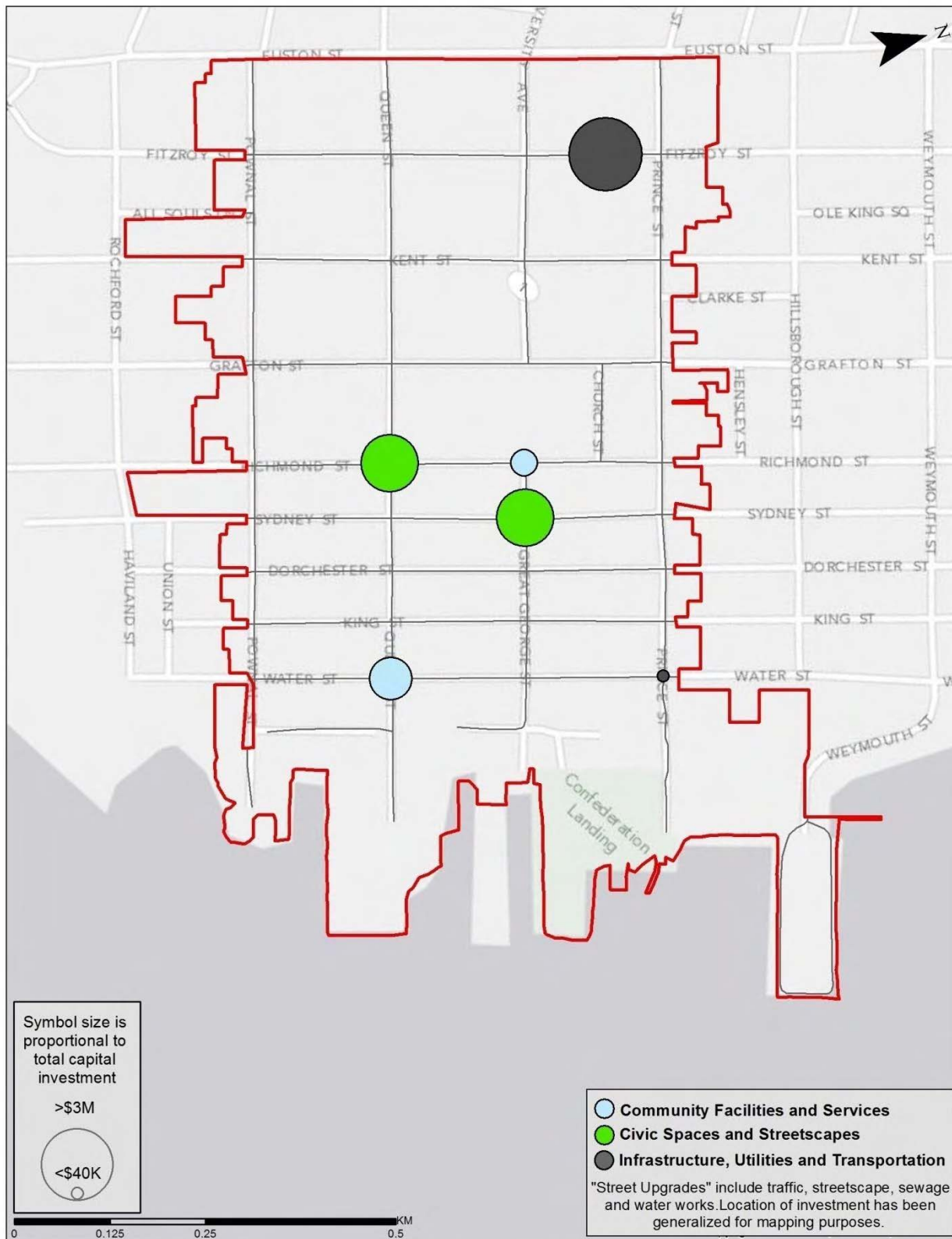
Project Title	City Investment (Approx)
Streetscape Project - Queen Street	\$300,000
Streetscape Project - Sydney Street	\$206,300
Fitzroy Parkade and two renovations at Queen & Pownal	\$9,000,000
500 Lots Study (2012)	\$45,000
Waterfront Master Plan Study (2012)	58,000
Parking Study	\$38,850
Total on Map	\$ 9,603,150
Grant-in-lieu of taxes and incentives Program	\$3,861,000
Public Art	13,000
Transit System (city wide)	\$1,000,000
Wastewater Treatment Plant and Downtown Water Infrastructure	\$7,000,000
Total Unmapped (Projects that do not have a spatial location)	\$11,874,000
Total Projects	\$ 21,477,150

Key Areas of Downtown Municipal Investment



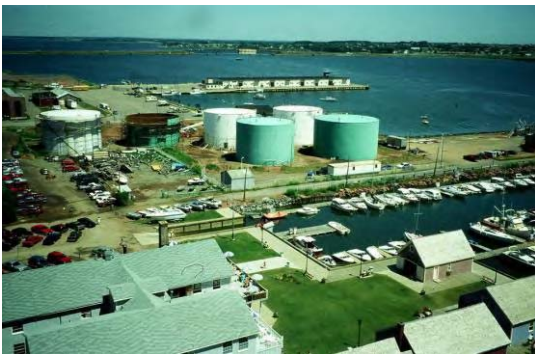
This chart (left) breaks down City capital investments from 2002-2012 in the downtown into a series of general categories. It is apparent that the City has had a strong focus in infrastructure such as parking structures, the wastewater treatment plant and the transit system.

Municipal Capital Investments in Downtown Charlottetown 2002-2012



Pattern of Investment: Focusing Development along the Waterfront

Through the combined efforts of the CADC, the Province, the Government of Canada and the City, the waterfront has seen a period of transformation and now offers a variety of uses, including new condominiums, boardwalks, marinas, parks and specialized retail stores, while retaining its critical function as an active port.⁴¹ In 2012, the City released the Waterfront Master Plan to strategically guide future development. The Plan proposed four critical objectives to be used to update Official Plan policy intent for the waterfront: 1) make the waterfront more accessible, 2) continue to work with CADC and other partners to promote high quality redevelopment projects, 3) preserve views to and from Charlottetown Harbour and enhance the public realm, and finally, 4) to establish a 'Port Zone' to protect the economic vitality of the waterfront.⁴²



Confederation Landing Park prior to the redevelopment project (above). The waterfront had primarily industrial uses supporting the shipping industry. The photo below shows the result of remediating this brownfield site and transforming it into a highly used civic space.



⁴¹ City of Charlottetown Official Plan Proposed Changes to section 3.5 Waterfront Development, retrieved from:

http://city.charlottetown.pe.ca/pdfs2013/Official_Plan_WATERFRONT_FINAL.pdf

⁴² City of Charlottetown Official Plan Proposed changes to Section 3.5 Waterfront Development, retrieved from:

http://city.charlottetown.pe.ca/pdfs2013/Official_Plan_WATERFRONT_FINAL.pdf

Since its inception, the CADC has been the driver of waterfront redevelopment. The private sector has responded with the completion of several new waterfront residential developments. The convention centre project is the most recent example of successful collaboration between the three levels of government and CADC to make the vision for the waterfront a reality. The proposed \$17.5M expansion project seeks to develop the current conference space at the Delta Hotel, adding a new critical piece of infrastructure to the waterfront. Another project is the Charlottetown Festivals & Events Centre. The CADC and the federal and provincial governments funded this project to remediate two brownfield sites located on the eastern waterfront into a permanent events and festivals ground. The project will provide a new parking facility that will serve Holland College and local businesses, a 3.5 acre lawn space that can accommodate 20,000-25,000 people, new LED lighting and enhancements to the park space.⁴³

Investing in Infrastructure to Improve the Public Realm

The City of Charlottetown has made improving the pedestrian experience a top priority in downtown revitalization. The City has made significant investments in several streetscape improvement projects, including Victoria Row, along Richmond Street and Queen Street and Sydney Street. These improvements along major retail streets in the downtown have not only transformed the area but also encourage investments from the private sector.

The downtown's public realm has also been improved by investing in downtown parks and squares. The efforts to revitalize Confederation Landing Park (a former Texaco tank farm) have transformed this area of the waterfront.⁴⁴ The City has also prepared a master plan for its five civic squares (2012). Based on recommendations from the plan, the city will be required to spend approximately half a million on each square for revitalization efforts.⁴⁵

The City has also invested in parkades downtown to support the new office development, increase parking offerings, and support the redevelopment of surface parking lots. For

⁴³ Charlottetown Area Development Corporation website, retrieved from:

<http://cadcpei.com/projects/charlottetown-festival-events-centre>

⁴⁴ Charlottetown Area Development Corporation, retrieved from:

<http://cadcpei.com/projects/confederation-landing-park-peakes-parking-lot/>

⁴⁵ Charlottetown Heritage Squares Master Plan and Design Guidelines, 2012, retrieved from:

<http://www.city.charlottetown.pe.ca/pdfs/Charlottetown%20Squares%20Report%2012%2004%2024.pdf>

example, the completion of the Fitzroy parkade in 2001 has helped to increase long term parking options for residents and office workers and to relief on-street parking demand.

Investing in Heritage and Cultural Assets

In an effort to maintain the charm and history of the downtown, the City has been active in preserving and enhancing heritage properties. The City's collection of heritage buildings contributes greatly to the overall economy, especially the tourism sector. Therefore, the Heritage Incentive Program, which is funded and operated by the City, offers incentives for the development, restoration, and/or maintenance of heritage properties. This includes façade improvements, freezes on property taxes, elimination of building permit fees and a series of awards for contributions to the heritage of the city.⁴⁶ The City also recognizes work on heritage properties by giving recognition awards to owners. Downtown Charlottetown Inc also offers financial assistance to commercial property owners within the downtown boundary for façade improvements.

The CADC has also been an active promoter of preserving and investing in heritage properties. For example in 2009, CADC purchased the iconic Kays Building, a four-story brickwork structure located by the waterfront, to ensure that it would not be demolished, selling it to a private developer who is planning to invest more than \$5M on restoration. The new space will provide more office space suited towards the growing information technology and financial companies.⁴⁷

Selected as one of the Arts and Culture Capitals of 2011, the City receives significant funding from the federal government. For example, in preparation for commemorations of the Charlottetown Conference and Canada's 150th anniversary, the federal and provincial government recently invested significantly in the Confederation Centre of the Arts. The federal government provided more than \$6.1 M through two programs while the Province has provided \$2.8 M. The investment will be used for the modernization of the centre through major renovations, both interior and exterior, and capital improvements to the Homburg Theatre.⁴⁸ The Mayor

has



The iconic Kays Building – originally built in 1872, is currently undergoing restoration efforts.



Restorations as of June 2013 on the Kays Building.



In 1996, CADC, in collaboration with Parks Canada and the Province renovated the exterior of Province House to restore it reminiscent of those surrounding the grounds in the 1890's.

organized an 'Arts and Culture Task Force' to set clear priorities for future growth in this sector.

⁴⁶ City of Charlottetown Heritage Incentive Program, retrieved from: <http://www.city.charlottetown.pe.ca/pdfs/HeritageIncentiveProgram.pdf>

⁴⁷ CBC News, Prince Edward Island, "Kays Brothers building finds new owner", retrieved from: <http://www.cbc.ca/news/canada/prince-edward-island/story/2012/06/11/pei-kayss-brothers-banks-apm-584.html>

⁴⁸ The Charlottetown Festival, "Federal and Provincial Governments Invests in New Theatre Pavilion for the Confederation Centre and the 150th Anniversary of the Charlottetown Conference", retrieved from: <http://www.charlottetownfestival.com/en/news-read-more.php?news=373>

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APPENDIX 2 –PHOTO CREDITS

Kingston

Cover page

- Large photo: http://www.phototravelpages.com/canada/ontario/Kingston_photos/Kingston_large.jpg
- Waterfront postcard: <http://www.zazzle.ca/kingston+ontario+postcards>
- Historic postcard: <http://blogger.mgfl.net/provisionpostcards/2012/11/30/postcard-10-kingston-ontario-in-canada/>

Downtown Timeline

Context Map

- Grand theatre: <http://kingstonherald.com/entertainment/grand-theatre-schedule-201038831>
- Pump House Steam museum: <http://www.canada-travel.ca/ontario/kingston/museum>
- Princess Street: <http://www.kingstonthisweek.com/2010/08/04/princess-promenade>
- Fort Henry: <http://www.visit1000islands.com/visitorinfo/?p=2688>
- Confederation Park: <http://www.boldts.net/Kingston/>
- K-Rock Centre: <http://kingstonherald.com/news/krock-cmw-award-2010311041>
- Springer Market Square Skating Rink: <http://www.983flyfm.com/theflyfm/page/163/>
- Princess Street Promenade : <http://www.kingstonist.com/2012/08/02/princess-street-promenade-2012/>
- Springer Market Square: <http://www.cityofkingston.ca/explore/history/market-square>
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Visionary

- North Block District: <http://www.cityofkingston.ca/city-hall/projects-construction/north-block-strategy>

Prosperity

- The Tower on Queen: <http://kingstonherald.com/release/tower-clergy-queen-2010310466>
- S&R department store: <http://kingstonherald.com/news/s-and-r-store-to-reopen-20103930>
- FebFest: <http://www.queensu.ca/news/articles/fun-snow-balls-feb-fest>

Livability

- Anna Lane Affordable housing: http://www.buzzbuzzhome.com/anna-lane/photos/exterior/2011_10_28_12_32_01_ext.PNG
- Movie Night in Market Square: http://www.cityofkingston.ca/documents/10180/14469/Plan_KingstonCulturePlan_2010.pdf/e5a2c4ec-3de7-4186-b533-32b8b1061ce4
- Before and After Princess Street: retrieved from Google Earth
- City Hall Aerial: <http://www.skyscrapercity.com/showthread.php?t=197766>
- Bike Summit: <http://www.thewhig.com/2013/03/05/bike-summit-to-be-held-in-kingston>

Strategy

- Princess street construction: <http://www.dcnonl.com/images/archivesid/54121/451.jpg>
- Grand Theatre: <http://kingstongrand.ca/about-grand-theatre>
- K-Rock Centre: <http://kingstonherald.com/news/krock-cmw-award-2010311041>
- Market Square -historical: <http://www.kingstonpublicmarket.ca/sites/kingstonpublicmarket.ca/files/img/slideshow/history-image-8.jpg?1273352439>
- Market Square –now: <http://www.cityofkingston.ca/documents/10180/75212/Market+Square+2012+-+looking+east.JPG/c2459ee5-5ed2-4762-a6e0-7e650e206b61?t=1358451356936>

Hamilton

Cover Page

- **Front Cover:** <http://hamiltonthisis.blogetery.com/>
- **Post card:** <http://www.canadiandesignresource.ca/officialgallery/category/souvenirs/page/10/>

Timeline

- **Gore Park:** <http://tedproxy.topscms.com/MMGDailies/Published/images/75/6a/294b6faf49b786ebde01b36f8c1b.jpg>
- **Hamilton Steel Foundry:** <http://www.urbanphoto.net/blog/2007/07/27/hamilton-is-a-green-city/>
- **Hamilton Transit Station:** <http://henleyshamilton1.files.wordpress.com/2012/03/1-1aaaa1.jpg>
- **McMaster University:** <http://www.mcmaster.ca/univsec/history.cfm>
- **Burlington Bay Skyway:** http://upload.wikimedia.org/wikipedia/commons/thumb/a/ac/Burlington_Skyway_1958.png/220px-Burlington_Skyway_1958.png
- **First Tim Hortons:** <http://www.cbc.ca/gfx/images/news/photos/2012/05/17/hi-tim-hortons-store-852-8col.jpg>

Context Map

- **Art Gallery of Hamilton:** <http://oagdirector.blogspot.ca/2011/06/in-light-of-potential-for-new-purpose.html>
- **Bayfront Park:** http://en.wikipedia.org/wiki/File:Bayfront_Park_C.JPG
- **Copps Colliseum:** <http://www.ohlarenaguide.com/steelhawk.htm>
- **Hess Village:** <http://en.wikipedia.org/wiki/File:HessVillageHamilton.JPG>
- **Lister Block:** http://www.google.ca/imgres?imgurl=http://www.hamilton.ca/NR/rdonlyres/8534D697-06A5-46D8-A0A4-428C673CAFD6/0/Lister1.jpg&imgrefurl=http://www.hamilton.ca/CityDepartments/PlanningEcDev/Divisions/Planning/Development/UrbanDesign/Urban%2BDesign%2BAwards/2011UrbanDesignandArchitectureAwards.htm&h=2304&w=3456&sz=2878&tbnid=yF0Ua9a_PvM1eM:&tbnh=90&tbnw=135&zoom=1&usq=__7bHioBv2D_435fXx-sQDjL-zV_k=&docid=cStfvMpBW0u-nM&hl=en&sa=X&ei=L4p-UaiUJcek2AWjm4CwCg&sqi=2&ved=0CEEQ9QEwBQ&dur=680
- **Hamilton Public Library:** <http://www.sccaonline.ca/07HPL.jpg>

Visionary

- **Lister Block:** <http://historicalhamilton.com/beasley/lister-block/>

Prosperity

- **Catch Ya Later Toronto:** <http://www.thegridto.com/life/real-estate/catch-ya-later-toronto/>

Livability

- **Imperial Cotton Centre:** http://assets.ourbis.ca/images/businesses/30/0e/9953_r720_540.jpg
- **Gore Park:** <http://www.cbc.ca/hamilton/news/story/2012/07/11/hamilton-gore-park.html>
- **One way streets:** <http://www.dsafire.net/?p=1090>

Strategy

- **John Rebecca Park.** <http://thisisourhamilton.ca/?p=1989>
- **Gore Park.** <http://www.thespec.com/opinion/editorial/article/771218--the-psychology-of-renewal>

- **Mc Nab Transit Terminal:** <http://www.thespec.com/news/local/article/308331--macnab-terminal-reroutes-city-s-downtown>
- **Central Library:** <http://www.hamilton.ca/ProjectsInitiatives/MarketandCentralLibraryRenos/>.
- **AGH and Street Art Projects:**http://www.hamilton.ca/CultureandRecreation/Arts_Culture_And_Museums/Arts/Project-KingWilliamArtWalk.htm

St Catharines

Cover Page

- St. Paul Street http://www.i84.photobucket.com/albums/k28/segaert/st_catharines/00007.jpg
- St. Catharines: The Garden City Sign <http://www.videobabylon.ca/St-Catharines-Weddings.html>
- St. Thomas Church Postcard <http://www.nflibrary.ca/nfplindex/data/3/0/97430-517317.jpg>

Timeline

- Harriet Tubman <http://www.cic.gc.ca/english/games/museum/sub-section-2.asp>
- Historic Welland Canal <http://www.thecanadianencyclopedia.com/featured/welland-canal>
- Burgoyne Bridge <http://www.niagararegion.ca/chair/images/burgoyne-bridge.jpg>
- Queen Elizabeth Way http://www.thekingshighway.ca/PHOTOS/qew-85_lg.jpg
- Brock University http://www.brocku.ca/sites/default/files/1_0.jpg
- Garden City Historic Brochure <http://www.gardencitycomplex.com/index.php>
- Marilyn I. Walker School of Performing Arts
http://www.brocku.ca/sites/default/files/MIWSFPA_0.jpg

Context Map

- Salem Chapel <http://www.harriettubman.com/>
- Farmers' Market
http://www.waymarking.com/waymarks/WM4BRD_Farmers_Market_Downtown_St_Catharines_ON
- Montebello Park http://upload.wikimedia.org/wikipedia/en/f/f5/St_Catharines_Montebello.jpg
- Former Lincoln County Courthouse
http://upload.wikimedia.org/wikipedia/en/thumb/b/bc/St_Catharines_Courthouse.jpg/200px-St_Catharines_Courthouse.jpg
- Mansion Tavern <http://img.groundspeak.com/waymarking/48953456-3814-40c3-a9b9-bc56b41c13eb.jpg>
- Welland House Hotel <http://upload.wikimedia.org/wikipedia/en/c/c6/Wellandhouse.jpg>
- Brock University http://www.brocku.ca/sites/default/files/1_0.jpg
- Downtown Performing Arts Centre
<http://upload.wikimedia.org/wikipedia/en/c/c6/Wellandhouse.jpg>

Prosperity

- McMaster Niagara Family Health Centre
<http://fammedmcmaster.ca/postgraduate/images/smNiagara.png>
- Canada Hair Cloth Building <http://www.brocku.ca/brock-news/wp-content/uploads/2011/08/canada-hair-cloth.jpg>

Livability

- View of Lower Level St. Paul Street <http://occupyniagara.com/>
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Strategy

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- Creative Cluster Master Plan http://www.stcatharines.ca/en/investin/resources/Master_Plan.pdf
- Robertson School <http://www.historicplaces.ca/en/rep-reg/place-lieu.aspx?id=9802>
- Montebello Park <http://stcatharines.cityguide.ca/montebello-park-summer-concert-series-starts-today-029557.php>
- Carlisle Street Parking Garage
<http://www.stcatharinesstandard.ca/ArticleDisplay.aspx?e=3430062>

Windsor

Cover Page

- Large Image: <http://pvtistes.net/forum/ontario/53514-25-raisons-daimer-vivre-windsor-en-ontario.html>
- Postcard Fountain: <http://blogs.windsorstar.com/2012/05/17/peace-fountain/>
- Greetings Windsor: <http://thumbs1.ebaystatic.com/d/l225/m/mnNFVAN1QGIW35HNwsUmwjw.jpg>

Downtown Timeline

- Duff Baby House: [http://www.heritagetrust.on.ca/OHT---Content/Conservation/Buildings/More-buildings/Duff-Baby-House-\(Windsor\).aspx](http://www.heritagetrust.on.ca/OHT---Content/Conservation/Buildings/More-buildings/Duff-Baby-House-(Windsor).aspx)
- Underground railroad monument: <http://www.soulofamerica.com/windsor-guide.phtml>
- MediaPlex: <http://dcnonl.com/article/id38663/buildingenvelope>
- Armouries rendering: <http://www.citywindsor.ca/mayorandcouncil/Pages/Downtown-Transformation.aspx>
- Ambassador Bridge: <http://pulldigital-clients.s3.amazonaws.com/Pull-Digital/Demos/Full-Width-Cycle/index.html>
- Odette Park runners: <http://www.uwindsor.ca/law/news/riverfront-run-gets-volunteers-springing-into-action>
- Sandwichtown placard: <http://mix967.ca/>
- Caesars: http://images.askmen.com/fine_living/hotel/caesars-windsor_1.jpg

Context Map

- Caesars: <http://www.stonecroftinn.com/area-attractions.html>
- Detroit-Windsor Tunnel: <http://swoda.uwindsor.ca/swoda/content/125>
- Festival Plaza/Civic Terrace:
<http://www.windsorstar.com/PHOTOS+They+them+Windsor+Ribfest/7113284/story.html>
- Art Gallery of Windsor: <http://blogs.windsorstar.com/2013/04/16/council-to-tackle-long-standing-museum-question/>
- Windsor Arena: <http://www.roamingtherinks.com/windsorarena.htm>
- Detroit River: <http://aboveallohio.com/archive2007.html>
- Ambassador Bridge: <http://www.ambassadorbridge.com/intlcrossing/BridgePhotos.aspx>
- University of Windsor: <http://detroituncut.com/2013/04/university-windsor-5000-semester-tuition-american-freshmen/>
- City Hall: http://en.wikipedia.org/wiki/File:Windsor_city_hall.JPG
- Jackson Park: <http://www.citywindsor.ca/residents/parksandforestry/City-Parks/Pages/Jackson-Park-.aspx>
- Odette Sculpture Park: <http://windsorite.ca/2012/05/windsors-odette-sculpture-park-to-be-renamed/>
- Ouellette St: <http://blogs.windsorstar.com/2012/11/30/windsor-city-of-a-million-lights/>

- Dieppe Garden: <http://www.citywindsor.ca/residents/parksandforestry/City-Parks/Pages/Dieppe-Gardens-.aspx>
- Windsor Transit Terminal: <http://www.citywindsor.ca/residents/transitwindsor/Ride-Guide/Pages/Transit-Terminals.aspx>

Prosperity

- Portofino: <http://portofinocondowindsor.blogspot.ca/>

Livability

- Windsor skyline: https://commons.wikimedia.org/wiki/File:Windsor_Ontario_skyline.jpg
- Waterfront: <http://blogs.windsorstar.com/2012/08/10/no-new-waterfront-buildings-mayor/>

Strategy

- St Clair College of the Arts: http://ofwindsor.net/index.php?title=File:Windsor_Waterfront_St_Clair_Centre_for_the_Arts_Hilton_DSC_1095.jpg
- St Clair College Mediaplex: <http://www.doorsopenwindsor.com/sites/30/>
- Capitol Theatre: <http://blogs.windsorstar.com/2013/02/22/six-string-sensation/>
- Art Gallery: <http://blogs.windsorstar.com/2013/04/16/council-to-tackle-long-standing-museum-question/>
- Armouries: <http://www.uwindsor.ca/dailynews/2012-11-19/city-approval-another-milestone-on-road-toward-downtown-campus>
- Windsor Star building: <http://www.cbc.ca/news/canada/windsor/story/2011/11/24/wdr-star-university-move.html>
- Palace Theatre <http://blogs.windsorstar.com/2011/11/26/windsor-star-to-launch-community-newsroom/>
- New Office Building: <http://looplink.windsor.cbcre.ca/II/16635573/1-Riverside-Drive-West/>
- Business Accelerator: <http://downtownaccelerator.com/>
- Casino Windsor: <http://w-g-r.blogspot.ca/2013/04/wgr-refocus-and-top-games-of-all-time.html>
- Aquatic Centre: <http://www.breakingnews.ca/2012/07/20/my-menu/windsor/aquatic-centre-construction-back-on-track/>
- Transit Terminal: <http://www.citywindsor.ca/residents/transitwindsor/Ride-Guide/Pages/Transit-Terminals.aspx>

Regina

Cover page

- Panorama http://www.reginarcmpvets.ca/images/REGINA_SASK1.jpg
- Skating outside <http://ibackpackcanada.com/backpack-regina-saskatchewan-canada/>
- Scarth Street Mall http://3.bp.blogspot.com/_xnZi4wKnMtc/SWE9n4W8fxI/AAAAAAAAABcE/_bytBhxDsrM/s400/scarthstreetmallIMG_5132.5Regina.jpg

Timeline

- Louis Riel <http://www.thecanadianencyclopedia.com/articles/louis-riel>
- Regina Cyclone http://www.dipity.com/mrjarbenne/Dundas_Central_Grade_8_Canada_1850_1914/

- Airport http://www.regina.ca/students/heritage-history/discover_regina_s_history/
- First Nations University of Canada <http://oncampus.macleans.ca/education/author/erin-millar/>
- Regina becomes capital 1903: http://www.regina.ca/students/heritage-history/discover_regina_s_history/
- Twin Towers Plaza http://www.regina.ca/students/heritage-history/discover_regina_s_history/
- Downtown Regina Revitalization Plan <http://www.globalnews.ca/revitalization+plans+announced+regina+downtown/3018579/story.html>

Context Map

- Victoria Park <http://stainedglasscanada.ca/image.php?image=735>
- F.W. Hill Mall http://www.regina.ca/students/heritage-history/discover_regina_s_history/
- Regina Public Library <http://www.prairiedogmag.com/?p=22097#comments>
- Regina Royal Canadian Legion <http://www.waymarking.com/gallery/image.aspx?f=1&guid=70afda2f-5e6e-4d41-8371-87ec5f367420>
- Globe Theatre <http://www.canadiantheatre.com/dict.pl?term=Globe%Theatre>
- Casino Regina http://www.tripadvisor.com/Attraction_Review-g155042-d207958-Reviews-Casino_Regina-Regina_Saskatchewan.html
- Royal Saskatchewan Museum http://esask.uregina.ca/entry/royal_saskatchewan_museum.html
- University of Regina <http://universityincanada.net/wp-content/uploads/2011/09/university-of-regina.jpg>
- Warehouse District http://reginainpictures.blogspot.com/2008_06_01_archive.html
- Cathedral Area <http://www.paperumbrella.ca/journal/?currentPage=13>

Visionary

- Regina Downtown Neighbourhood Plan http://www.regina.ca/opencms/export/sites/regina.ca/media/committee_agendas/regina_planning_commission/05-13-2009/executive_summary.1.pdf
- Victoria-12th-Lorne Street Illustration **CANNOT FIND SOURCE**
- <http://www.cbc.ca/news/canada/saskatchewan/story/2013/01/25/sk-regina-new-stadium-city-council-1301.html>

Prosperity

- Leader Building <http://www.regina.ca/residents/heritage-history/heritage-award/heritage-award-winners/>
- Scarth Street http://1.bp.blogspot.com/_xnZi4wKnMtc/SbROFcVpIU/AAAAAAAAAB5w/Ha1ccBy5a8/s400/scarthIMG_3025.5Regina.jpg
- Pedestrians at Intersection **CANNOT FIND SOURCE**

Livability

- City Square Plaza Project <http://reginaurbanecology.files.wordpress.com/2011/10/12-ave-occupy-plaza-oct-152011-017.jpg>
- Scarth Street in the Winter http://2.bp.blogspot.com/_xnZi4wKnMtc/SWfFbayXU4/AAAAAAAAABdg/hCu7NipDR6A/s400/scarthIMG_0807.5Regina.jpg

Strategy

- Lorne Street Bikeway System <http://media.canada.com/idl/relp/20070823/143326-44727.jpg>
- Pedestrian-only City Plaza http://projectzoom.ca/wp-content/uploads/2011/11/IMG_3988.jpg

- Proposed rendering of office development at 11th Avenue and Rose Street
http://www.regina.ca/opencms/export/sites/regina.ca/.media/committee_agendas/city_council/10-17-2011/cc1017_full_agenda.pdf
- Regina's Rail Yard <http://galenf.com/canada/regina13.jpg>
- Victoria Park <http://www.flickr.com/photos/canadiantourism/galleries/72157624712543156/>

North Vancouver

Cover Page

- Cover photo: <http://www.flickr.com/photos/badcomputer/3715528859/sizes/l/in/photostream/>
- Post card: http://www.zazzle.ca/deep_cove_north_vancouver_canada_post_cards-239297444568750635

Timeline

- Lions Gate Bridge construction, looking north from south end, Vancouver, BC, July 13, 1938;
<http://www.flickr.com/photos/jewishmuseum/3341655465/>
- Ferry Seabus: <http://bc.transport2000.ca/learning/vancouver/index.html>
- Sewell Prescott Moody: http://www.mccord-museum.qc.ca/scripts/printtour.php?tourID=VQ_P2_15_EN&Lang=2
- Pier with Seabus in the background: <http://vancouver21.com/?tag=seabus>

Context Map

- Lions Gate Bridge: http://en.wikipedia.org/wiki/Lions_Gate_Bridge
- Wallace Shipyards: <http://www.flickr.com/photos/oliviaa/6086797400/lightbox/>
- Waterfront Pier: <http://www.cnv.org/server.aspx?c=4&i=23>
- Seabus: <http://www.cnv.org/c/data/4/23/Seabus.jpg>
- North Vancouver Museum: <http://www.venturevancouver.com/north-vancouver-museum-and-archives>
- Mount Seymour: <http://www.bcliving.ca/travel/snowshoeing-at-mount-seymour>
- Harbourside BP: <http://www.cnv.org/City-Services/Streets-and-Transportation/Parking-in-the-City/Harbourside-On-Street-Parking-Assessment>
- City hall: <http://www.nsnews.com/cms/binary/6827447.jpg>

Visionary

- Lonsdale Energy Corporation:
<http://www.metrovancouver.org/planning/development/urbancentres/DevelopmentImages/lonsdaleenergycorp.jpg>

Prosperity

- Training at BCIT Maritime Campus: <http://www.bcit.ca/transportation/marine/>
- Capilano Suspension Bridge:
http://www.virtualtourist.com/travel/North_America/Canada/Province_of_British_Columbia/North_Vancouver-905938/TravelGuide-North_Vancouver.html

Livability

- Downtown North Vancouver Streetscape: [http://en.wikipedia.org/wiki/North_Vancouver_\(city\)](http://en.wikipedia.org/wiki/North_Vancouver_(city))

Strategy

- Modified City Hall: <http://www.flickr.com/photos/rbostyle/7546642120/>
- Wallace Ship Yard: Flickr photo café
<http://www.flickr.com/photos/cafephoto/7540639264/sizes/z/in/photostream/>

Charlottetown

Cover Page

- Ariel view <http://forum.skyscraperpage.com/showthread.php?p=4924057>

Timeline

- Fort Edward: <http://www.mccord-museum.qc.ca/en/collection/artifacts/CP808>
- Province House: <http://www.pc.gc.ca/lhn-nhs/pe/provincehouse/~media/lhn-nhs/pe/provincehouse/provincehouse.ashx>
- City Hall: <http://www.city.charlottetown.pe.ca/images/CityHallpic.jpg>
- St. Dunstan: <http://www.gov.pe.ca/hpo/IMG/ORIGINAL/ad43f797St.%20Dunstans%20Basilica%20east.jpg>
- Waterfront: http://www.theguardian.pe.ca/media/photos/unis/2012/11/27/photo_2225763_resize.jpg

Context Map

- **City hall:** <http://lifeonacanadianisland.blogspot.ca/2013/04/island-doors-downtown-charlottetown.html>
- Jane Canfield Centre: <http://renewcanada.net/2009/integrated-design-best-practice/>
- **Vic Park:** <http://www.cip-icu.ca/greatplaces/en/place.asp?id=6036>
- Vic Row: <http://www.lapresse.ca/photos/voyage/canada/201103/01/12-2874-48h-a-charlottetown.php>
- **UPEI:** <http://www.cbc.ca/news/canada/prince-edward-island/story/2011/10/12/pei-mandatory-retirement-gone-584.html>
- Confederation Centre of Arts: http://search.tourismpei.com/search/OperatorDetails/op_id/5031/
- Convention Centre: <http://www.theguardian.pe.ca/News/Local/2010-07-20/article-1596039/href=>
- St. Duncan's: http://www.dioceseofcharlottetown.com/parish_details.php?id=2

Prosperity

- Paoli's Wharf: <http://harbourfrontcondopei.com/>
- Ceridian Building: provided by DCI
- Victoria Row: <http://www.flickr.com/photos/ughrick/5893115066/in/photostream/>
- Victoria Row under construction: <http://cadcpei.com/projects/victoria-row/>
- Convention centre construction: <http://cadcpei.com/projects/pei-convention-centre/>
- Convention centre opening: photo provided by DCI

Livability

- Victoria Row entrance: <http://daveonline.ca/images/pei/>
- Queen Street: <http://cadcpei.com/projects/queen-street-streetscape/>
- Adopt a garden: <http://www.city.charlottetown.pe.ca/news.php?id=98>
- Charlottetown Transit: http://blu.stb.s-msn.com/i/89/5562735D5CE8F3CBF7DA271C08E40_h242_w430_m2_q80_cDKlgjsrA.jpg
- Waterfront with ship: <http://www.cbc.ca/news/canada/prince-edward-island/story/2010/06/03/pei-charlottetown-readies-regis-kelly-584.html>

Strategy

- Before and After Confederation Landing Park: <http://cadcpei.com/projects/confederation-landing-park-peakes-parking-lot/>
- Kays Building: <http://www.heritagecanada.org/en/issues-campaigns/top-ten-endangered/explore-past-listings/prince-edward-island/Kays-brothers-buildin>
- Kays Building after renovations: provided by DCI
- Province House: <http://cadcpei.com/projects/province-house-grounds/>