

# **Downtown Advisory Committee**

**September 15, 2011**

**Meeting #1**

Downtown Renewal, Office of the CAO

# Agenda:

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## General

Welcome!  
Procedural Items  
Introduction Downtown Renewal Office  
Introduction of DAC Members

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## Downtown Advisory Committee

Role/Function

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## Downtown Exercise

First Impressions\*  
Break  
Existing Downtown Policy

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## Downtown Implementation Strategy (DIS)

What is the DIS?  
Downtown Secondary Plan -  
Implementation Section  
Exercise\*

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## Next Steps

Downtown Implementation Strategy  
Downtown Activation Grants

# Downtown Advisory Committee – Procedural Items

## **1) Elect a Chair and Vice-Chair**

As per the Advisory Committee Policy, the Advisory committee will elect a Chair and Vice-Chair. The Vice-Chair will act in the stead of the Chair, when required, due to the Chair's absence or resignation mid-term.

## **2) Upcoming Press Release**

There will be a press release next week announcing all members of the DAC.

## **3) Fall Meetings Dates/Timing Set**

**October 6, November 3, December 1 - 1:00 – 3:00 p.m.**

## **4) DAC on City of Guelph website**

## Downtown Renewal Office (DRO)

The Downtown Renewal Office promotes the revitalization and development of Downtown Guelph and works to establish constructive relationships with stakeholders and investors.

The Downtown Renewal Office administers the CIP and has run the 2010 and 2011 programs.



**Façade Improvement Grant  
& Feasibility Study Grant**



**Building Momentum**

## **1) Downtown Secondary Plan**

*Driving the Downtown Implementation Strategy*

## **2) Community Improvement Plan**

*Proposed Amendments - Downtown Activation Grants on October 2011*

## **3) Upcoming Development Applications**

*Proposed residential projects in Downtown Guelph*

# Who you are - Downtown Advisory Committee

## Introduction

<b>Sector</b>	<b>Appointment</b>
<i>Business Management or Finance</i>	Will MacTaggart
<i>IT/ Innovation</i>	Kirk Roberts
<i>Developer or Property/Facilities Management</i>	Tom Lammer
<i>Storefront Retail</i>	Doug Minnett
<i>Arts and Culture / Tourism / Entertainment</i>	Dawn Owen
<i>Real Estate</i>	John Leacock
<i>Marketing and Promotion</i>	David Pell
<i>Education / Research</i>	Don O'Leary
<i>Major Industry</i>	Barbara Turley-McIntyre
<i>Residents (2)</i>	Ken Hammill Adrian Harding

Downtown Guelph Business Association (DGBA) – Marty Williams

# The process to the DAC

Downtown Guelph has been a source of significant community consultation over the last 5+ years. Discussions have revolved around the need for **reinvestment** in the downtown.

## 2004-6

- Downtown Advisory Group (DAG)
- Municipal Incentives Study & Management Plan (Urban Metrics)

## 2007

- ***Downtown Investment Action Plan 2007-11***

## 2010

- Downtown Guelph Community Improvement Plan (CIP) – City Council adoption
- CAO Downtown Renewal Office
- Prosperity 2020

## 2011

- Downtown Council Workshop
- Downtown Advisory Committee – Council Adoption

# Downtown Advisory Committee

## Mandate:

The Downtown Advisory Committee will provide strategic input and advice to Council and Staff on matters pertaining to issues impacting the economic, social, cultural, environmental, physical and educational conditions in Downtown Guelph.

## Goals/Objectives:

- Act as a strategic advisor to facilitate visioning, planning and coordination on projects/issues/plans within Downtown Guelph
- Advise in the preparation, maintenance, and updating of the **Downtown Implementation Strategy** outlining key priority areas promoting city-wide economic development efforts
- Work with Staff and Council to ensure the Downtown Implementation Strategy supports priorities with appropriate funding mechanisms and options
- Act as a champion for Downtown Guelph supporting collaboration, entrepreneurship and investment
- Form subcommittee(s) of its members and/or including other interest groups or individuals to respond with specific issues/projects.



# Downtown Advisory Committee

**Downtown  
Advisory  
Committee (DAC)**

The DAC works with the Downtown Renewal Office and reports to the CAFES standing committee.

**The DAC makes  
recommendations to  
Council through CAFES.**

Council Standing  
Committees:

**CAFES**

**OT**

**PEES**

**CSS**

**Guelph City Council**

\*No Council Representation on any City of Guelph advisory committee

## Key Things to Keep in Mind

- **DAC is not a “rubberstamping” group**
- **Significant Challenges in 2012-2022 Capital Budget**
- **Marketing and Promotion critical component**
- **Partnerships are key**
- **Looking for DAC to be a vocal proponent for the Downtown**

## **DAC Information Kit**

*Downtown Renewal Workplan – April 2011*

*Downtown Workshop – March 2011*

*Downtown Secondary Plan – March 2011*

*Downtown Guelph Community Improvement Plan 2010*

*Downtown Guelph Investment Action Plan 2007 – 2011 &  
City of Guelph Municipal Incentives Study 2005*

# First Impressions

- **What surprised you about the work that's been done to date?**
- **What is missing?**
- **What areas/projects do you feel should be a **priority** for the DAC?**

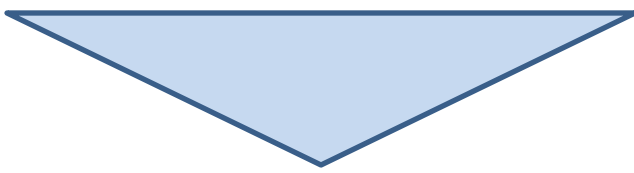
***Break***

# Downtown Exercise - Existing Downtown Policy

- 6.0 Invest in the Downtown:  
Target icon status for a vibrant, transit connected, mixed use centre
- 6.1 Continue to follow through on the City's investments in improving the Downtown
- 6.2 Market the Downtown to attract and retain business and jobs
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Downtown
- 6.5 Target the Downtown as a preferred location for new University or College space requirements
- 6.6 Promote the Downtown as a strong location for information and technology businesses
- 6.7 Celebrate and promote successes in the Downtown

- Action 10. Launch a major marketing initiative branding the innovation triangle defined by the downtown, university and Guelph Innovation District
- Action 18. Identify existing low-cost office space suitable for start-ups within the 'Innovation Triangle' which includes the downtown
- Action 26. Continue to ensure Guelph's employment lands /corridors can accommodate a wide range of employment uses
- Action 29. Locate cluster infrastructure and other supportive investments in the GID-University-Downtown "triangle"
- Action 30. Continue to distinguish Downtown Guelph through cultural programming, food destinations and sustainable development

- 1.0 Dedicated Downtown Management Structure
- 2.0 Stakeholder Responsibilities & Operating Protocols
- 3.0 Municipal Capital and Maintenance Priority Programs
- 4.0 Downtown Community Improvement Plan (CIP)
- 5.0 Downtown Investment Incentive Programs
- 6.0 Investment Pilot Projects:
  - 6.1 Baker Street RFP
  - 6.2 Other Pilot Projects
- 7.0 Marketing & Promotion Programs
- 8.0 Stakeholder Liaison



## What is it?

The DIS is the update of the Downtown Investment Action Plan 2007- 2011. The DIS will be:

- Alignment with Secondary Plan
- Alignment with Capital and Strategic Plan updates
- Renewed priorities and actions

The Downtown Implementation Strategy (DIS) will set out priority areas for the coming years.

# Downtown Secondary Plan - Implementation Section

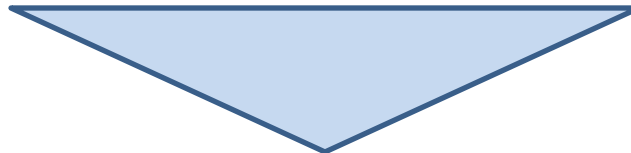
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Downtown Financing Incentives  
Expanding CIP Boundary  
Update Brownfield Redevelopment CIP  
Downtown Parking Strategy  
Master Plan for St. George's Square

Heritage Conservation District Analysis

Downtown Riverfront Open Space Master Plan  
Downtown Public Art Strategy  
Farmer's Market Expansion  
Feasibility Study for Armoury Site  
Update Downtown Public and Private Realm Plans  
Riverfront Parkland Acquisition Strategy  
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Macdonell Street Reconstruction  
Redevelopment of Fountain Street Parking Lot  
Development of a university or college facility or department  
Development of a business incubator  
New Annual/Seasonal Festivals or Special Events  
Downtown Marketing & Tourism Strategy





# Downtown Implementation Strategy and the DAC

**How do we sort and evaluate these projects?**

- **Baseline Date**
- **Clarity of roles**
- **External Resources & Partnerships**

***Goal = Submit a draft report of Downtown Implementation Strategy on November 7th***

## **1) Downtown Implementation Strategy**

- Resources & Partnerships
- DRO to develop initial metrics/downtown profile before the next meeting
- Discussion on November 7th framework

## **2) *Downtown Activation Grants***

- Public Meeting Monday September 19, 2011
- Forward information to group within two weeks
- Comments and feedback by next meeting

# MEETING MINUTES



MEETING **Downtown Advisory Committee**

DATE September 15, 2011

LOCATION City Hall, Room B

TIME 9:00 am to 11:00 am

PRESENT Ian Panabaker, Karol Murillo, Tom Lammer, Doug Minett, Ken Hammill, Barbara Turley-McIntyre, Adrian Harding, Stephen Leacock, Don O’Leary, William McTaggart, David Pell, Marty Williams

REGRETS Dawn Owen

## DISCUSSION ITEMS

ITEM #	DESCRIPTION	ACTION
1	<p><b><u>Welcome &amp; Opening Remarks</u></b></p> <p><b>1.1 Introduction of DAC Members</b> IP welcomed all the new members and initiated introductions. IP provided a background to the role of the Downtown Advisory Committee (DAC).</p> <p><b>1.2. Election of Chair &amp; Vice-Chair</b> IP informed the group that the first order of business was to elect a Chair and Vice-Chair for the DAC. IP called for nominations for these two positions.</p> <p>Moved by Ken Hammill, seconded by Will McTaggart;</p> <p><b>“THAT Barbara Tuley-McIntyre be nominated to serve as Chair for the Downtown Advisory Committee and Tom Lammer to serve as the Vice-Chair.”</b></p> <p style="text-align: right;"><b>CARRIED</b></p>	
2	<p><b><u>Approval of Agenda</u></b> Moved by Ken Hammill and seconded by Tom Lammer,</p> <p><b>‘THAT the agenda for September 15<sup>th</sup>, 2011 meeting of the DAC be adopted.’</b></p> <p style="text-align: right;"><b>CARRIED</b></p>	
3	<p><b><u>Declaration of Pecuniary Interest</u></b> Members of the DAC expressed the need to understand this item</p>	
4	<p><b><u>Adoption of Minutes</u></b> None.</p>	

5	<p><b><u>Action arising from the minutes</u></b> None.</p>	
6	<p><b><u>Business Items</u></b> IP discussed the following procedural items that have been discussed prior to the DAC meeting.</p> <p><b>i. Press Release</b> An upcoming press release announcing all members of the DAC will be released to the public in the coming weeks. A draft copy of the press release will be forwarded to the Chair before the announcement goes public.</p> <p><b>ii. Upcoming Fall Meetings</b> The group had been contacted through K. Murillo for upcoming meeting dates. The Fall meeting dates are October 6, November 3, and December 1. The preferred timing was 3:00 – 5:00 pm for each meeting. A time change of 4 – 6 was suggested for the November 3<sup>rd</sup> and December 1<sup>st</sup> meetings.</p> <p><b>iii. DAC on website</b> A web link to the DAC on the City of Guelph Website is now live - <a href="http://www.guelph.ca/cityhall.cfm?subCatID=2278&amp;smocid=2849">http://www.guelph.ca/cityhall.cfm?subCatID=2278&amp;smocid=2849</a> All agendas and minutes are public.</p> <p>DAC members inquired about the public interface of the DAC (i.e. the public's ability to contact members).</p> <p><b>6.1 Introduction &amp; Background to City/DRO</b> IP provided a background to the role of the Downtown Renewal Office (DRO) and the Downtown Advisory Committee (DAC).</p> <p><b>6.2 Background &amp; Discussion of DAC role/function</b> IP reviewed the process of re-establishing the DAC in early 2011. He also reviewed how the DAC reports to the CAFES Standing Committee. IP highlighted that the DAC may address items at City Council when Downtown items are being heard.</p> <p>DO suggested we start inviting members of the downtown community to future DAC meetings. BTMc requested that an invitation to Lloyd Longfield, President of the Chamber of Commerce be invited to the next DAC meeting.</p> <p>KR inquired about the process when members do not agree on items. In general, DAC passes motions and dissenters are possible but the DAC speaks through motions.</p> <p><b>6.3 Current Work plan items:</b></p>	<p><b>CHAIR</b> to review press release.</p> <p><b>DRO</b> will forward a doodle poll will be sent to the group to gauge the interest of moving this time. In addition, preliminary dates for January to May dates will be presented at the next DAC meeting.</p> <p><b>DRO</b> will explore and discuss at the next meeting.</p> <p><b>DRO</b> will invite Mr. Longfield to the next DAC meeting.</p> <p><b>DRO</b> will forward a code of conduct to see how this matter is dealt with.</p>

	<p>i. Downtown Implementation Strategy (DIS)  The DIS is the <u>update</u> of the Downtown Investment Action Plan 2007- 2011. The Downtown Implementation Strategy (DIS) will set out priority areas for the coming years. KR asked if the group could have a briefing on the Downtown Secondary Plan since this group will be charged with the implementation component</p> <p>It was also requested if the DAC could review the revised draft of the DSP.</p> <p>ii. Downtown CIP – upcoming CIP Amendments  DRO has been working with staff over the course of the year developing amendments to the Community Improvement Plan. IP outlined the details of these major and minor renovation/rehabilitation programs to the group. DM asked if the group could have more information on these new programs.</p> <p>iii. City 2012 Capital Budget  IP informed the group the 2012 Capital Budget has been posted. Public delegations will be heard on November 23, 2012.</p> <p><b>6.4 Exercise &amp; Discussion on Priority Setting &amp; work plan development:</b>  DP commented that judging from the capital budget process; it appeared all projects would need a business case. IP agreed that moving forward the DIS will need to make a case for its priority projects.</p> <p>BTMc asked if the DAC would be able to invite developers to discuss their projects. IP added that would be placed on the agenda.</p> <p>IP asked if there were other projects members wanted to place on upcoming agendas:</p> <ol style="list-style-type: none"> <li>1. Petrie Building – KH asked if we could begin addressing this building since it is in disrepair.</li> <li>2. Go Train – Members expressed the need to capitalize the</li> </ol>	<p><b>DRO</b> will set up a time before the next DAC meeting in order to brief DAC members with the DSP and the process /rationale behind this document.</p> <p><b>DRO</b> will follow up with staff and place this item on the next DAC agenda.</p> <p><b>IP</b> responded by stating a full presentation will be held for the group at the next meeting.</p> <p><b>DRO</b> has forwarded a business case seeking an expansion to the fund to support the Minor Activation Grant (CIP Amendment).</p>
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	<p>opportunity the Go Train represents for Guelph. IP added Kitchener-Waterloo has expressed interest connecting and collaborating with Guelph.</p> <p>3. St. George's Square – JL would like to add this item on the next agenda.</p>	<p><b>DRO</b> will be guiding the DAC through the proposed DIS framework at the next meeting.</p>
<b>7</b>	<b><u>Subcommittee Representations:</u> n/a</b>	
<b>8</b>	<p><b><u>Information items:</u></b></p> <p><b>8.1. Public Open House re: Downtown CIP Amendments – September 19, 2011 – 7pm</b></p> <p><b>8.2 Council Public Meeting for Downtown Secondary Plan – November 7, 2011</b></p>	
<b>9</b>	Next Meeting: October 6, 2011 – 3:00 – 5:00 pm	
<b>10</b>	Adjournment	

# **Downtown Advisory Committee**

**October 6, 2011      Meeting #2**

Downtown Renewal, Office of the CAO

# Agenda:

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## General

Welcome!

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## Downtown Advisory Committee

Role/Function  
Terms of Reference

## Downtown Secondary Plan

Recent Briefing

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## Downtown Implementation Strategy (DIS)

Developing a Framework  
Exercise on Priority Setting & Work Plan Development  
Nov. 7<sup>th</sup> Meeting

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## Downtown CIP – upcoming Amendment (New Programs)

CAFES presentation – October 11, 2011  
Nov. 7<sup>th</sup> Meeting & Decision  
- DAC Role

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## Next Meeting

November 3, 2011 **3:00 – 5:00 pm**



# Downtown Advisory Committee

## Mandate:

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## Goals/Objectives:

- Act as a strategic advisor to facilitate visioning, planning and coordination on projects/issues/plans within Downtown Guelph
- Advise in the preparation, maintenance, and updating of the ***Downtown Implementation Strategy*** outlining key priority areas promoting city-wide economic development efforts
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- Form subcommittee(s) of its members and/or including other interest groups or individuals to respond with specific issues/projects.

# DAC – Operational Guidelines

## **Advisory Policy**

### *Role of Advisory Committee:*

- To provide needed skill/knowledge areas;
- To provide desired representation of interests in the community

### Role of Advisory Committee Chair:

- To facilitate and chair the Advisory committee meetings
- To speak as the official representative of the Advisory committee on Advisory committee approved statements.

## **Reporting to Council**

Advisory committees exist to serve in an advisory capacity to Council. DAC will submit an annual report to the standing committee and Council.

## **Code of Conduct**

CoC outlines key principles including items such as: Gifts and Benefits, Business Relations, and Improper Use of Influence.

# Downtown Guelph

## Secondary Plan Study and Proposed Secondary Plan

URBAN  
STRATEGIES  
INC.



envision  
GUELPH  
#SmartTown

March 23, 2011



# Downtown Secondary Plan – Vision and Principles

**Celebrate  
What We've  
Got**

**Embody Guelph's  
Green Ambitions**

**We Come Together  
Here**

**Set the Scene for  
Living Well**

**Make it Easy to  
Move Around**

**Build  
Beautifully**

**Reconnect with  
the River**

**A Creative Place  
for Business**

# DSP – Key Targets

- 8,500 residents
- 7,500 jobs
- More visitation
- More cultural events
- More designated heritage resources and restored buildings
- 35% or more affordable housing
- 1 hectare of parkland per 1,000 residents
- Continuous riverfront open space and trail
- More people taking transit, walking and cycling
- Increased energy efficiency and reduced energy consumption
- Fewer contaminated properties

# Next Steps

## **1. Downtown Secondary Plan – Public Release on October 13, 2011**

*\*copies to be sent to DAC members*

## **2. November 3, 2011 – DAC Meeting**

- DAC to discuss DSP

## **3. November 7, 2011 – Council Planning**

- DAC introduction/role to Council

## **4. Early 2012 - DSP to be adopted by City Council**

- DAC supportive

# Downtown Implementation Strategy

The DIS is the update of the Downtown Investment Action Plan 2007- 2011. The DIS will be:

- *Alignment with **Secondary Plan***
- *Alignment with Capital and Strategic Plan updates*
- *Renewed priorities and actions*

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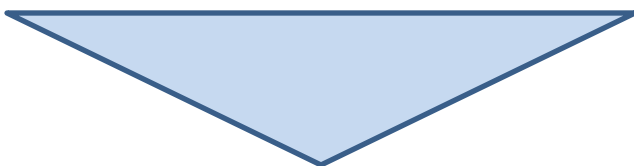
***But first we'd like to hear from you.***

# Downtown Exercise - Existing Downtown Policy

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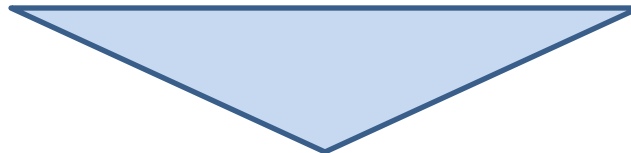




# Downtown Secondary Plan - Implementation Section

Promote Residential Development  
Downtown Financing Incentives  
Expanding CIP Boundary  
Update Brownfield Redevelopment CIP  
Downtown Parking Strategy  
Master Plan for St. George's Square  
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Development of a university or college facility or department  
Development of a business incubator  
New Annual/Seasonal Festivals or Special Events  
Downtown Marketing & Tourism Strategy



## Key Question:

**1) Please list you TOP THREE priority projects, short-term (1-3 years) and long-term (3-10 years)?**

***BREAK***

# Downtown Implementation Strategy

## What are other cities doing?



Project Downtown (2011)  
Wichita, KS



Downtown Framework Plan (2011)  
Grand Rapids, MI

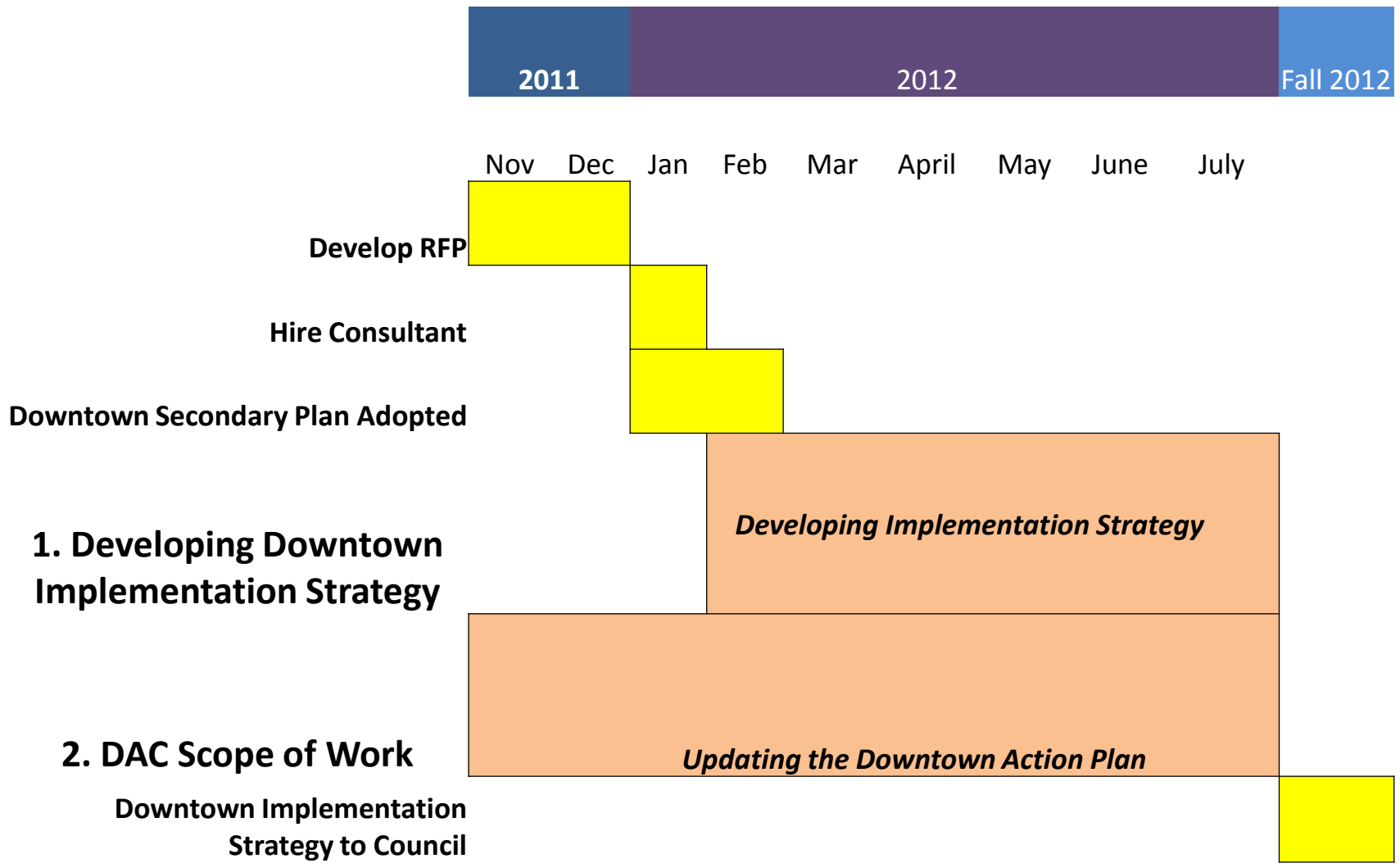


The 20th Street Streetscape Project is an implementation measure of the **Greater Downtown Area Plan (GDAP)**, Kansas City , KS(2011)

**Communities are identifying both short- and near-term development opportunities and investment priorities and developing business cases for catalytic projects in their downtown.**

# Downtown Implementation Strategy – Next Steps

## 1. Timing



# Downtown Implementation Strategy – Next Steps

## **2. Resources**

- *Hiring an external group/facilitator to outline process with financial implications*

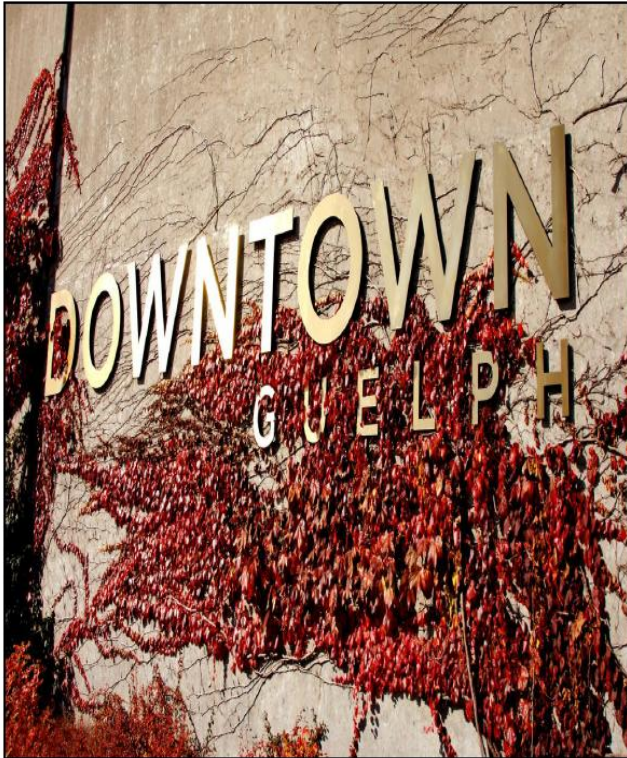
## **3. Outcomes**

- *A Business case outlining short-term and long term Downtown priorities for Council*

***Immediate next step - Developing a brief/information report to Council on November 7, 2011 outline DAC process for Implementation***

Downtown Guelph

Community Improvement Plan



# 2011 Downtown Guelph Community Improvement Plan (CIP)

# 2011 Downtown Guelph CIP Programs

## Façade Improvement Grant & Feasibility Study Grant

### 2010

31 Applications

Representing \$230,000 worth of grant requests

16 Awarded Projects

= \$127,000 grants awarded

### 2011

29 Applications

Representing \$330,000 worth of grant requests

18 Awarded Projects

= \$185,400 grants awarded

Investment Ratio  
(Private : City Dollars)

**2.6:1**



*Building Momentum*



# Comparator Cities

CIPs have been used as a municipal tool to provide a means of planning and financing development activities that effectively use, reuse and restore lands, buildings and infrastructure.

## CIP Programs

### **Cambridge (7)**

*(e.g. Sign Permit Fee Exemption, Building Permit Fee Exemption Demolition Permit Fee Exemption , DesignGuide Program, Building Revitalization Program)*

### **Oshawa (7)**

*(e.g. Residential Development Charge Grant , Upper Storey Conversion to Residential Loan, Increased Assessment Grant, Building Permit Fee Grant, Upgrade to Building Code Loan )*

### **Kitchener (6)**

*(e.g. Facade Grant Program, Heritage Tax Refund Program , Building Permit Grant, Upper Storey Renovation Program, Elimination of Park Dedication Fees)*

### **London (8)**

*(e.g. Upgrade to Building Code Loan Program, Tax Grant Program, Tax Holiday Grant Program, Awning, Signage and Decorative Lighting Program, Downtown Rehabilitation/Redevelopment Grant (Tax Increment Grant) )*

# City of Waterloo

For more than a decade, the City of Waterloo waived fees to spur development in the City Centre.

Due to the success of the program, the City ended the program in 2010.



**The *program duration* for these City of Guelph proposed programs is 5 years. The grants will only be available for the first takers and aim to be a catalyst for increased development.**

# Development Charges & Comparator Cities

## Who offsets Development Charges?

- Cambridge
- Oshawa
- London
- Hamilton
- Kitchener
- Ottawa
- Hamilton
- Brantford
- Kingston
- Barrie

Many more Ontario Municipalities waive all development charges in their downtown cores. This has attracted significant residential and commercial development in these communities.

***This is our competitive environment.***

# Downtown Guelph's position

## **Large-scale Redevelopment**

•Activate new residential and commercial uses bringing thousands of new residents and businesses to the Downtown.



*More Opportunities*

## **Mid-scale improvements**

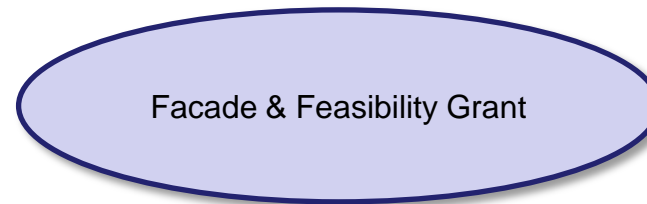
•Activate vacant and underutilized upper stories for increased residential and commercial uses



*Building Momentum*

## **Small-scale improvements**

•2011 applications represented over \$1M of construction value (>100% increase versus 2010)



*Assessment Growth*



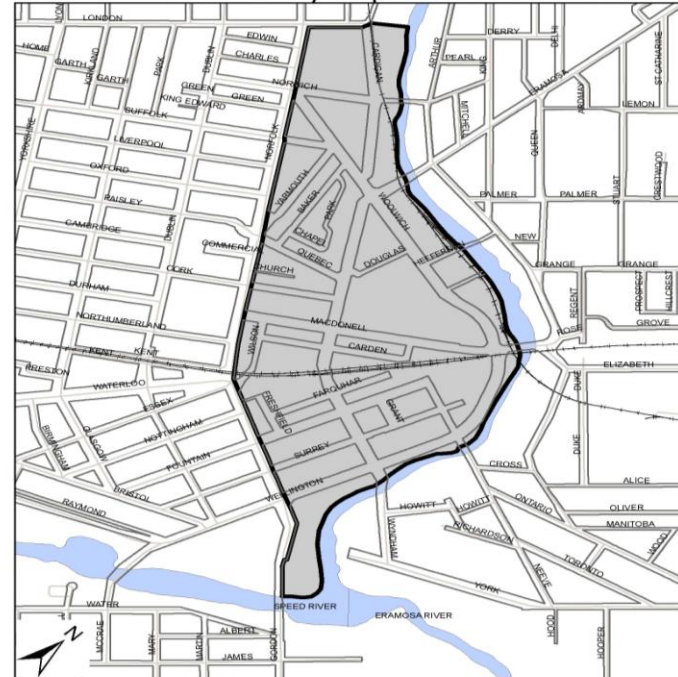
A blue arrow pointing upwards and to the right, starting from the bottom left and ending at the top right, with the text "Assessment Growth" written along its length in red.

## **Downtown CIP Amendments proposed:**

1. Project Area Update
2. Renovation Assistance Program
3. Major Redevelopment Assistance Program

# Proposed Amendment: Boundary Change

The City approved **OPA 47** on September 6, 2011 to enable the Downtown Community Improvement Plan, and other CIPs, to define new Project Areas through their own amendment processes.

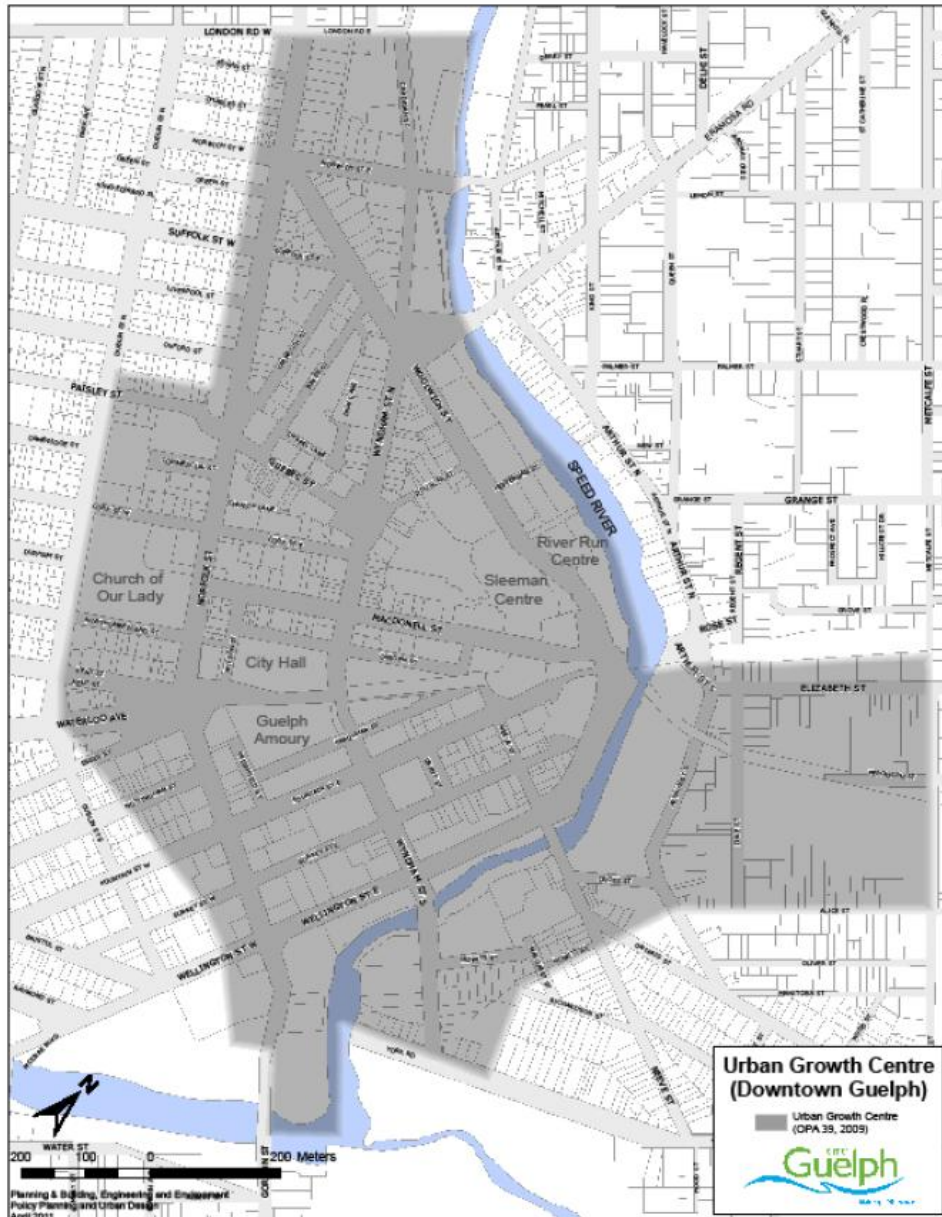


## Project Area Change

Previously the DGCIP applied to lands in Guelph Downtown shown as Schedule 5 of the City of Guelph Official Plan. (*\*now deleted*).

# Urban Growth Centre – Proposed DGCIP Project Area

Figure 1: Downtown Guelph Community Improvement Project Area



This DGCIP Amendment is consistent OPA 47 which recognized the City's Growth Plan Conformity Amendment 39 that established the **Urban Growth Centre (UGC)**. As stated in OPA 39, the specific boundaries and detailed policies for this area will be developed through the completion of the Downtown Secondary Plan.

## Why change the Project Area?

- To ensure policies and implementation tools are aligned
- To capture both sides of major streets

# A. Minor Downtown Activation Grant

The Minor Downtown Activation Grant will assist developers and property owners with financial support to convert and rehabilitate underutilized and vacant properties into viable commercial or residential uses.

## ***Who can apply for this grant?***

- a registered owner or assessed owner (or their assignee/agent) of a property
- located within the Downtown Guelph Community Improvement Project Area
- Create or renovate a minimum of 2 residential units or 200 square metres of commercial/office space.



This grant provides funding for 30 per cent of the capital costs of the redevelopment or rehabilitation of a property to a maximum of \$120,000 per municipal address.



# Minor Downtown Activation Grant

## ***What is Eligible?***

- Upgrade to the mechanical and electrical systems
  - Installation of safety and fire protection systems
  - Structural upgrades
  - Upgrade and installation of windows
  - Accessibility improvements
  - New technologies (e.g. telecommunications)
  - Building Insulation
  - Consultant Fees
  - Fire suppression systems
  - Carpentry
  - Masonry
  - HVAC
  - Interior renovations
- 
- Development Charges
  - Parkland dedication contributions
  - Municipal planning development application and building permit fees

HARD

SOFT

# Minor Downtown Activation Grant

## ***EXAMPLE:***

***Proposal to renovate vacant second and third storey space to create 4 new residential units.***

***Project Estimate: \$160,000 (includes eligible hard and soft costs)***

***Potential Grant: \$48,000 (30%)***

***Grant payable on completion of project.***

# B. Major Downtown Activation Grant

The Major Downtown Activation Grant will support the redevelopment of under-utilized sites and enable ***larger scale*** improvements in Downtown Guelph.

## ***Who can apply for this grant?***

- a registered owner or assessed owner (or their assignee/agent) of a property
- located within the Downtown Guelph Community Improvement Project Area
- Create more than 8 residential units or more than 800 square metres of commercial/office space.



# Major Downtown Activation Grant

## ***What is Eligible?***

SOFT

- Development Charges
  - Parkland Dedication contributions
  - Municipal planning and building permit fees
- 

HARD

- Off-site Infrastructure costs (Infrastructure improvements necessary to support the development which are not covered by development charges)
- Construction cost premium for the provision of underground parking or structured spaces vs. surface parking
- Construction cost premium for making development 'District Energy Ready'

# Major Downtown Activation Grant

## ***What type of grant is the Major Downtown Activation Grant?***

The grant will be in the form of a TIBG (tax increment based grant) .

## ***What is a TIBG?***

A TIBG (tax increment based grant) is a grant equal to the full amount, or a portion of the amount of the estimated municipal property tax increase after the property is redeveloped. This is considered to be a grant back to the developer over a pre-determined time period once the project is complete. The grant amount for this program will be a maximum equal to 100% of the increase to the municipal portion of the taxes up to a ten year period or 30% of the construction value of the project, whichever is less.

## ***Other Key Points***

The grant will be coordinated with other programs.

The grant is based on real assessment growth.

# Major Downtown Activation Grant

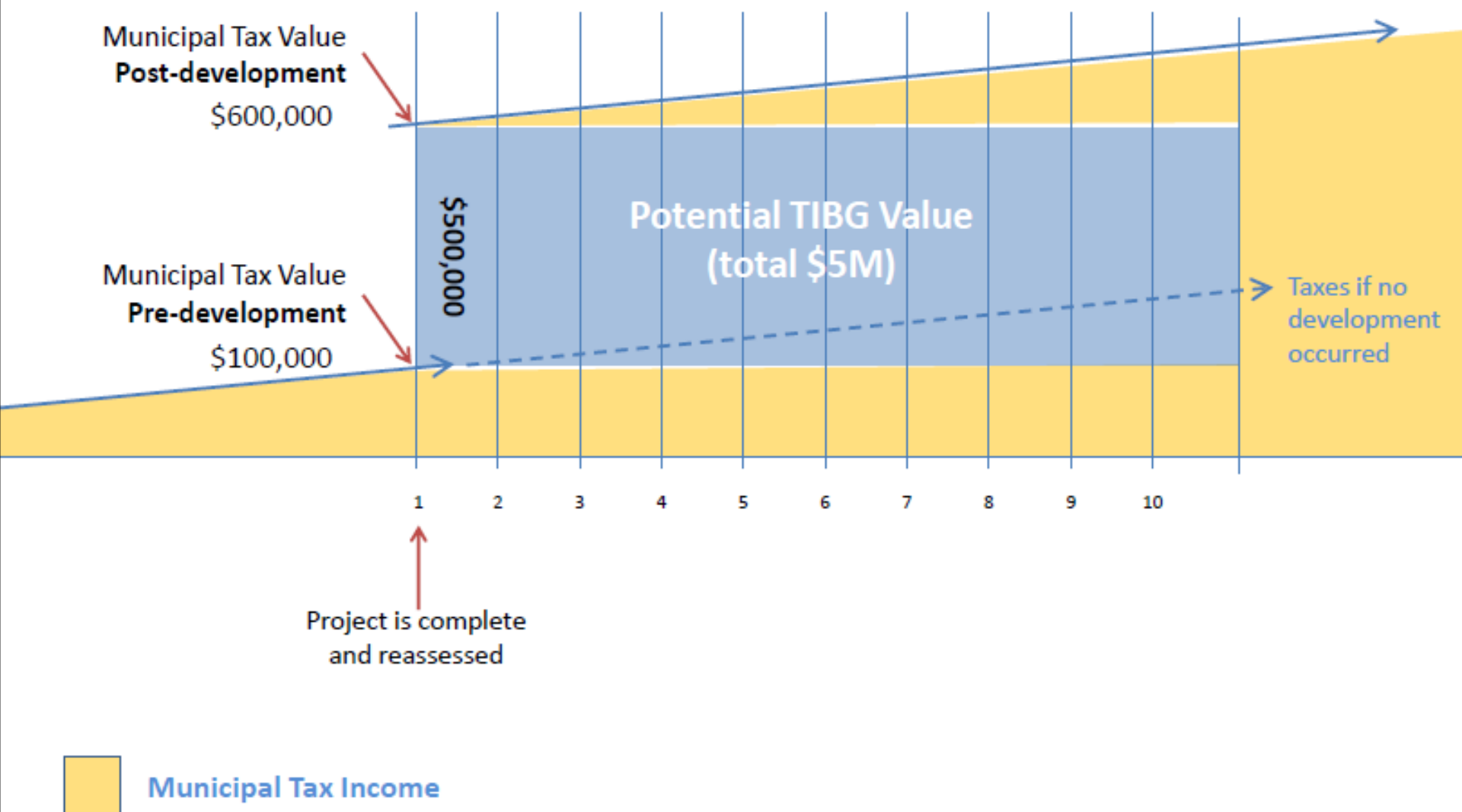
## Scenario #1

Project Description: 150 Units/High-Rise Residential w/ Brownfield mitigation required.

**TIBG Estimate** = \$555,000 tax difference x 10 years  
= **\$5.5 M TIBG Potential**

**Eligible Costs** = \$1.5M = Brownfield Remediation  
Costs  
= \$2.25M = Development Charges  
= \$1.5M = Offsite Infrastructure  
= **\$5.25M TIBG**

# TIBG Tax Increment Based Grant



# Next Steps

1. City Council Adoption – November 7, 2011 (Statutory Public Meeting)
2. By-law Enactment – November 28, 2011
3. Applications will be going to City Council Early 2012



# MEETING MINUTES



MEETING      **Downtown Advisory Committee**

DATE            October 6, 2011

LOCATION        City Hall, Room D

TIME            3:00 pm to 5:00 am

PRESENT        Ian Panabaker, Karol Murillo, Tom Lammer, David Pell, Doug Minett, Ken Hammill, Barbara Turley-McIntyre, Adrian Harding, John Leacock, William McTaggart, Marty Williams

REGRETS        Dawn Owen, Kirk Roberts, Don O’Leary

## DISCUSSION ITEMS

ITEM #	DESCRIPTION	ACTION
1	<p><b><u>Welcome &amp; Opening Remarks</u></b></p> <p><b>1.1 Procedural Items, Visitor &amp; Parking Passes</b></p> <p>KM presented the tentative DAC meeting dates for the first six months of 2012. It was agreed the 3:00 to 5:00 pm time was the ideal meeting time for the DAC. The November 3 and December 1 dates are confirmed with the 3:00 pm – 5:00 p.m. timeslot.</p> <p>IP informed the group he would forward security badge forms for the committee members.</p>	<p><b>KM will email DAC with tentative dates for early 2012.</b></p>
2	<p><b><u>Approval of Agenda</u></b> Moved by David Pell and seconded by John Leacock,</p> <p><b>‘THAT the agenda for October 6<sup>th</sup>, 2011 meeting of the DAC be adopted.’</b></p> <p style="text-align: right;"><b>CARRIED</b></p> <p><b><u>Approval of Minutes</u></b> Moved by Ken Hammill and seconded by John Leacock,</p> <p><b>‘THAT the minutes for September 15<sup>th</sup>, 2011 meeting of the DAC be adopted.’</b></p> <p style="text-align: right;"><b>CARRIED</b></p>	
3	<p><b><u>Declaration of Pecuniary Interest</u></b> DRO forwarded the Advisory Committee Policy and the Code of Conduct to the committee prior to the meeting.</p>	<p><b>DRO will forward any additional documents from the Municipal Act if it deems it necessary.</b></p>

4	<p><b><u>Action arising from the minutes</u></b></p> <p>KM provided a review all of the actions taken from the last meeting.</p> <p>IP informed the group he would be setting up a meeting with staff regarding the 2012 Capital Budget.</p> <p>KM will continue working on an economic status report for the DAC.</p>	<p><b>IP to set up a meeting within the next weeks for DAC members &amp; finance staff. KM to include a downtown economic snapshot for next DAC meeting.</b></p>
6	<p><b><u>Business Items</u></b></p> <p><b>6.1 Role of Downtown Advisory Committee</b></p> <p>IP and KM reviewed operational guidelines with the committee. WM commented that the intent of the DAC was still perplexing and confusing.</p> <p>IP reiterated that as we move towards the rest of the meeting, there should be some clarity on the DAC's work Plan and development.</p> <p>Members asked about the mandate and how it was developed. KM shared the mandate was developed early 2011 with members of the former Downtown Coordinating Committee. The DCC reviewed best practices from other communities such as Waterloo and Kitchener.</p> <p><b>6.2 Downtown Secondary Plan (DSP)</b></p> <ul style="list-style-type: none"> <li>• Recent briefing session with Planning Staff</li> </ul> <p>The DAC recently met with David deGroot and Todd Salter regarding the Downtown Secondary Plan.</p> <p>WM asked if there were other communities (i.e. best practices) where a Downtown Secondary Plan was approved and implemented. He asked whether we could provide a 'visual' picture of the Downtown in order to give the DAC an idea of where we are heading. KM responded that DRO will provide best practices and discuss this point further in the meeting. WM also asked how "catalytic" project is defined.</p> <ul style="list-style-type: none"> <li>• Updated draft OPA available October 13<sup>th</sup></li> </ul> <p>IP informed group the OPA will be available next week. Members commented there are a number of issues the DSP should consider including intensification, parkland, and affordability policies.</p> <p>The DAC will have a comprehensive discussion on the document at the next meeting following the public release.</p> <ul style="list-style-type: none"> <li>• November 7<sup>th</sup> Planning Council Meeting – DAC Role</li> </ul> <p>IP stated that the DSP will be presented at the November 7<sup>th</sup></p>	<p><b>KM will send link to DAC members on October 13<sup>th</sup> for the Downtown Secondary Plan.</b></p>

	<p>Council Planning meeting. Although the DAC has just formed, it would be great to have the DAC do a quick and brief introduction to Council since DRO/DAC is tasked with the Downtown Guelph Implementation Strategy. To be discussed later in the meeting.</p> <p>The DSP is expected to be adopted by City Council in early 2012.</p> <p><b>6.3 Current Work plan items: Downtown Guelph Implementation Strategy (DGIS)</b></p> <ul style="list-style-type: none"> <li>i. Developing a framework for the DGIS process IP outlined the intent and rationale for the DGIS. Before the DAC begins the process of how to get the DGIS started, KM introduced an exercise to get members centered on the how we can start crafting the DGIS priorities.</li> <li>ii. Exercise on Priority Setting &amp; Work Plan Development KM walked through slides outlining existing downtown policies developed through Prosperity 20/20, The Agri-Innovation Cluster Strategy and the Downtown Action Plan.</li> </ul> <p><b>The group asked to list their TOP THREE PRIORITY PROJECTS in the short-term (1-3 years) and long-term (3-10 years)</b></p> <p>KM outlined best practices from across N.American who are undertaking 'Implementation Strategies.' DAC members requested more Canadian based examples. KM also shared exploring external resources and timing as a key factor moving forward.</p> <p>DAC will explore this in more detail at the next DAC meeting as they start developing their work plan.</p> <ul style="list-style-type: none"> <li>iii. Next Steps - presentation at Nov. 7<sup>th</sup> Meeting BTM stated she would be away but TL could speak on behalf of the DAC. DRO will develop a short and brief report highlighting the introduction of the group and their progress to date.</li> </ul> <p><b>6.4 Downtown CIP – upcoming Amendments – New Programs</b></p> <p>DRO presented the Amendment to the CIP to the DAC members. IP outlined the details of these major and minor renovation/rehabilitation programs to the group.</p> <p>DM stated there might be issues concerning the minor</p>	<p>KM will send the summary notes of priority projects to the DAC members.</p> <p>KM to provide best practices from Cdn. Cities to group.</p> <p>IP will forward the draft report to the Chair and Vice-chair for approval.</p>
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	<p>renovation regarding AODA proposed guidelines. IP asked that DM forward the guidelines so that staff could review.</p> <p>Members discussed in great detail the Waterloo success stories (i.e. waving development charges). Many felt Guelph needed to do something to be considered competitive.</p> <ul style="list-style-type: none"> <li>• CAFES presentation October 11, 2011 DRO will make a presentation at the CAFES meeting.</li> <li>• November 7<sup>th</sup> Public Meeting and Decision As discussed, the Amendment will be presented at the Nov. 7<sup>th</sup> meeting alongside the DSP and the DGIS.</li> </ul>	<p><b>KM will send the program details to the group on Oct. 13<sup>th</sup></b></p> <p><b>The DAC will discuss its support for these programs at the next DAC meeting.</b></p>
<b>7</b>	<b><u>Subcommittee Representations: N/A</u></b>	
<b>8</b>	<p><b><u>Information Items</u></b></p> <p><b>8.1 Council Public Meeting – Downtown Secondary Plan, DGIS, and CIP Amendment – November 7, 2011</b></p> <p><b>8.2 DRO Update</b></p> <ul style="list-style-type: none"> <li>• <b>Inviting Developers to upcoming meetings</b></li> </ul> <p>It was suggested by some DAC members that they would like to visit neighbouring communities in the coming months to look at success stories.</p>	<p><b>To discuss at next DAC meeting.</b></p> <p><b>KM will look at tentative dates to visit the City of London, Ontario.</b></p>
<b>9</b>	<p><b>Next Meeting:</b></p> <p><b>November 3, 2011 at 3:00 – 5:00 p.m.</b></p>	
<b>10</b>	<b>Adjournment</b>	

# **Downtown Advisory Committee**

**November 3, 2011 Meeting #3**

Downtown Renewal, Office of the CAO

# Agenda:

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## **General**

Welcome!

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## **City Finance / Budget**

An Introduction

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## **Follow up from Oct 6<sup>th</sup>**

Update and Actions

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## **Work Plan Development**

Review Proposed Work Plan

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## **Subcommittee, Community & Staff Reports**

Discussion

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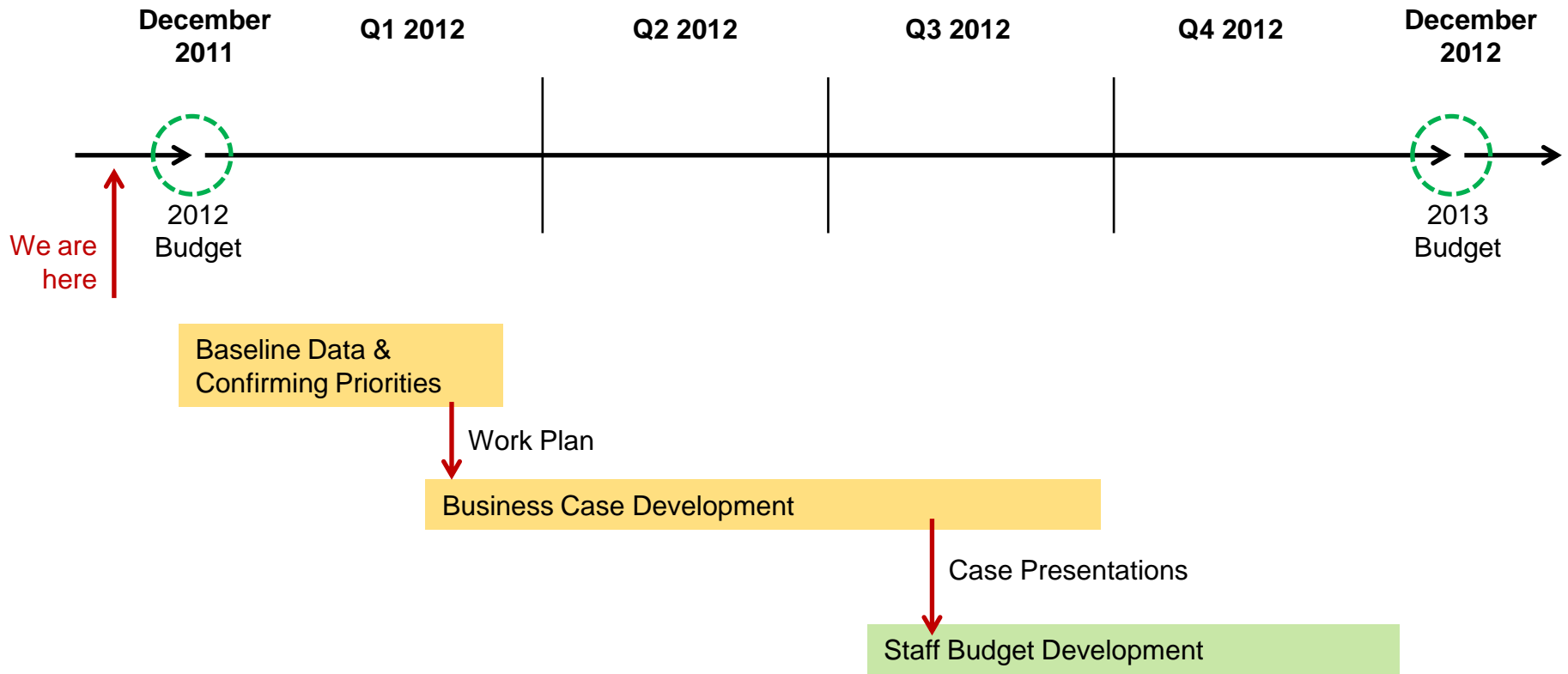
## **Information Items**

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## **Next Meeting**

December 1, 2011 3:00 – 5:00 pm

# City Finance + DRO / DAC Work Plan



## **The 2012 Budget (review of Nov 2<sup>nd</sup> Presentation)**

### **Question:**

**How do we position key downtown projects  
for 2013?**



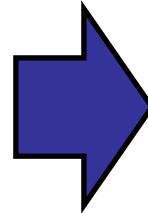
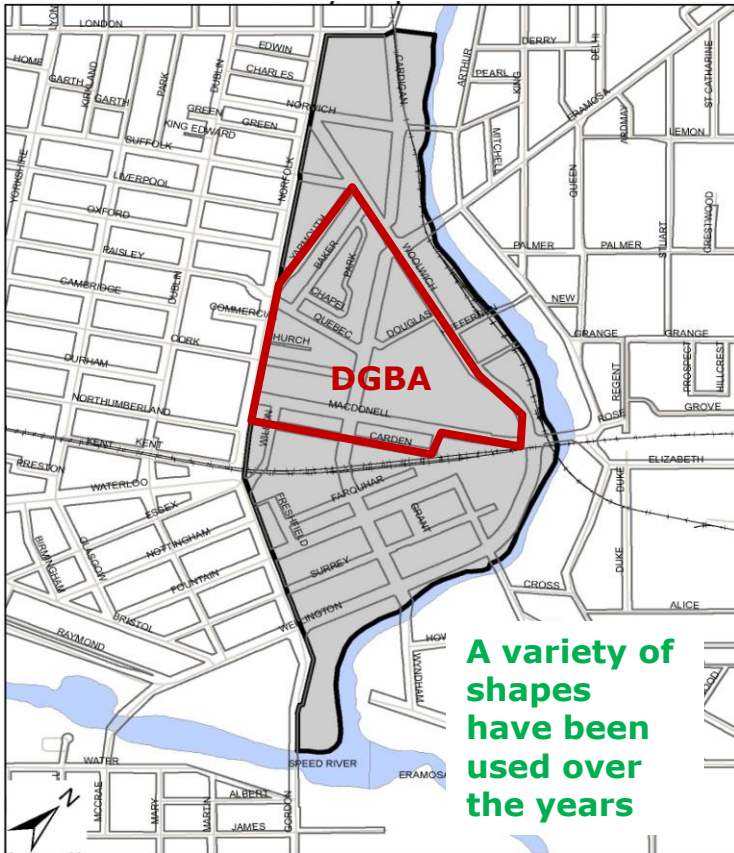
# October 6<sup>th</sup> Minutes: Update & Actions

- **Development of Downtown Economic Snapshot**
  - Examples
  - Downtown Guelph Outline
- **Downtown Secondary Plan**
  - Next Steps for DAC
- **Implementation Plans: Best Practices**
  - To be provided ahead of next meeting (December)
- **Information Report: November 3, 2011**
  - DAC Start-up / Work Plan commitments
  - Implementation Strategy introduction
- **Downtown CIP:**
  - November 7<sup>th</sup> – administrative changes
  - December CAFES/Council – Implementation Guidelines adoption
- **Trip to London – mid-November 18<sup>th</sup>? 25<sup>th</sup>?**

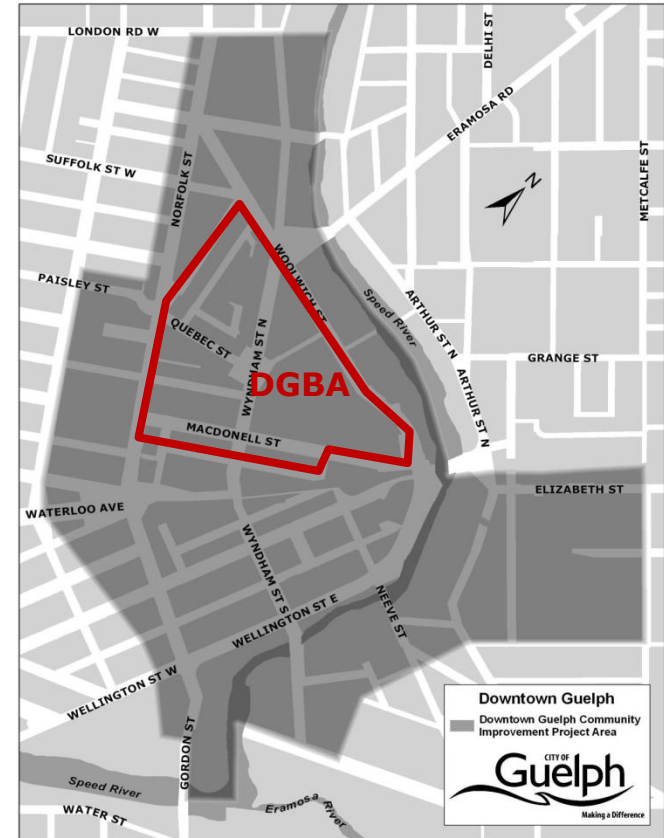
# Downtown Economic Report

## A New Boundary to Baseline:

### CBD (OP Definition)



### Downtown CIP



## Baseline Information

**Population & Size**

**Residential Population**

**Labour Force**

**Building and Construction Data**

**Street Level Vacancy & Office Rates**

**Current Value Assessment (CVA)**

**New Business & Existing Businesses**

**Activity Generators**

# Review & Proposed Work Plan

DRAFT - for review Nov. 3

	Activities	Lead	2011		2012						Fall 2012				
			DAC Start Up				Q1			Q2			Q3		Q4
			Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept
<b>DAC</b>	Receive Update on Downtown Secondary Plan & 2012 Capital/Operating Budget	DAC	[Grey bar from Sept to Dec]												
	Assist with the development of the Downtown Guelph Implementation Strategy (DGIS)	DAC	[Grey bar from Oct to Dec]												
	Work with staff to establish a DGIS Framework	DAC/DRO/CGStaff	[Grey bar from Nov to Dec]												
	Comments to Council on DSP	DAC	[Grey bar from Dec to Dec]												
	Assist with selection of DGIS Framework	DAC/DRO/CGStaff	[Grey bar from Jan to Mar]												
	DGIS in development	DAC/DRO/CGStaff	[Yellow bar from April to Sept]												
	Make recommendation to Council on proposed DGIS	DAC	[Grey bar from Sept to Sept]												
<b>ROLES</b>	<b>1.0 Stakeholder Relations &amp; Operating Protocols</b>														
	Work with Stakeholders (via Connect Guelph) - Who does what in Downtown? Supportive and tracking of Stakeholder Activities (i.e. Studies, initiatives)	DRO/DAC/Connect G DRO	[Grey bar from Oct to Dec]												
<b>RESIDENTIAL COMMERCIAL OPPORTUNITIES</b>	<b>2.0 Downtown Community Improvement Plan (CIP)</b>														
	Make Recommendation to Council on DGICP Programs	DRO	[Grey bar from Nov to Dec]												
	Council Approval of DGICP Programs	City Council	[Grey bar from Dec to Dec]												
	Provide input on the launch of new investment programs	DAC	[Grey bar from Oct to Dec]												
<b>STREETSCAPE</b>	<b>3.0 Municipal Streetscaping and Maintenance Programs</b>														
	Identify Existing Downtown Programs & Short-Term, Mid-Term, and Long-Term Priorities	DAC/DRO/CGStaff	[Grey bar from Oct to Dec]												
	Provide input on Short-Term Capital Funding & Initiatives (e.g. St. Georges Square)	DAC	[Grey bar from Oct to Dec]												
	Assist with update of Public Realm Plan (mid-term & long-term strategies)	DAC/DRO/CGStaff	[Grey bar from Dec to Dec]												
<b>INVESTMENT</b>	<b>4.0 Investment Projects</b>														
	<b>4.1 Baker Street</b>														
	Status and Process Developed (Financial Models & Decision)	DRO/DAC	[Grey bar from Oct to Dec]												
	<b>4.2 Priority Projects</b>														
	Discuss & Work with staff to establish Priority Project Workplans and Strategies	DAC/DRO/CGStaff	[Grey bar from Oct to Dec]												
	Evaluation of Priority Projects & Assist with Business Case Development	DAC/DRO/CGStaff	[Grey bar from Nov to Dec]												
	Make Recommendation to Council on DGIS	DAC	[Grey bar from Dec to Dec]												
<b>DESTINATION</b>	<b>5.0 Downtown Marketing Programs</b>														
	Development of Economic Profile/Downtown Economic Report	DRO/DAC	[Grey bar from Oct to Dec]												
	Present Annual Report to Council	DAC	[Grey bar from Dec to Dec]												
	Create and Implement Investment Materials/Marketing Collaterals	DRO	[Grey bar from Oct to Dec]												
	Investigate opportunities to create event/promotional programs with external groups/stakeholders	DRO/DAC	[Grey bar from Oct to Dec]												

Downtown Guelph Implementation Strategy (DGIS)

Ongoing Activity ————  
 Milestone/Decision Point ★

## *So far...*

### *Fall 2011*

- Initial meetings
- Updates on Downtown Secondary Plan & Finance
- Started to establish a DGIS Framework

### *Keep in mind:*

- Getting everyone up-to-date with current Downtown Guelph environment
- Its been high-level but we're grounding steps in the DRO/DAC work plan

# Draft Work Plan – ROLES

## ***1.0 Stakeholder Relations & Operating Protocols***

- Clarity of roles
- Ongoing Initiative: “Connect Guelph” that is working with core agencies

City of Guelph EcDev Dept, Guelph Chamber of Commerce, Community Energy Initiative, City of Guelph Downtown Renewal Office, Downtown Guelph Business Association, University of Guelph, Guelph-Wellington Local Immigration Partnership

- Effort to remove duplication and ensure every agency is effective in its mandate with its audience/membership

### ***DAC Role***

- Work with Stakeholders
- Supportive and tracking of stakeholder activities
- Present annual report to CAFES (Feb 2012)

# Draft Work Plan – RESIDENTIAL & COMMERCIAL OPPORTUNITIES

## ***2.0 Downtown Guelph Community Improvement Plan (CIP)***

- One of our primary tools for investment programs
- Amendment:
  - to Council November 7<sup>th</sup>
  - Implementation Guidelines – December CAFES/Council
- 2012 launch of new programs that address larger scale projects (commercial and residential projects) in Downtown Guelph

### ***DAC Role***

- Provide input on launch of new investment programs: “Implementation Guidelines” and budgets
- Advocacy --

## ***3.0 Municipal Streetscaping and Maintenance Programs***

- Identify existing downtown programs and short-term, mid-term, and long-term priorities

### ***DAC Role***

- Provide input and guidance on short-term capital projects & initiatives
- Assist with update of Public Realm plan (potentially a 2012 project)



## ***4.0 Investment Projects***

- Baker Street: Next step report – November 17<sup>th</sup>
- Work with staff to establish Priority project work plans and strategies
- Evaluation of Priority projects & assist with business case development

## ***DAC Role***

- Baker Street – advice & guidance on financial and delivery models (2012)
- Provide input & guidance on short-term and long-term capital projects
- With DRO make a recommendation to CAFES on DGIS (Fall 2012)

## ***5.0 Downtown Investment Marketing Programs***

- Downtown Economic Report
- Collateral Materials developed

### ***DAC Role***

- Provide input on investment materials/marketing collaterals
- Investigate opportunities to create economic development outreach with external groups/stakeholders

# Next Steps

**1. Prepare for CAFES presentation of the DRO/DAC Work Plan**

**2. Implementation Strategy:**

- **Development of Downtown Economic Data**
- **Priority setting framework**
- **Eye to 2013 Budget process**

**3. Short-Term Projects – Follow up:**

- **St. George's Square**
- **University/College discussions**

# Subcommittee, Community & Staff Reports

1. Downtown Renewal Update –
2. DGBA & others

## Information Items

- Inviting Developers to upcoming meetings

# MEETING MINUTES



MEETING      **Downtown Advisory Committee**

DATE            November 3, 2011

LOCATION        City Hall, Room B

TIME            3:00 pm to 5:00 am

PRESENT       Tom Lammer, , Doug Minett, Ken Hammill, , John Leacock, , Marty Williams, Dawn Owen, Kirk Roberts, Don O’Leary, Ian Panabaker, Karol Murillo

REGRETS       William McTaggart, Barbara Turley-McIntyre, David Pell, Adrian Harding

## DISCUSSION ITEMS

ITEM #	DESCRIPTION	ACTION
1	<p><b><u>Welcome &amp; Opening Remarks</u></b></p> <p><b>1.1 Procedural Items – 2012 Meeting Dates Online</b></p> <p>KM informed group 2012 Meeting Dates online at <a href="http://www.guelph.ca/cityhall.cfm?subCatID=2278&amp;smocid=2849">http://www.guelph.ca/cityhall.cfm?subCatID=2278&amp;smocid=2849</a></p>	
2	<p><b><u>Approval of Agenda</u></b> Moved by Doug Minett. and seconded by John Leacock.</p> <p><b>‘THAT the agenda for November 3, 2011 meeting of the DAC be adopted.’</b></p> <p style="text-align: right;"><b>CARRIED</b></p>	
3	<p><b><u>Declaration of Pecuniary Interest - None</u></b></p>	
4	<p><b><u>Approval of Minutes</u></b> Moved by Doug Minett. and seconded by John Leacock.</p> <p><b>‘THAT the minutes of October 6, 2011 meeting of the DAC be adopted.’</b></p> <p style="text-align: right;"><b>CARRIED</b></p>	
5	<p><b><u>5.1 Introduction to City Finance</u></b> Guest: Sue Aram &amp; Sarah Purton</p> <p>IP introduced SueA. And SarahP. to the group. In terms of moving forward with the Downtown Guelph Implementation Strategy, the DAC is positioned to work towards 1) Developing baseline data &amp; confirming priorities in Q1 2) Business Case Development Q2/Q3 and 3) Work with staff for case presentations in Q4. All of this is working towards building a case for the 2013 budget.</p>	

	<p>The DAC members discussed positioning key downtown projects for 2013.</p> <p>SA and SP will respond to individual requests for information via email.</p>	
<p>6</p>	<p><b><u>Business Items</u></b></p> <p><b>6.1 Follow up &amp; Actions arising from October 6, 2011</b></p> <ul style="list-style-type: none"> <li> <p>• <b>Development of Downtown Economic Snapshot</b>            KM provided an overview of the Downtown Economic Snapshot in development. One of the key challenges is the newly approved Downtown boundary (based on the Urban Growth Centre) since pre-2011 data was based on the Central Business District. In order to ensure the data presents an accurate evaluation over the last ten years, KM will use the new boundary for all data and time periods (i.e. 2001, 2006, and 2011). KM will provide some initial data at the next DAC meeting. DM asked whether Census data would be used. KM responded NOCS &amp; NAICS information would be included in the profile.</p> </li> <li> <p>• <b>Downtown Secondary Plan – DAC next steps</b>            The public presentation for the Downtown Secondary Plan is scheduled for November 7, 2011. IP asked the group if they felt they wanted to comment on the plan at this time. The DAC members felt it would be appropriate to comment in the new year before the plan was adopted by Council.</p> </li> <li> <p>• <b>Summary of Priority Projects – circulated</b>            KM circulated a summary of the priority projects exercise from the last meeting. Due to the full agenda, the group will review and discuss at the next DAC meeting.</p> </li> <li> <p>• <b>Best Practices – Next DAC Meeting</b>            At the last meeting, KM presented a brief summary of best practices on implementation plans. KM will present a more detailed list at the next DAC meeting due to the full agenda today.</p> </li> <li> <p>• <b>Downtown Guelph Implementation Strategy – update</b>            IP circulated the recent Downtown Renewal Information Report submitted to City Council. It provided an update on the DAC/DRO and its current plan for the Downtown Guelph Implementation Strategy (DGIS). With regards to the DAC presentation, it was agreed Tom Lammer would not present given the report was so high-level.</p> </li> <li> <p>• <b>Downtown CIP – Amendment Nov. 7<sup>th</sup> &amp; Implementation Guidelines Dec 2011 (DAC role) *comments from DAC</b>            Since the last meeting, there has been a change in the format and approval process for Amendment Number 1 to the Downtown Guelph Community Improvement Plan (DGCIP). Amendment Number 1 to the DGCIP scheduled for November 7, 2011 is a procedural amendment that essentially installs the new boundary (urban growth centre) and the program abstracts for the minor and major downtown activation grants. If approved, this document will go through the approvals</p> </li> </ul>	<p><b>KM will email links to examples of downtown profiles.</b></p> <p><b>Priority projects to be discussed at the next DAC meeting.</b></p>

	<p>process (e.g. appeals period) as set out by the Planning Act.</p> <p>All of the detailed components of each program (e.g. funding, evaluation, approvals etc.) have been inserted in a companion document titled "Downtown Guelph Community Improvement Plan Implementation Guidelines." Modeled after other municipalities, this Council approved document is intended to be a flexibility tool that does not require any approvals set out in the Planning Act.</p> <p>This document is scheduled for City Council in December 2011. If any DAC members have any comments on the implementation guidelines, they are asked to forward comments to KM or IP <i>asap</i>.</p> <ul style="list-style-type: none"> <li>• <b>Trip to London – mid-November</b> DAC recommended the meeting be set mid-week and only take up a morning session. The group asked a visit to the Tricar Building be included.</li> </ul> <p><b>6.2 Work Plan Development</b></p> <ul style="list-style-type: none"> <li>• Review &amp; Proposed Work Plan</li> </ul> <p><b><u>DAC Activities - to date</u></b> So far, we've had our initial meetings, received updates on Downtown Secondary Plan and Capital Operating Budgets. DAC has started the discussion on establishing a DGIS Framework. The meetings have been high-level but now have the foundation to start building the DRO/DAC work plan.</p> <p><b><u>Stakeholder Relations &amp; Operating Protocols</u></b> This is one of the key areas that are critical to the work plan. There has been for many years, a lack of clarity on the economic roles in Downtown Guelph. A new initiative "Connect Guelph" is working with core agencies to clarify roles &amp; responsibilities. DAC is supportive and will track stakeholder's initiatives and projects. DAC will present annual report to CAFES (Feb 2012).</p> <p><b><u>Residential &amp; Commercial Opportunities</u></b> As presented at the previous meetings, the programs in the DGCIP are the primary tools for investment. DAC will be a part of the launch of the new programs and will provide advocacy support.</p> <p><b><u>Streetscape</u></b> This area includes identifying all existing downtown programs and short-term, mid-term, and long term priorities. In the coming months, DAC will discuss what areas are priorities (e.g. St. George's Square) and how it fits into the DGIS.</p> <p><b><u>Investment Projects</u></b> DAC has begun the discussion on priority projects. In the coming months, DAC will work with staff to establish priority project work plans and strategies. Currently, they are areas</p>	<p><b>KM to forward a London date with a morning time ASAP.</b></p>
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	<p>such as Baker Street that have momentum and require advice, guidance and delivery models. DAC is be providing input &amp; guidance on short term &amp; long term capital projects. DAC will work with DRO to make a recommendation on DGIS in Fall 2012.</p> <p><b><u>Destination</u></b> One of the key pieces will be the development of the Downtown Economic Profile (discussed earlier). This document will form the basis for collateral materials (e.g. promotional or investment prospectus).</p> <p>KR asked whether the materials were 1) marketing the downtown or presenting 2) downtown as a market. KM responded at this point the downtown profile is a starting point/foundation for either audience. There will be more discussion once the profile is established. DAC will provide input to the materials and investigate outreach with external stakeholders for potential partnerships.</p> <p>KM and IP asked the group to review the work plan. At the next DAC meeting, there will the opportunity to breakdown each grouping further.</p> <p><b><u>Key Next Steps</u></b> The next steps for the DAC include presenting the <b>work plan</b> to City Council in Jan/Feb 2012.</p> <p><b><u>Implementation Strategy</u></b> includes the downtown economic profile, priority setting, and preparation for 2013 Budget process.</p> <p>Work on <b>short-term projects</b> to be done in early 2012.</p>	
7	<p><b><u>Subcommittee, Community &amp; Staff Reports:</u></b></p> <ul style="list-style-type: none"> <li>• Downtown Renewal Update: Information Report</li> <li>• DGBA &amp; other updates</li> </ul> <p>KM informed the group that this section will be included in each agenda in order for other downtown stakeholders to present any updates or provide each the ability to make a presentation to the group.</p>	
8	<p><b><u>Information Items:</u></b></p> <ul style="list-style-type: none"> <li>• Amendment DGCIP &amp; Downtown Secondary Plan – Nov.7, 2011</li> <li>• DGCIP Implementation Guidelines to Council Dec. 2011</li> <li>• Inviting Developers to upcoming meetings</li> </ul>	
9	Next Meeting: December 1, 2011 at 3:00 – 5:00 p.m.	
10	Adjournment	



# MEETING AGENDA



MEETING      **Downtown Advisory Committee (DAC)**  
 DATE            December 1, 2011  
 LOCATION      Meeting Room D, City Hall  
 TIME             3:00 PM  
 CHAIR            Barbara Turley-McIntyre

## AGENDA ITEMS

ITEM #	DESCRIPTION
1	Welcome & Opening Remarks
2	Approval of Agenda
3	Declarations of Pecuniary Interest
4	Adoption of Minutes – November 3, 2011
5	Business Items:
	<p><b>5.1 Governance</b> <span style="float: right;">30 min</span></p> <ul style="list-style-type: none"> <li>• Leadership of DAC</li> <li>• Role of DAC</li> </ul> <p><b>5.2 City of London - Recap</b> <span style="float: right;">30 min</span></p> <ul style="list-style-type: none"> <li>• Two key learnings</li> </ul> <p><b>5.3 Secondary Plan</b> <span style="float: right;">30 min</span></p> <ul style="list-style-type: none"> <li>• Review</li> <li>Next Steps</li> </ul> <p><b>5.4 Priority Exercise &amp; Top 4 (Short-Term) Priorities</b> <span style="float: right;">30 min</span></p> <ul style="list-style-type: none"> <li>• Parking Study</li> <li>• Residential Development</li> <li>• St. George's Square</li> <li>• Baker Strategy</li> </ul> <p><b>5.5. Update on Downtown Economic Profile/ Economic Environmental Scan</b></p> <p><b>5.6 Invited Guests for Future Meetings</b></p>
6	Subcommittee Representations: (n/a)
7	Information Items: <ul style="list-style-type: none"> <li>• 7.1 DRO Update - Implementation Guidelines for Downtown CIP Jan.2011</li> </ul>
8	Next Meeting:            January 5, 2011
9	Adjournment.

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# MEETING MINUTES



MEETING      **Downtown Advisory Committee**

DATE            December 1, 2011

LOCATION        City Hall, Room D

TIME            3:00 pm to 5:00 am

PRESENT        Barbara Turley-McIntyre Tom Lammer, , Doug Minett, Ken Hammill, , John Leacock, Marty Williams, Kirk Roberts, Don O'Leary, Will Mactaggart, Adrian Harding, Ian Panabaker, Karol Murillo

REGRETS        Dawn Owen

## DISCUSSION ITEMS

ITEM #	DESCRIPTION	ACTION
1	<u>Welcome &amp; Opening Remarks</u>	
2	<u>Approval of Agenda</u> Moved by Ken Hammill, and seconded by David Pell.  ‘THAT the agenda for December 1, 2011 meeting of the DAC be adopted.’	CARRIED
3	<u>Declaration of Pecuniary Interest - None</u>	
4	<u>Approval of Minutes</u> Moved by Will Mactaggart, seconded by Adrian Harding.  ‘THAT the minutes of November 3, 2011 meeting of the DAC be adopted.’	CARRIED
5	<u>5.1 Governance</u>  BTM shared that she was disappointed that the DAC was not introduced to Council during the Secondary Plan meeting. She also shared that her current work obligations and MBA studies make it difficult to hold the position of Chair. She put forward for discussion Doug Minett as her replacement. BTM stressed that she will remain active and involved in the Committee. Tom Lammer confirmed that he stays as Vice-Chair.  DM outlined recent discussions and his view on the work of the DRO/DAC. That while the Secondary Plan sets the general physical	

	<p>framework for the area, it's the business plan around the vision, and how that would inform the decisions within projects and how it would set priorities which is the work of DRO/DAC. The other key area is in organisational comments to the City. Successful implementation will also hinge on the City facilitating economic vitality (which includes good public design – not just getting out of the way) – but that this is a new way of looking at City business.</p> <p>DM to circulate his notes for member comment. Committee members discussed the nomination.</p> <p>Moved by Ken Hammill and seconded by Don O'Leary:</p> <p><b>"THAT Doug Minett be elected Chair of the DAC."</b></p> <p style="text-align: right;"><b>CARRIED</b></p>	
	<p><b><u>5.2 City of London - Recap</u></b></p> <p>Members of the Committee highlighted key learnings from their recent trip to the City of London, Ontario:</p> <ul style="list-style-type: none"> <li>• John Labatts Centre: 200 nights a year! If Sleeman could do half of this it would be huge.</li> <li>• London housekeeping is still poor – and not everything is firing on all cylinders even now --</li> <li>• Tricar's comment that they consider the Guelph MacDonnell site one of the best sites in SW Ontario</li> <li>• London Farmer's market is privately managed but required significant public funds to construct and it relies on underground parking income to subsidize</li> <li>• City of London has invested over \$100M in marquee downtown projects</li> <li>• Public consultation will be a critical component to Guelph's business case</li> <li>• City of London makes no apologies for making its downtown a priority (but also seems a bit cavalier about the investment?)</li> <li>• Guelph may not need \$100 million. We already have significant investment in our downtown.</li> <li>• City of London downtown is 100 hectares, comparable to Guelph's new downtown boundary.</li> <li>• Peer Review seems to have potential for the quality question</li> <li>• No parking problem there – a lot of private lots</li> </ul> <p>DAC members suggested reviewing best practices (e.g. Denver) as we begin the process for the Downtown Guelph Business Plan.</p> <p><b><u>5.3 Update on Downtown Economic Profile/Economic Environmental Scan</u></b></p> <p>KM provided an <u>early</u> draft of the categories/sections of the Downtown Economic Snapshot. As discussed at the last meeting, one of the key challenges is the newly approved Downtown boundary (based on the</p>	<b>The Committee</b>

	<p>Urban Growth Centre). All pre-2011 data was based on the Central Business District. KM will continue to build the data on the new boundary for all data and time periods.</p> <p>DAC members raised questions about the accuracy of the data sources. KM confirmed all data sources based on Statistics Canada and City of Guelph departments. The one category "Downtown Office Market" will be based on discussions and information from private sources.</p> <p>KM to develop a schedule/matrix of data sources as well as availability/purpose for review.</p> <p><b><u>5.4 Downtown Secondary Plan</u></b></p> <p>TL asked that the DAC hold another briefing session with staff. Many questions regarding floor plate sizes, design review panels, and heights have come up over the last couple of weeks.</p> <p><b><u>Other</u></b></p> <p><u>City of Guelph 2012 Budget</u></p> <p>MW informed the group the DGBA is supporting the Parking Plan that is set to be approved at the City of Guelph Budget night on December 7, 2011. Members of the DAC felt the budget seemed overly generous for this type of study and potentially could be developed for less (and perhaps funding directed to business plan development?)</p> <p>Moved by Tom Lammer and seconded by Marty Williams:</p> <p><b>THAT the DAC supports the development of a comprehensive management plan for downtown parking, however would support a reduced funding level if that meant resources were directed towards downtown business plan development.</b></p> <p style="text-align: right;">CARRIED</p>	<p><b>was asked to review the categories and provide feedback to IP and KM.</b></p> <p><b>KM will forward dates to group for the week of Dec. 12<sup>th</sup>.</b></p>
6	<p><b><u>Subcommittee, Community &amp; Staff Reports:</u></b></p> <p>None</p>	
7	<p><b><u>Information Items:</u></b></p> <ul style="list-style-type: none"> <li>• DGCIP Implementation Guidelines to Council Jan. 2011</li> </ul>	
8	<p>Next Meeting: January 5, 2011 at 3:00 – 5:00 p.m.</p>	
9	<p>Adjournment</p>	