

Refocus

THE EDGE TO THE CENTRE

Today, economic forecasters
are a lot like a blind
javelin thrower.

They are not likely to win on
accuracy but they will be
sure to keep the crowd's
attention.

21st Century: Scarcity

Climate change → Planet change

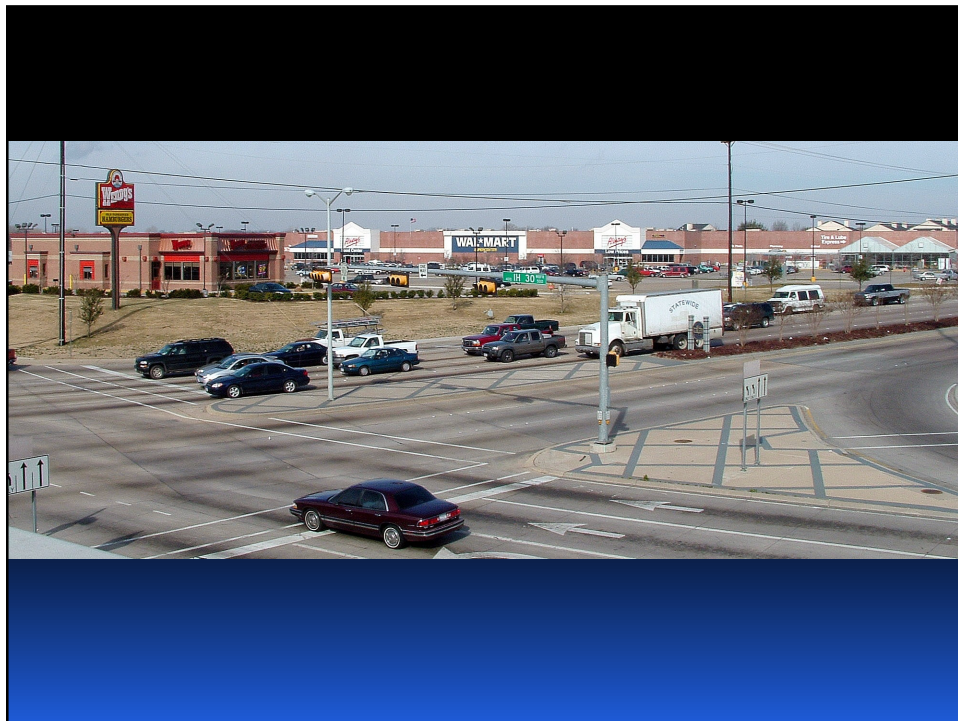
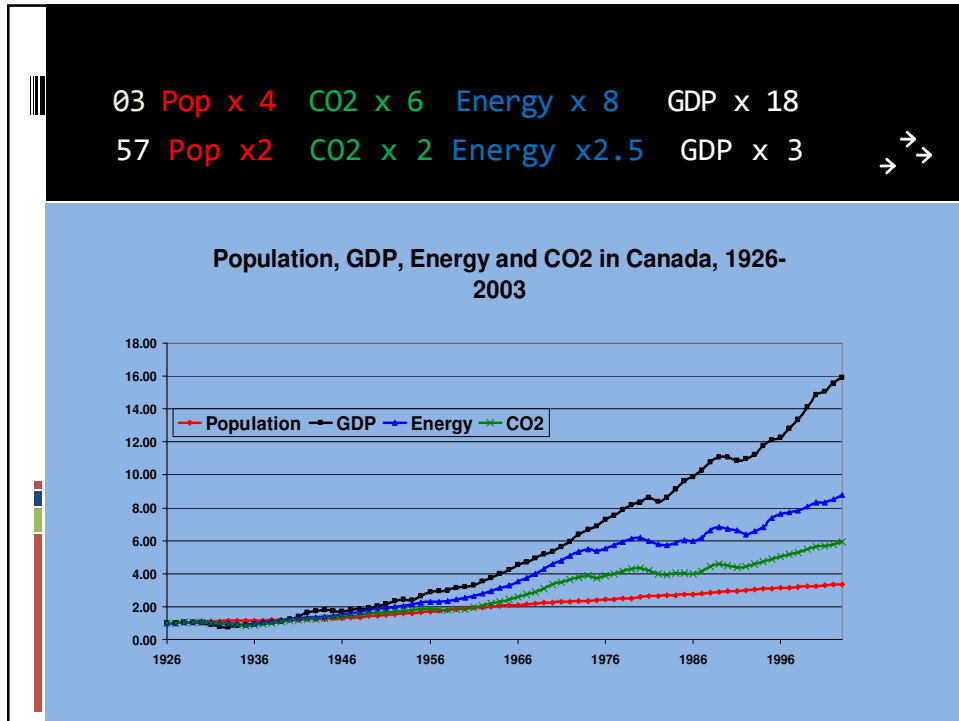
Biodiversity → Food Crisis

Young → Old

The Birds & The Bees

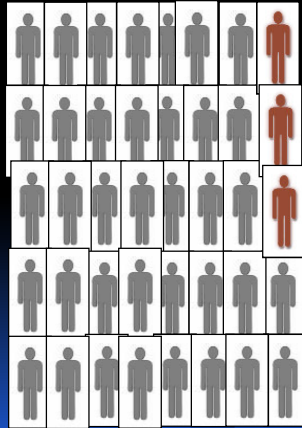
1 in 3 species will be extinct by 2050.

Already, 50% of the population of North America's 20 most common bird species have been lost.

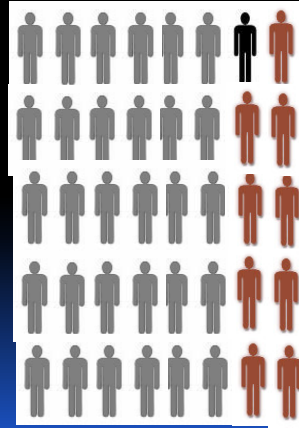


The Demographic Tsunami

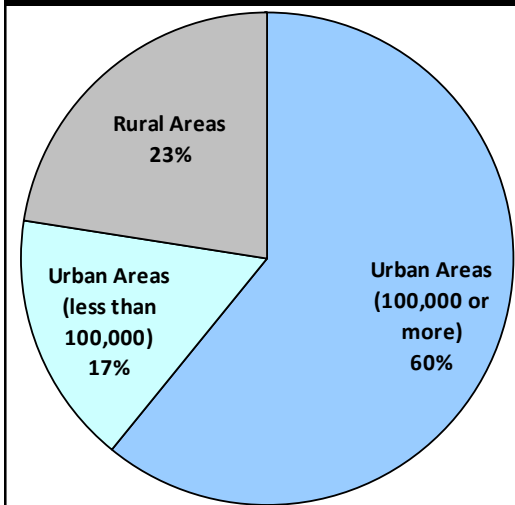
1961 **1 in 14 is 65+**



2031 **1 in 4 is 65+**

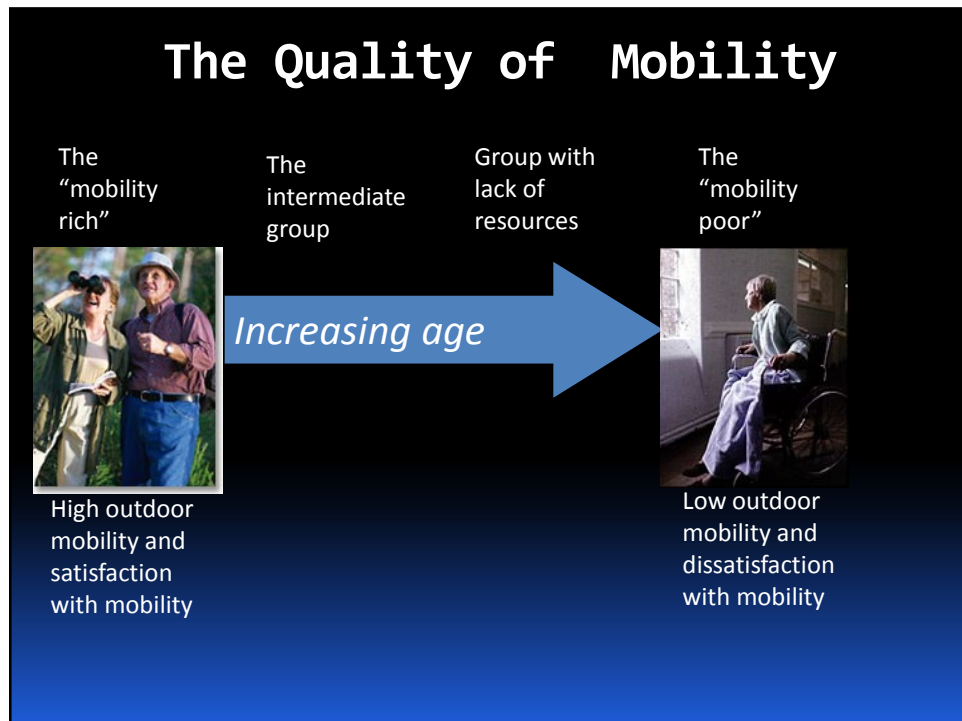
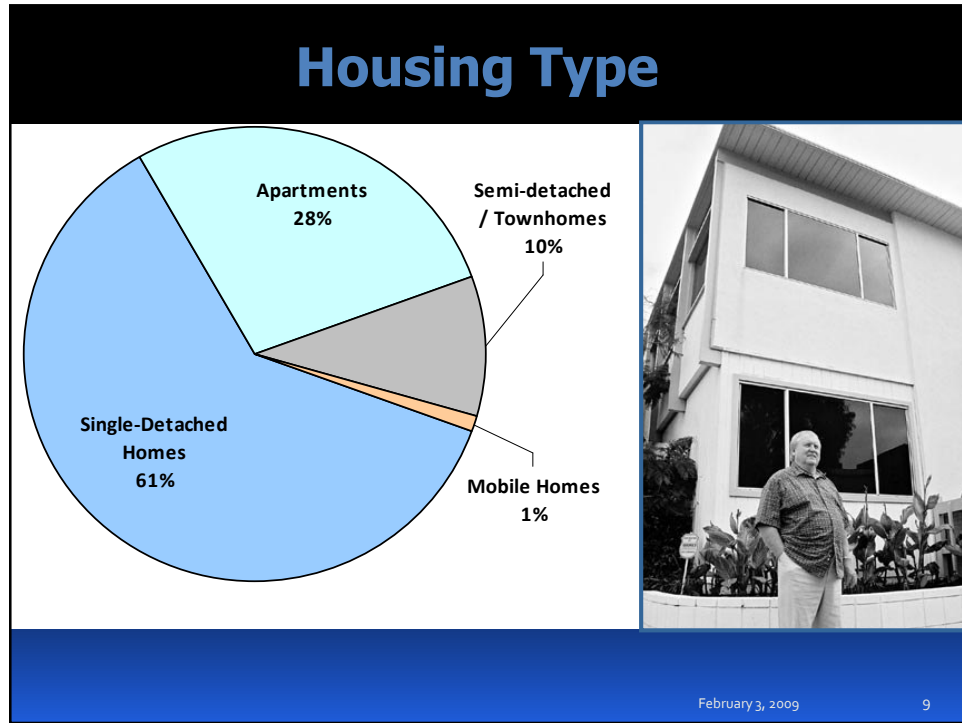


City Type



Where seniors live





What happens when we are too old to drive?



Fort William, 1913

courtesy Thunder Bay Historical Museum Society



Authentic Places



People, Resources, Culture & Skills





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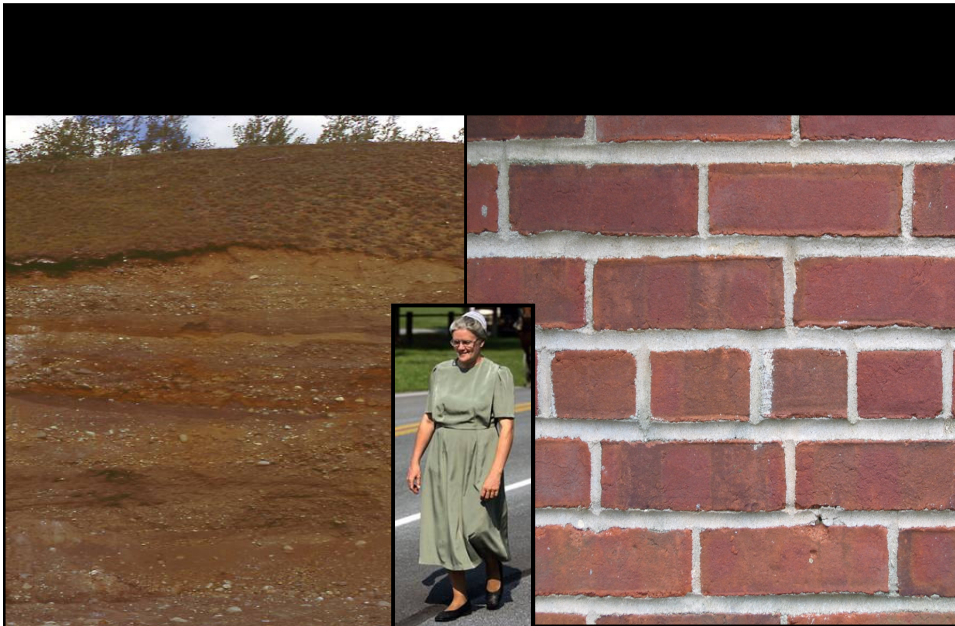
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Confront or Compliment



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Culture X 3

- Values
- Vibe
- Virtuosity

Utilitarian and Creative Values

Utilitarian Perspective	Creative Perspective
"Stretch tax dollars"	"Make beauty necessary and necessity beautiful"
Cost	Benefit
Function	Form inseparable from function
Generic and predictable	Original and unique
Homogeneous	Heterogeneous
Simplicity	Complexity
Efficiency of space	Quality of place
Formulaic	Artistic
Reducing cost	Adding value
Same as the other place	Unique to this place
Immediate results	Long-term change
Repetition	Innovation
Rigid systems	Ecology
Growth	Development
Separation	Integration
Build	Design

Vibe = Value



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Virtuosity = Value



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I. B. S.

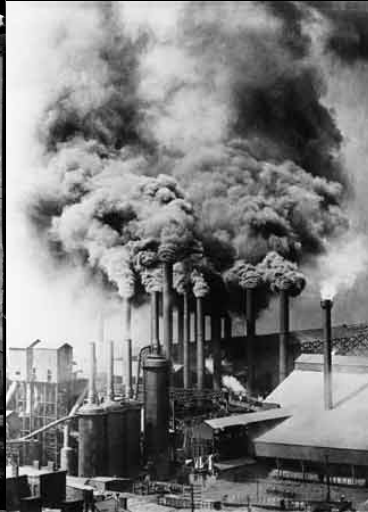


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Steel Town USA



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Pittsburgh



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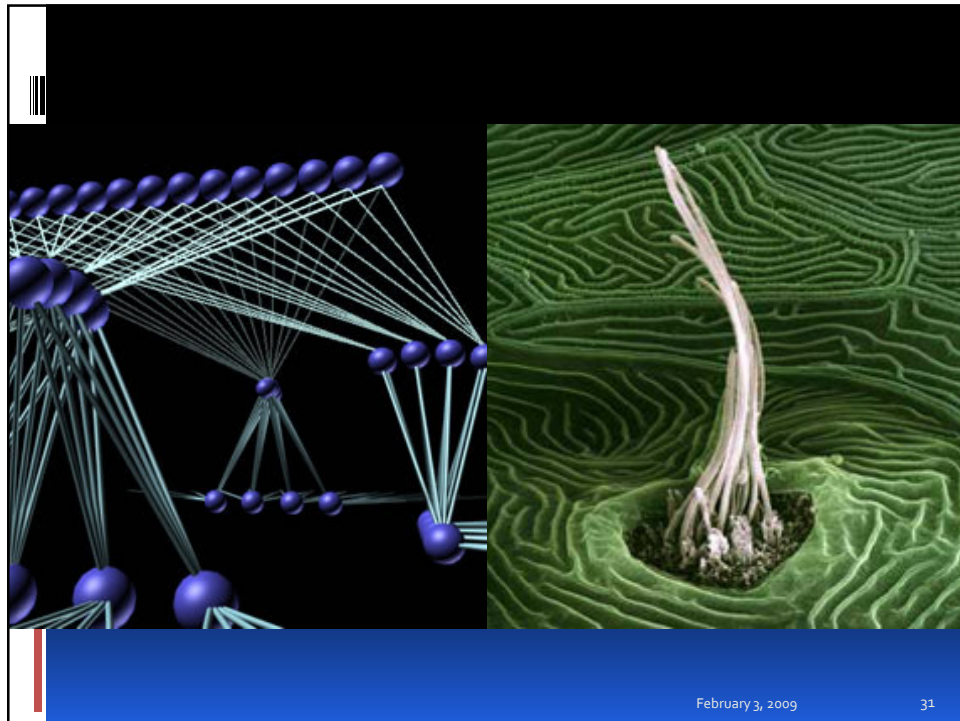
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Innovation



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Vibe : Repurpose Assets



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Virtuosity



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Virtuosity



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Location, Location, Location!



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Reykjavik Vibe



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Vibe



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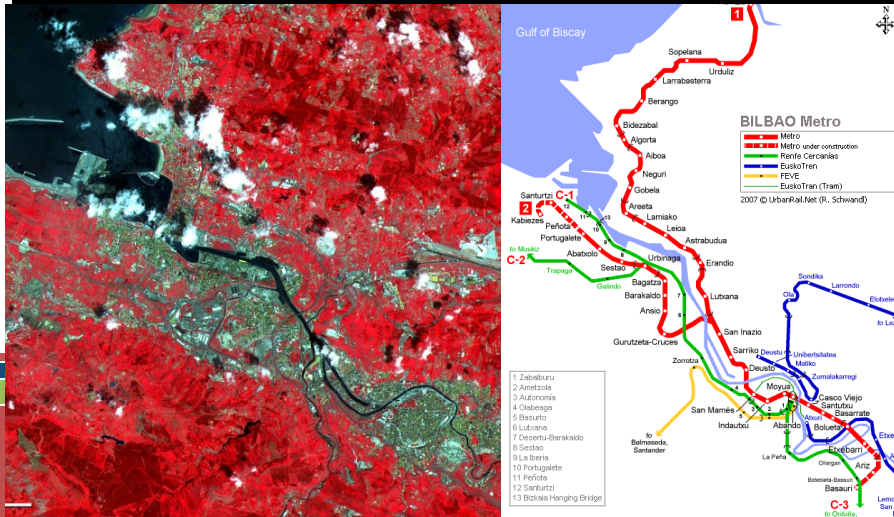
Virtuosity



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Connectivity



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How to Begin?

Capacity: Is the ability to achieve goals by *identifying and reorganizing assets and resources.*

Capacity Building: Is the process of *reducing obstacles to action created by institutions, policies or perceptions that are insensitive to the new diversity of conditions.*

The Plan: A Development Framework

- ⊙ Integrates land, transportation, economic and cultural planning. Highly tradable
- ⊙ Translates policy into actions with measurable results
- ⊙ Coordinated plan based on the physical environment
- ⊙ Site and project specific with budgets and deadlines
- ⊙ Concepts for future growth are layered over current developments and short term plans
- ⊙ Implicit is that the plan should be coordinated and implemented by a single, stakeholder based authority in partnership with the City

DOWNTOWN DEVELOPMENT FRAMEWORK PLAN

PLAN, DEVELOP, OPERATE & MANAGE THE DOWNTOWN AS A SINGLE & SPECIAL ENTITY

- Identify, define, enhance & create unique & distinctive Neighbourhoods, Districts & Character Areas
- Protect, preserve & enhance four Neighbourhoods for residential development
- Link downtown Neighbourhoods, Districts & Character Areas together with:
 - the Downtown Flyer
 - transportation systems,
 - a streetcar system,
 - a boat / bus system,
 - quality pedestrian ways, and
 - bicycle routes
- Preserve, protect & enhance downtown's natural and built heritage
- Invest in the public realm
- Support & encourage private sector investment



HIGH TECHNOLOGY CORRIDOR

PROVIDE A BROADBAND / FIBRE OPTIC INFRASTRUCTURE REQUIRED FOR HIGH TECHNOLOGY COMPANIES

- Create a high technology corridor through the Exchange District providing access:
 - to high technology companies,
 - Red River College's Downtown Campus,
 - City Hall, and
 - the Manitoba Centre of Knowledge at the south and Neeginan at the north end of the corridor.



Centre Venture: The Delivery Agency

- ❑ Implements strategies to capitalize on economic, physical & social development opportunities
- ❑ Arms-length economic development agency
- ❑ Strong CEO model
- ❑ "Vested interest" volunteer private sector board
- ❑ After year 1, no politicians
- ❑ Advocate, catalyst, financier, deal assembler
- ❑ Asset management agreement

Centre Venture: The Delivery Agency

- ❑ Translates public and private sector communications and needs.
- ❑ Leads infrastructure partnerships (Waterfront Drive)
- ❑ Operates a development bank
- ❑ Finances projects
- ❑ Manages city programs
- ❑ Sells and leases land
- ❑ Assists in project development
- ❑ Organizes public sector support for projects
- ❑ Advocates for and advises on policy & design

Development Incentives

- ◎ Centre Venture:
 - > Development Loans and Grants
 - > Equity Investments
 - > Sale and Lease of Property
 - > Small Tax Credits
 - > Monetizing Credits
- ◎ City:
 - > Tax Increment Financing (Project & Infrastructure)
 - > Large Heritage Tax Credits
 - > Infrastructure (Site Development)

Development Incentives

City: (continued)

- Heritage Grants
- Home Grown Economic Development Fund
- District Infrastructure Levy
- Walkway and Street Scaping funds
- Public Art Program
- Design Competitions

Development Incentives

- Trilateral Agreements Canada/Manitoba/Winnipeg
 - Winnipeg Development Agreement
 - Federal Infrastructure Program
 - Winnipeg Housing and Homelessness Initiative
 - Western Economic Diversification

Red River College



Lindsey Building



Mountain Equipment Coop



Manitoba Hydro



Millennium Library



MTS Centre



Riverside Ball Park



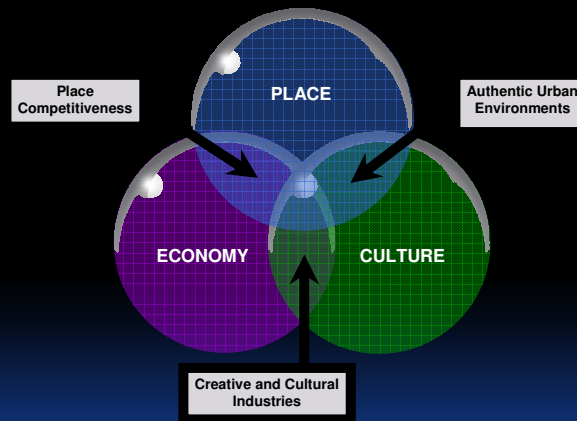
Waterfront Drive



Canadian Museum for Human Rights: Virtuosity



Culture + Place = Wealth



Esplanade Riel: Vibe

