



Calgary

downtown retail district strategy



alberta



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URBAN MARKETING COLLABORATIVE | MIG, INC. | ATKINS GROUP - INTELLIGENT SPACE



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executive summary

Introduction

In May 2007, the City of Calgary completed the Centre City Plan. Under the Vitality section it identified retail as a critical element to the City Centre (Downtown and the Beltline). The plan positions retail as a supporter of community development that provides essential services to target markets including workers, residents, and tourists as well as animating the streets and +15 system. Specific policies include:

- Encourage the provision of street level retail wherever possible
- Where sufficient retail demand exists and supported by land-use policy, consider requiring street level retail uses in specific districts and corridors
- Support creativity and innovation in the provision of retail services including formats and physical design
- Use market research to identify districts, streets, and corridors with high retail potential and develop strategies and programs to foster their development and viability.

In the summer of 2008, the City of Calgary and the Calgary Downtown Association (CDA) retained the services of Urban Marketing Collaborative (UMC), Moore Iacofano Goltsman Inc. (MIG), and Atkins Group Intelligent Space (ISP)—referred to as the UMC Team—to develop a detailed Retail District Analysis and Urban Design Study to answer the above listed questions and assist the City in developing policy initiatives.

While the City Centre plan addressed planning policies for a broader area, the retail market study area for Downtown Calgary includes the more focused area of 3rd Avenue to 9th Avenue and 8th Street SW to 3rd Street SE.

This report forms the second of two reports. The first Background Report lays out the existing conditions affecting retail in Downtown Calgary. It includes:

- A study of the retail implications of various identified target markets – near-in and regional residential, office workers, theatre patrons, and hotel guests (tourists)
- A retail supply audit was conducted for the study area including street level and the +15 system
- Retail demand analysis that includes current and future demand (5 years forward)
- An urban design review of building corners, mid-blocks, and +15 system and issues that both assist and hinder retail success
- Pedestrian study analysis and model
- A Downtown retail branding assessment

This second report completes the Retail District Analysis and Urban Design Study and includes recommendations related to these three major sections:

- Branding
- Retail district strategy
- Urban design interventions

executive summary

Introduction

CALGARY DOWNTOWN RETAIL DISTRICT STRATEGY

Study Area Map



downtowncalgary

executive summary

Downtown Retail District Strategy Branding

As part of the Retail District Analysis and Urban Design Study for Downtown Calgary, the UMC Team has developed a comprehensive and coordinated branding strategy. The branding strategy is designed to accomplish several goals:

- Link the retail market potential and urban design interventions with a branding and identity strategy;
- Identify and articulate key attributes and elements of the Downtown retail that will attract residents, visitors and workers to the Downtown district;
- Change perspectives that may impact people’s decision to shop Downtown; and
- Position Downtown Calgary as an exciting destination with local, regional and global draw.

To build positive perceptions about Downtown Calgary and to enhance the sense of place and community, the UMC Team has worked with the City of Calgary and the Calgary Downtown Association to develop a “place-based” branding strategy. Place-based branding is more than a logo — it is a comprehensive branding approach that strives to evoke positive feelings and emotions about a place through the use of colour, images, shapes and words. The placement of the brand — from signage and advertising to printed materials and promotions — will project an overall essence of Downtown Calgary as an urban, vibrant, exciting place where you can find incredible food, entertainment and shopping experiences.

The current brand environment for the Downtown is very eclectic with no coordinated single brand. However, there are a number of existing brands and identities, including the Calgary Downtown Association’s DSpot and the CORE, being used in the Downtown area that need to be considered and where appropriate addressed in an overarching brand hierarchy.

Target Markets

Downtown Calgary has a robust and varied audience. This includes residents of Downtown as well as the surrounding and greater Calgary area; Downtown and Beltline office workers; and tourists visiting from Alberta, other provinces, and abroad. Each group is attracted to Downtown for different reasons. The primary audience will be Downtown workers as this group is the largest, most accessible, there on a daily basis, and has the most affect on retailing activities. The secondary markets are Greater Downtown residents and business travellers and tertiary markets include regional Calgary residents and pleasure travellers.

Downtown Calgary Retail Vision

The vision for Downtown and the brand include:

- An active street environment with lots of people, art and elements of surprise and engagement
- A vibrant, fun, compelling and energetic Downtown
- A sense of place
- Diversity with different ethnicities, spaces and activities
- More urban and sophisticated city with a 24/7 environment providing fine dining, fashion, luxury and culture as well as iconic architecture was expressed
- A vibrant year-round environment
- A welcoming city with activities for everyone, plenty of green spaces, a bike and pedestrian-friendly environment, safe and inviting public areas and accessibility
- Rich and varied experience for people

Overall, Downtown Calgary is the place of possibilities. Downtown is for meeting friends to socialize, networking with colleagues, or sharing experiences with family and visitors, Downtown entices one to linger and explore. With a range of shopping opportunities from the luxurious to cool, you know you can find the ideal item for your taste and budget.

Walking down Stephen Avenue the history of Calgary melds with the modern in a dynamic way. Restaurants and cafes serving food from across the globe provide a bountiful dining experience. Bars and clubs offer a lively night scene in conjunction with world class theatre. Art fills the streets, galleries and museums. Cutting-edge fashion is born and displayed. The streets, gathering places, shops and people unite to create an urban vitality that is diverse, engaging and compelling. Downtown Calgary welcomes the new, old and different and inspires workers, travellers and residents alike to find their own memorable experience.

Brand Implementation

Implementation is multi-faceted with the following components:

- Management and maintenance of the Brand
- Location and coordination of Brand
- Uses of the Brand
- Form of the Brand
- Colour palette
- Typography
- Logo and tagline if desired

Due to the large number of existing brand and logo efforts, the appropriate hierarchy of the Downtown Brand needs to be clarified and well articulated for potential brand users. An important question is how to integrate and manage the brand with the existing D Spot brand from the Calgary Downtown Association.

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Retail District Strategy

The retail opportunities for Downtown Calgary take into consideration the target market, current and future retail supply, pedestrian movements, urban design, and branding to develop a hierarchy of potential retail corridors.

The overall goal is to strengthen both the street level retail environment as well as the +15 system to ensure they are healthy side-by-side.

The Background Report revealed the following:

- There is over 1.8 million square feet of retail space and demand for a further 500,000 square feet in the near future.
- Forty-one percent of the retail space is entirely accessed internally.
- Forty-one percent of the retail space is retail merchandise and 25% is eating and drinking space.

Downtown Calgary's retail should focus on flagship and unique-to-Calgary retailers. While not excluding other retailers, this is the ideal retail recruitment situation.

Based on this understanding, there are several retail districts and sub-districts associated with Downtown Calgary. The retail districts are based on a hierarchy of retail needs whereby some streets and sections of streets will receive a greater focus towards enhancing the retail experience. This will create more powerful linkages and retail corridors. This does not preclude retail from establishing on other streets and in other buildings including the +15 system; rather, it helps to focus the priorities of the potential retailers, landlords, retail managers, brokers, developers, the Calgary Downtown Association, and the City to foster improved retail coordination.

The focus on certain streets and corridors aims to create stronger walking streets with street-focused retail. This was based on the retail study, urban conditions, and pedestrian volume modeling.

The hierarchy of retail streets in Downtown Calgary in terms of timing and prioritization of resources include the following:

1. Strengthen 8th Avenue as the primary retail street from 8th Street SW to 1st Street SE, including the adjacent indoor malls with flagship retailers.
2. Strengthen 7th Avenue as a transit-oriented development zone with supporting convenience-type retail such as food and specialty food, health, alcohol, personal services, and banking as well as flagship retailers. The corner locations will be key retail opportunities.
3. Take advantage of the high pedestrian traffic corridors along Barclay Mall and Centre Street that will frame retail development opportunities.
 - a. Barclay Mall is a higher priority given its high visibility and exposure. Use Barclay Mall as a western retail anchor connecting Gulf Canada Square to Eau Claire with flagship retailers. While the buildings along Barclay Mall are currently not conducive to retail, there are opportunities to create a stronger presence. Given that there are six +15 bridges across Barclay Mall it is also important that this street provide opportunities for movement from the street level to the +15 and vice versa.
 - b. On Centre Street, create a linkage between the Calgary Tower and China Town with developments such as Arts Central, The Bow and York Hotel, and Germain Hotel to take advantage of the pedestrian traffic on the street. This will form an eastern boundary to the retail opportunities.

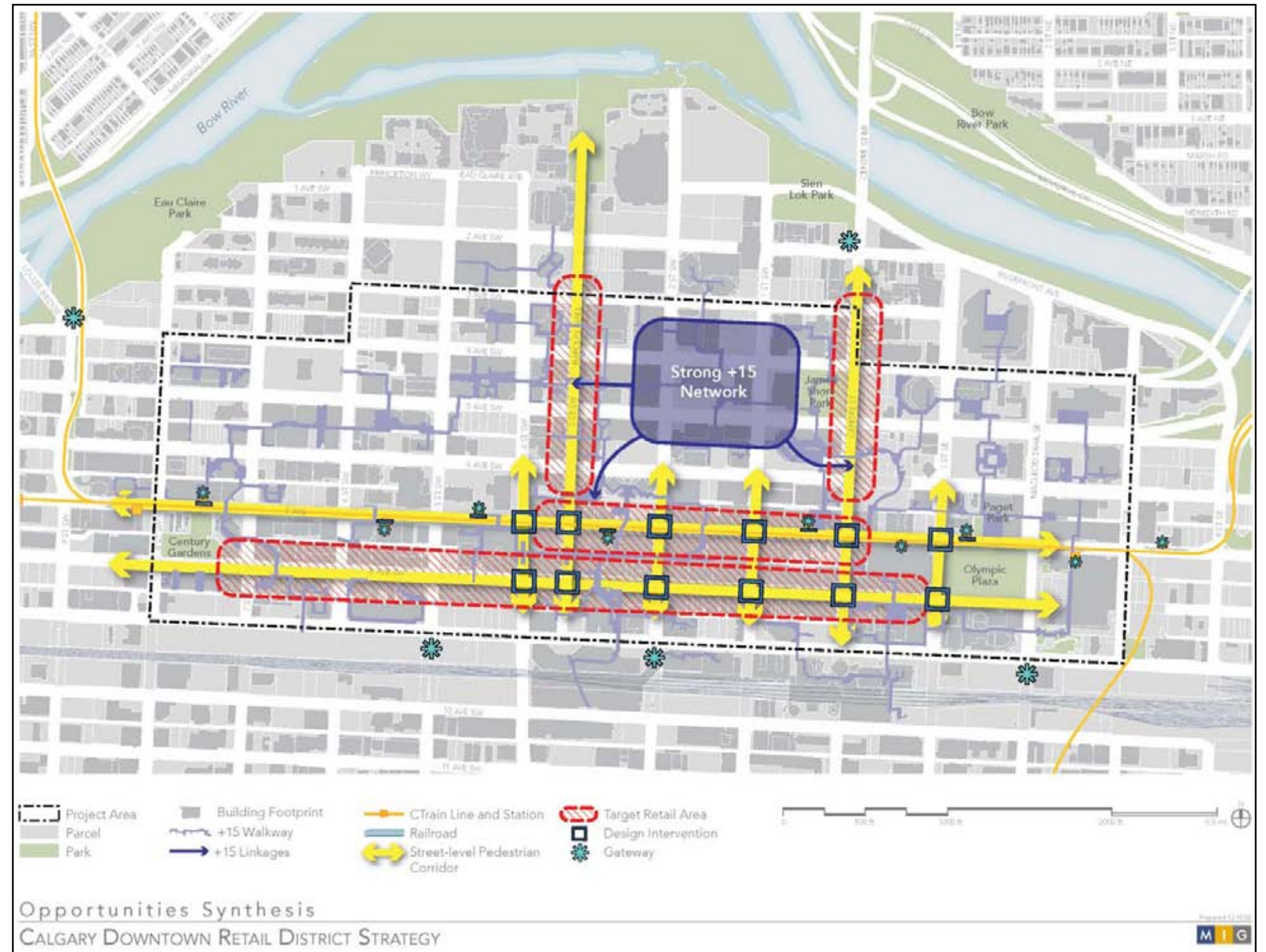
4. Infill between Centre Street and Barclay Mall with retail and strengthen the corner locations. 1st Street SW provides an opportunity to create a retail corridor linking the Palliser Hotel and Grain Exchange to Bow Valley Square. The redeveloped Lougheed Building, The Bay, the Fashion Central, and the possible redevelopment of the Herald Building present an opportunity to link street level pedestrian activity with the indoor retail activity located in Bow Valley Square, Petro Canada Centre, 5th Avenue Place, and Trans Canada Centre.
 - Look for redevelopment opportunities at parking garages and parking lots such as Bow Parkade, Barclay Parkade, and the parking lots along 2nd Street SW.
5. Develop a long-term vision for 9th Avenue that will address the entire corridor.

The following map illustrates key retail hierarchy areas in Downtown Calgary.

executive summary

Retail District Strategy

Retail and Urban Design Hierarchy and Prioritization



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Urban Design Interventions

The urban design strategy builds upon these existing assets to create a Downtown that people not only go to for work, but also for entertainment, shopping, dining, cultural events, and tourist attractions. These proposed interventions will enhance the pedestrian experience of arriving at, being in, and departing from Downtown while addressing the interface between the public and private realm, and taking into consideration Calgary's severe climate.

The urban design interventions are divided into three categories—corners; midblock segments; and the +15 system, gateways and underpasses.

Corners

Block corners are opportune locations for design interventions because they are the confluence of streets and sidewalks—points ideal for pedestrian interaction, building entries, public spaces, expanded sidewalks, public art, and landscaping. In many cases, a strong urban form is configured with building edges that anchor the corners. However, the edges of many Downtown Calgary buildings typically fail to contribute to the corner environment for pedestrians, whether because of use, elevation changes, or façade treatment.

Mid-Block Segments

Mid-block segments are the portions of streets and sidewalks that pedestrians walk along, providing a continuous expanse of the pedestrian realm. Similar to block corners, a desirable pedestrian environment is characterized by a strong building edge and activated uses. However, the mid-block segments frequently have blank walls, tinted glass, uses that turn their back to the street, grade separations that impede pedestrian usage, and lobbies that contribute little to the activation of the street environment.

+15 System, Gateways and Underpasses

The +15 system is a pedestrian skywalk system unique to Downtown Calgary that functions year-round but is most utilized during winter months. Its elevated and indoor location provides distinct opportunities and challenges relating to pedestrian interfaces. While providing a temperature-friendly environment during winter seasons, these skywalks and indoor malls create competition for street-level retailers. Moreover, many buildings in which the +15 entries are located often appear to be private, and not for public use. The blue signs that announce +15 entries are often times small, hidden and difficult to find. Some older +15 bridges are non-transparent and massive, causing a dark, inhospitable pedestrian environment on the street-level and discouraging retailers to locate beneath the bridges.

Bridges, such as the +15 network and other overpasses, present opportunities to create gateways to and from Downtown. Several entry points to Downtown for both vehicles and pedestrians consist of concrete underpasses beneath freight rail tracks. These conditions create an uninviting front door to Downtown. The environment is especially uncomfortable for pedestrians, who have to walk along narrow and dim sidewalks next to high-speed vehicles through a concrete tunnel. Opportunities exist to create welcoming gateways that highlight entry into Downtown Calgary.

Interventions

Design interventions, although applicable throughout Downtown Calgary, will vary depending on location and existing conditions. Different areas of Downtown and different buildings will likely require varying types and degrees of design intervention. Furthermore, the interventions proposed are not prescriptive, but rather encourage creative design to suit various locational and architectural contexts.

The interventions are:

- **Lighting.** Maximize natural sunlight or add artificial lighting features where day lighting is not possible.
- **Colour/Materials.** Select appropriate colours and/or materials that will create a more pedestrian-friendly environment.
- **Signage.** Enhance wayfinding and branding of Downtown with display of posters, banners, signs, and other features.
- **Public Art.** Beautify the public realm, engage pedestrians, and activate the street with interactive public art pieces.
- **Water/Landscaping Features.** Install water and landscaping designs that will add natural elements to Downtown while activating the pedestrian environment. Take into consideration the climate's impact in the design of these features.
- **Building/Structural Improvements.** Construct or renovate buildings to improve their function and aesthetics, such as relocating windows and walls, installing new glass awnings, etc.
- **Building Articulation.** Design of interesting and varying textures or forms to building façades.
- **Programming.** Allow for various different uses or activities in a space.

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Implementation

The implementation of the retail and branding strategy requires an extensive collaborative process with the many affected stakeholders. The City of Calgary and the Calgary Downtown Association (CSA) should lead this process. The chart to the right shows the relative involvement of these key players in some of the important aspects of the plan. The charts below show the key action items for implementation. Details on these actions are found in the applicable chapters.

Overall Action Items

Action Item	Time Frame	Responsibility
Establish a Downtown Retail Committee	Immediately	CDA to lead in partnership with the City support by private sector interests
Develop an Organizational Memo of Understanding between CDA and City of Calgary articulating roles and responsibilities. This includes funding mechanisms both for the CDA and project-based initiatives as well as methods/protocols for information sharing) that includes retail, urban design, and branding elements and powers of Retail Sub-committee	Immediately and review	CDA and City
Develop Incentives Program to achieve retail, branding and urban design goals in the plan – this will include regulations, zoning and other incentives	Short term	City with support of CDA

Branding Strategy

Action Item	Time Frame	Responsibility
Finalize Downtown Retail Brand and Identity Program including: <ul style="list-style-type: none">• Management and maintenance• Location and coordination• Uses• Form• Colour palette• Typography• Logo and tagline (if required)	Immediately	CDA with support provided by the City
Developer and Architect Outreach and Engagement Program including marketing materials and outreach meetings.	Short term	CDA to coordinate in conjunction with private and public sectors such as property managers, brokers, and Calgary Economic Development

A summary of action items and the split in primary responsibility between the City of Calgary and the CDA is highlighted below.



executive summary

Implementation

Retail District Strategy

Action Item	Time Frame	Responsibility
Encourage street focused retail in the core with emphasis on intersections	Immediately	CDA and City
Retail Leasing Plan development that includes: <ul style="list-style-type: none">• System for sharing information including posting marketing materials and leasable properties on the CDA website• Meet with individual properties as well as a roundtable discussion• Promote idea of flagships and unique-to-Calgary retail as well as multi-level retail• City needs to adapt policies and zoning	Short to medium term	CDA to coordinate with support from City, property owners/managers, and brokers
Develop retail retention programs	Short to medium term	CDA with support of private sector and non-profits (e.g., museum, Epcor, etc.)
Expand CDA management of street vending program to all of Downtown	Medium term	CDA and City – Stephen Avenue Mall Committee

Urban Design Strategy

Action Item	Time Frame	Responsibility
Specific Project Action Matrix: Develop an action list for projects and the coordination required to implement – Examples include: Barclay Mall redesign, 300-block improvements, and underpass signage and gateway improvements.	Immediately	City with support of CDA (Retail Sub-committee), and engage other partners such as Calgary Economic Development, East Village, BOMA Calgary, NAIOP, Calgary Transportation, property owners/managers, retailers, etc.
Create a toolbox for urban design guidelines such as handouts for developers that will include urban design, retail, and branding elements	Short term	City with support of CDA
Redesign Barclay Mall as a more pedestrian and bike-friendly avenue that also support cars	Short term	City with support of CDA
Develop Downtown lighting strategy (as part of City-wide effort)	Short term	City with support of CDA
Transit Agency Coordination to implement design recommendations at transit, bus and light rail stations	Short to medium term	City with support of CDA in partnership with Calgary Transportation and property owners/managers
Adapt 300-Block Committee plans and priorities as well as funding as per the action plan	Short to medium term	City with support of CDA and property owners/managers
Focus on 7th and 8th Avenue (Stephen Avenue) corner enhancements including design and retail	Short to medium term	City with support of CDA and in coordination with property owners/managers
Identify and prioritize gateways and implement improvements	Medium term	City with support of CDA
Develop wayfinding signage program for Downtown and the +15 system linking with regional program	Medium term	City with support of CDA

executive summary

300-Block Case Study – Bringing It All Together

Case Study

To spearhead implementation of the proposed interventions, the City should begin applying the interventions to site specific areas in Downtown. This example of a segment of Stephen Avenue Mall, between 2nd and 3rd streets, illustrates how the City can begin to utilize the urban design, branding, and retail retention and recruitment interventions. Commonly referred to as the 300-block, this area currently faces many challenges that are highlighted in this report. This brief case study of changes that might be made to the 300-block of Stephen Avenue is meant to illustrate how the recommendations can be applied to a typical challenge within Downtown.

Existing Condition

- This is a key gathering point for Downtown workers as well as residents and business travellers. It is a key flow through point.
- There is an existing concentration of both traditional, fashion retail and eating and drinking establishments.
- Dark and tinted windows, both on the street level and building facade, inhibit views into the buildings and retailers and create a dark street environment.
- The areas beneath the bridges are dark, lacking both sunlight and light fixtures.
- The prevalent use of dark materials and colours darken the street, which is already surrounded by tall buildings that limit natural sunlight.
- Existing public art and decorative paving of the street creates a unique environment catered to pedestrians and bicyclists. However, the public art poses as obstacles to pedestrian circulation and fails to activate the street, despite being visually striking when viewed from afar.



Dark and tinted windows minimize transparency between the public and private realms.



Environments beneath pedestrian bridges are dark and uninviting for pedestrians.



Public art, seasonal banners, and street trees currently characterize the 300-block.

executive summary

300-Block Case Study – Bringing It All Together

Proposed Design, Branding, and Retail Recruitment and Retention Interventions

Although the 300-block already provides amenities such as retail, seating, street trees, signage, public art, lighting, and paving treatment, it can benefit from interventions to improving the interface between the public and private realm. The 300-block Mall Programming Fund should be used as a starting point for the urban design interventions.



Lighting

- Install uplighting on historic buildings to accentuate architectural features and details.
- Project lights upward towards the ceilings of bridges for a more aesthetic and brighter environment.
- Encourage retailers to create innovative lighting programs for their stores to aid in illuminating the public realm.



Colour / Materials

- Use light coloured windows and facades to maximize natural lighting on the street.
- Maximize window transparency on the street level to create eyes-on-the-street environment as well as encourage window-shopping opportunities.



Signage

- Install signage and branding opportunities to market Downtown Calgary.
- Use existing iconic landscaping pieces for wayfinding and strengthen the idea that this is Downtown Calgary's meeting place.



Water/Landscaping Features

- Add landscaping features to soften the streetscape.



Public Art

- Install interactive or kinetic public art to engage pedestrians and activate the street.
- Install overhead public art and lighting pieces to create a unique pedestrian atmosphere.



Retail Opportunities

- Locate dining areas on the first floor of the bridge, and retail/public art displays on upper floors to maximize eyes-on-the-street and activation of the public realm.
- Encourage street performances, vendors, farmers' markets, street fairs, restaurant seating, and other programs to activate the street.
- Encourage food and fashion retailers to locate on the ground floor to maximize pedestrian activity on the street. Require ground-floor commercial uses to put active uses behind transparent windows, such as retail displays or restaurant dining/seating.
- Encourage multi-level and flagship retailers.



Use overhanging lighting or public art to create a unique pedestrian atmosphere.



Program food and fashion retailers along the pedestrian streets and encourage activity to spill out into the public realm.

executive summary

300-Block Case Study – Bringing It All Together



Explore lighting and art displays under the +15 bridge to create an appealing and engaging atmosphere



Use iconic streetscaping elements into wayfinding as part of the branding process related to Downtown Calgary's meeting place and d spot campaign.



Provide consistent directional signage and wayfinding.



The multi-level fashion retailer makes use of the vertical height with the aid of their vertical logo.



A multi-level H&M store provides increased permeability between the street and the retailer.



The brightly lit Zara retail store complements aids in brightening a dark public space.



retail branding strategy

brand strategy *introduction*

When Calgary employees, residents, tourists or visitors mention “Downtown Calgary,” what’s the first thing that comes to mind? What is their perception? What is the feeling they have when they hear those words?

As part of the overall Downtown Retail District Analysis and Urban Design Study for Downtown Calgary, the Team has developed a comprehensive and coordinated branding strategy. The branding strategy is designed to accomplish several goals:

- Link the retail market potential and urban design interventions with a branding and identity strategy;
- Identify and articulate key attributes and elements of the Downtown retail that will attract residents, visitors and workers to the Downtown district;
- Change perspectives that may impact people’s decision to shop Downtown; and
- Position Downtown Calgary as an exciting destination with local, regional and global draw.

To **build positive perceptions about Downtown Calgary** and to enhance the sense of place and community, we have worked with the City of Calgary and the Calgary Downtown Association to develop a “place-based” branding strategy. **Place-based branding** is more than a logo — it is a comprehensive branding approach that strives to evoke positive feelings and emotions about a place through the use of colour, images, shapes and words. The placement of the brand — from signage and advertising to printed materials and promotions — will project an overall essence of Downtown Calgary as an urban, vibrant, exciting place where you can find incredible food, entertainment and shopping experiences.

The following pages outline the branding process and the strategic way of thinking of the development of the Downtown Calgary brand.

Key elements include:

Setting the Context

- current branding and identity
- opportunities and challenges
- developing the vision
- creating the Downtown Calgary experience

Branding Strategy

- vision
- core principles
- key messages
- branding focus

Brand Implementation

- overview
- locations for the brand
- a Downtown story
- Calgary shapes and context
- urban typography
- font samples
- colour palette samples
- logos sketches
- sample logo placement



brand strategy *setting the context*

CURRENT BRANDING AND IDENTITY

The current brand environment for the Downtown is very eclectic with no coordinated single brand. However, there are a number of existing brands and identities, including the Calgary Downtown Association's DSpot and the CORE, being used in the Downtown area that need to be considered and where appropriate addressed in an overarching brand hierarchy.



IMPRESSIONS AND PERCEPTIONS

Successful place-based branding starts with an understanding of people's ideas and perceptions of a place and then builds on a vision of what that place can and will be. In order to better quantify and analyze those ideas and perceptions, the Team evaluated the demographics of Calgary, conducted a perception survey, conducted focus groups with stakeholders and considered current trends in downtowns, retail and Calgary.

The Audience

Downtown Calgary has a robust and varied audience. This includes residents of Downtown as well as the surrounding and greater Calgary area; Downtown and Beltline office workers; and tourists visiting from Alberta, other provinces, and abroad. Each group is attracted to Downtown for different reasons. The branding program needs to identify the most prominent reasons for going Downtown, find commonalities between the audiences if possible, and determine priorities for creating the strongest draw. These "reasons" are translated into key attributes and the brand will be built upon enhancing and strengthening those attributes.

OPPORTUNITIES AND CHALLENGES

The findings from the Background Report indicate that there are a number of substantial attributes about Calgary Downtown as it is currently and as planned for the future. The following is a summary of the strengths, weakness, challenges and opportunities that have been considered in the development of the brand strategy.

Strengths to build on:

- Extensive and well-used transit system
- High-end retail shopping centres and stores
- Strong weekday retail environment
- Good variety of restaurants
- Stephen Avenue Mall
- Clean to the Core program
- New commercial and residential developments
- Strong economic base
- Well-educated and relatively well-off community

Weaknesses to address:

- Sense of safety
- Homelessness
- Unwelcoming Transit Mall
- Poor weekend traffic
- Parking concerns
- +15 system
- Large office buildings with poorly activated streets
- Undesirable gateways to the Downtown
- Transitional employment base

downtowncalgary

existing conditions
setting the context

Challenges to consider

- Encouraging workers to stay Downtown
- Expanding the draw Downtown
- Managing the perception and reality about parking and safety
- Disproportionate number of males
- Polarized income levels of the Downtown
- Connecting the +15 and street levels
- Humanizing the Downtown experience
- Creating a destination

Opportunities

- Enhance the sense of place and quality of life
- Develop strong gateways and first impressions
- Promote the wide selection and quality of stores and restaurants
- Build on community sophisticated taste around fashion, food and arts
- Engage the young population
- Expand visitor stays
- Reflect the diversity of the community with a diversity of retail offerings
- Create unique, one-of-a-kind experiences

With these elements in mind the brand should ultimately:

- connect people to place
- build ownership, loyalty and excitement
- evoke emotion
- be truthful and aspirational



DEVELOPING THE VISION

To develop a direction, vision and character for the Downtown Retail District Brand, the UMC Team met with the Steering Committee and led the group in an interactive exercise to identify images and words that reflect the new brand for the Downtown area.

The resulting mood board (above) and discussion created a vision for downtown and the brand that included:

- An active street environment with lots of people, art and elements of surprise and engagement
- A vibrant, fun, compelling and energetic Downtown
- A sense of place
- Diversity with different ethnicities, spaces and activities
- More urban and sophisticated city with a 24/7 environment providing fine dining, fashion, luxury and culture as well as iconic architecture was expressed
- A vibrant year-round environment
- A welcoming city with activities for everyone, plenty of green spaces, a bike and pedestrian-friendly environment, safe and inviting public areas and accessibility
- Rich and varied experience for people

Noticeably missing from the montage were western images – of place or people. When asked about this, participants indicated that they felt they needed to move away from the western image to a more metropolitan presence.

CREATING THE DOWNTOWN CALGARY EXPERIENCE

From this background work, the vision, core principles and key messages (on the following pages) evolved. Together they begin to define the experience in Downtown Calgary and differentiate it from the rest of Calgary - from the experience of going shopping at malls such as Chinook or going to dinner at a neighbourhood restaurant to going out to a suburban movie theatre or local bar. These elements emphasizes the spirit of discovery, vitality and urbanity of Downtown and helps provide direction and purpose to the brand and embodies the sense of place that is uniquely Downtown Calgary.



brand strategy vision

The first sense is vibrancy – people, art, light and excitement. As you walk towards your destination the desire to wander and explore builds. A tantalizing scent, mingled with laughter, flows from a new restaurant. Above, you spy a compelling piece of art and you wonder what else might be up there.

A briefcase with a distinctive look beckons from a small boutique. A block to walk and you begin to make a list of what you will do on your return trip. . . grab a cup of coffee and sit in the plaza to watch the scene, make a quick detour to see who is playing at the club tonight, and finally a promise to do this more often.

Downtown Calgary is place of possibilities. Meeting friends to socialize, networking with colleagues, or sharing experiences with family and visitors, Downtown entices one to linger and explore. With a range of shopping opportunities from the luxurious to cool, you know you can find the ideal item for your taste and budget.

Walking down Stephen Avenue the history of Calgary melds with the modern in a dynamic way. Restaurants and cafes serving food from across the globe provide a bountiful dining experience. Bars and clubs offer a lively night scene in conjunction with world class theatre. Art fills the streets, galleries and museums. Cutting-edge fashion is born and displayed.

The streets, gathering places, shops and people unite to create an urban vitality that is diverse, engaging and compelling. Downtown Calgary welcomes the new, old and different and inspires workers, travellers and residents alike to find there own memorable experience.

downtown**calgary**

brand strategy
core principles

urban diverse
destination
vibrant
culture
shopping mecca
welcoming
engaging



downtowncalgary

Downtown Calgary is a place...

to **explore**
to find **excitement**

to **experience**

to **meet** friends, new and old

to **play, shop, linger** and **enjoy!**

Downtown Calgary is a
place of **possibilities.**

brand strategy

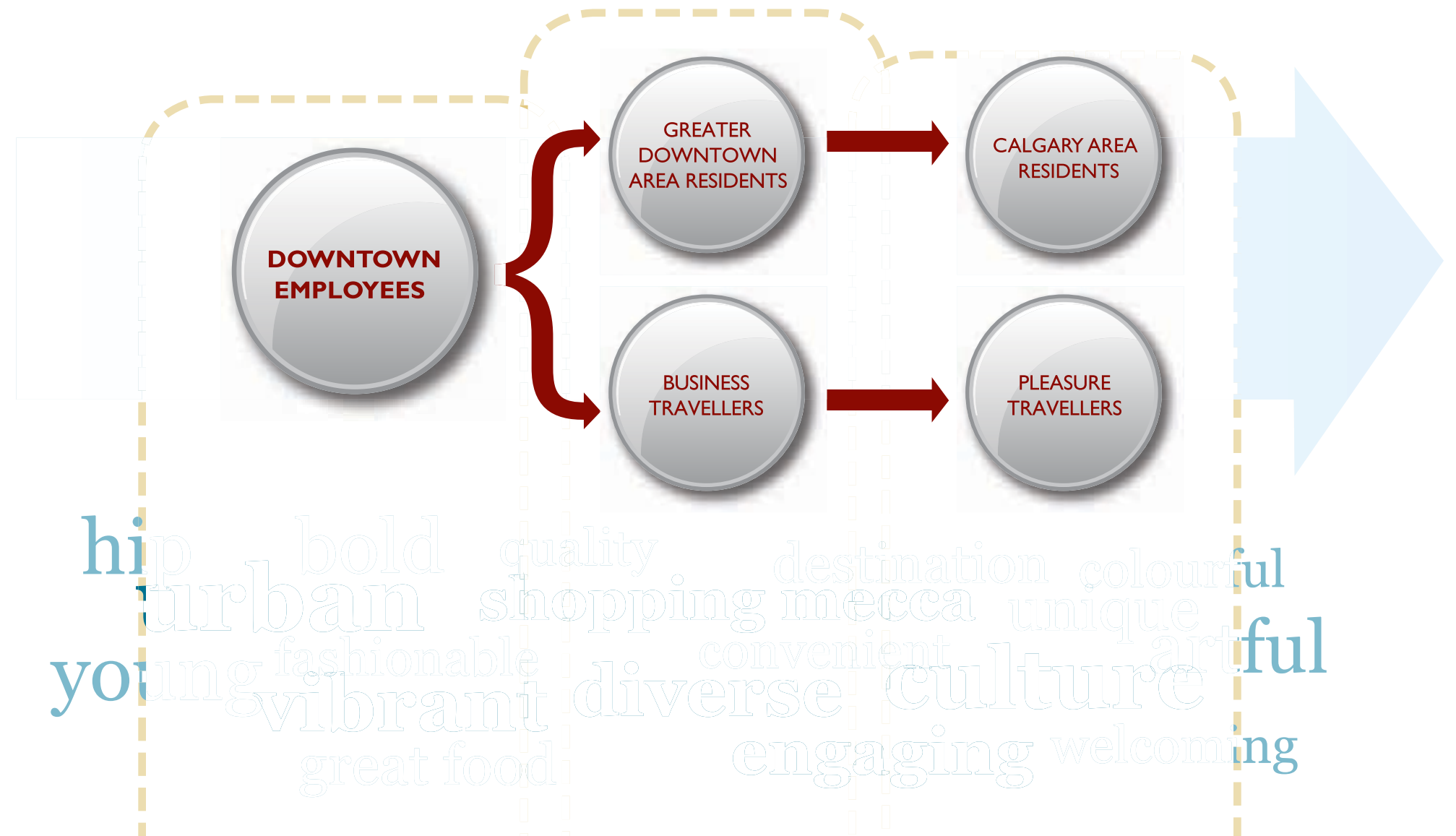
downtown calgary branding focus

The previous pages articulate a broad vision from which the brand will flow. To make this a reality, it is critical to be practical and focus the branding efforts to leverage resources, target efforts and to ensure success in enhancing the overall perception of Downtown Calgary.

Building on the work to date, it is clear that one of the largest untapped audiences for Downtown is the Downtown Employees. They represent approximate 140,000 people who come to Downtown five days a week. If Calgary could encourage even 5% of these employees to stay after work more often or to come on the weekends, there would be an increase of 7,000 people per day walking the streets of Downtown, going to restaurants, shops and entertainment.

The graphic at right shows the proposed approach to targeting the brand with the key Downtown audiences on top and the principles and concepts that generally will appeal to those audiences on the bottom. The **Downtown Employees** is the largest bubble and is the proposed focus for the brand with the concepts of hip, urban, bold, vibrant, fashionable, and young. The next audiences are the **Greater Downtown Area Residents** and **Business Travellers** who are already in Downtown but can be encouraged to experience more of the diversity and excitement of the city centre. To these audiences, excellent shopping, convenience, quality and engaging environment are important. Finally, the **Calgary Area Residents** and **Pleasure Travellers** audiences will be targeted by creating a true destination with a depth of culture and unique offerings.

It is assumed that there will be somewhat of a domino effect with this approach. As more Downtown Employees stay, it is likely that they will encourage their friends and families to come Downtown and that they will bring visitors as well. The synergies of activities and buzz will help to make the vision for downtown achievable.





brand implementation *brand implementation*

The following pages illustrate the beginning direction and ideas for how to implement the brand strategy. Implementation is multi-faceted with the following components:

- Management and maintenance of the Brand
- Location and coordination of Brand
- Uses of the Brand
- Form of the Brand
- Colour palette
- Typography
- Logo and tagline if desired

Due to the large number of existing brand and logo efforts, the appropriate hierarchy of the Downtown Brand needs to be clarified and well articulated for potential brand users. An important question is how to integrate and manage the brand with the existing D Spot brand and logo from the Calgary Downtown Association (CDA) as well as with how to integrate with the City-wide branding effort.

On pages 20 and 21, examples have been provided of how the existing D Spot campaign can be incorporated with this branding program. The CDA will be the overall brand manager ensuring its appropriate use and dissemination. The final look, feel and roll out of the new or revised brand needs to be completed and coordinated with the City of Calgary and with the urban design interventions.

THE DOWNTOWN STORY

The following “Downtown Story” is a concept for an overall branding promotion program that focuses on the idea of creating an experience and building positive perceptions of Downtown. It can be implemented throughout the Downtown and does not rely on a logo but on a coordinated feel and voice. The idea is to interview real Downtown employees, employers, business owners and the like and tell their stories through text, graphics and print. The stories may start with some detail on a train poster with another poster telling the next stage of the person’s adventure on the platform and then the concept would be continued though out key locations in the Downtown core. The implementation of this type of program would integrate the ideas already mentioned as well as integrate the colours, shapes and type chosen for the final brand.



brand implementation *a downtown story*

“I love my job, but I just can’t wait to get out of here today,” Anh Le thought to herself as she was finishing up on the building renovation concepts due the next morning. “Matt will be so surprised. I hope everyone will make it down to the Pub for his birthday party tonight.”

There was time enough before the celebration to stop by Bankers Hall and pick up a gift; then a quick stop at her apartment to change outfits.

Anh Le loved working in Downtown Calgary; she was eager to be part of the revitalization of such a beautiful city. After five years living and working here, she doesn’t miss New York at all—in fact, Anh Le was thinking Calgary was fast becoming a world-class city just like The Big Apple. But much more friendly and a lot more safe.

As she walked down Stephen Avenue, she noticed the buzz of activity around her—lots of people out tonight, she thought; and it’s only Tuesday! She waved at a couple of co-workers who were chatting over coffee, glanced at a flyer advertising a new show at The Studio C Gallery, and stopped to help some tourists from Norway who wanted their photo taken. She asked them how they liked Calgary so far, and the response was overwhelmingly positive. They said it was easy to get around and that with all the informational kiosks and the clear signage, they never had to ask for directions!

When she arrived at Bankers Hall, she was greeted by a flurry of people; the mall showcased forward-thinking retailers, groundbreaking art and bold cuisine. And people seem to really like those reusable Downtown Calgary tote bags they give out.

A quick hop on the train and she was at her apartment in minutes. She loved her upscale, modern apartment building which was situated in a very diverse, eclectic neighbourhood. The tree-lined promenades, open space and leisurely pace offered such a nice break from her office. “Feels nice to get into my jeans,” Anh Le heard herself declare out loud.

Ahn Le met up with her friend Sara and got to the Pub in plenty of time; luckily they had a table reserved as the place was hopping! Everybody, save the guest of honour, was there, laughing and chatting and looking every bit like they had already started the party. Seemed like all her friends lived and worked Downtown.

Matt, the birthday boy, finally showed up and for hours the group celebrated with delicious food, good conversation and great dancing!

Finally relaxing at home after the party, Anh Le remembered a few years back, when asking about Downtown Calgary, people would tell her that it was dead, depressing; there was nothing happening. If they could just take a look now—Downtown Calgary’s social and creative energy has been revitalized. They would experience a thriving, vibrant, and unique. . . world-class city.

brand implementation *brand location*

Location, Location, Location.

In order to capture the target audience, Downtown Employees, the brand needs to be placed strategically throughout Downtown, focusing on:

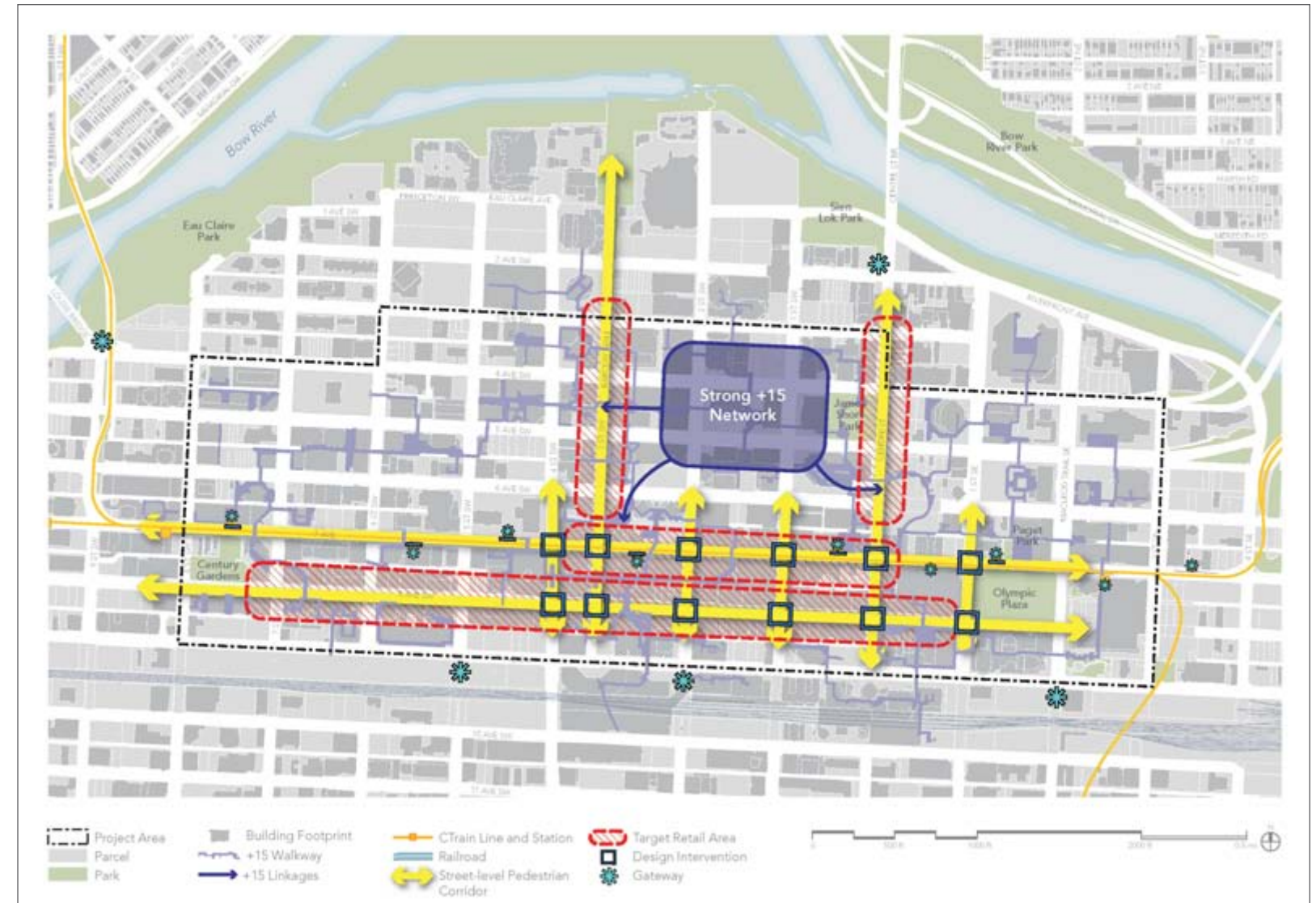
key **GATEWAYS**

TRANSIT stops

+15 system **BRIDGES**

main **PEDESTRIAN** ways

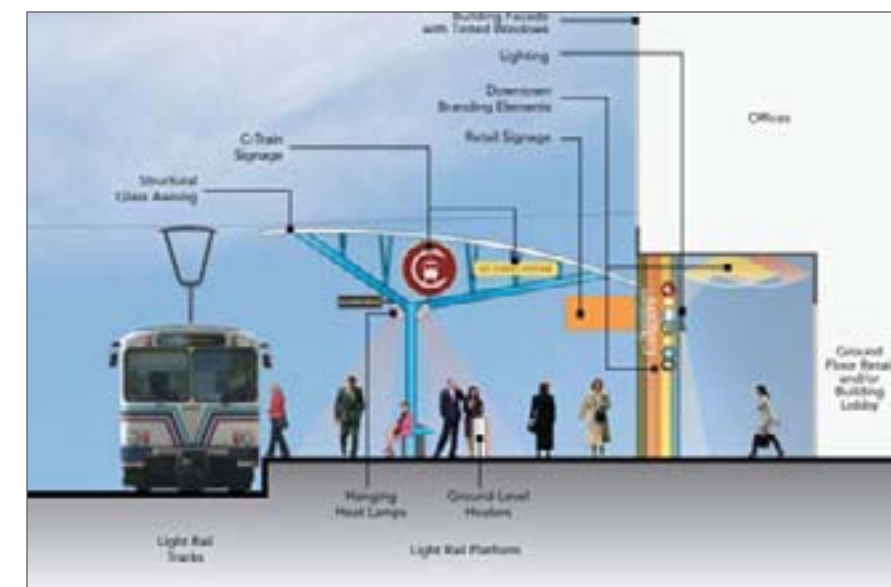
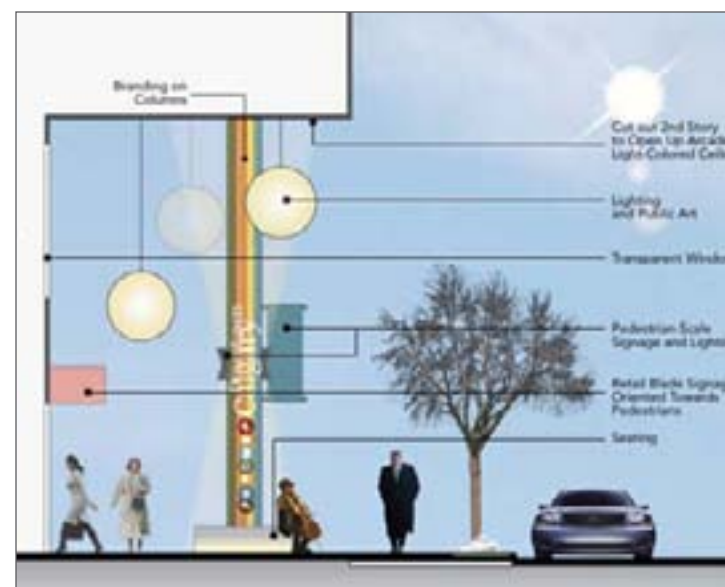
central **MEETING** places



downtown**calgary**

brand implementation *brand location*

Incorporating the Brand with the Downtown urban design interventions offers an opportunity and is a necessity to truly create a seamless and effective Brand program. The Brand will be sensitively located and focused on the public realm while complementing and enhancing private realm improvements.



downtowncalgary

brand implementation *urban typography*

We don't underestimate importance of type. The best ideas, the most beautiful imagery, the most harmonious colour combinations will be enhanced and strengthened by dynamic typography.



downtowncalgary

brand implementation
font samples

edgy

calgary

**ABCDEFGHI
jklmnopqrs
123456789**

ornate

calgary

ABCDEFGHI
jklmnopqrs
123456789

fun

CALGARY

**ABCDEFGHI
jklmnopqrs
123456789**

bold

calgary

**ABCDEFGHI
jklmnopqrs
123456789**

modern

calgary

**ABCDEFGHI
jklmnopqrs
123456789**

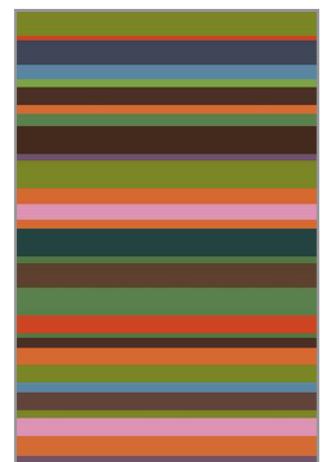
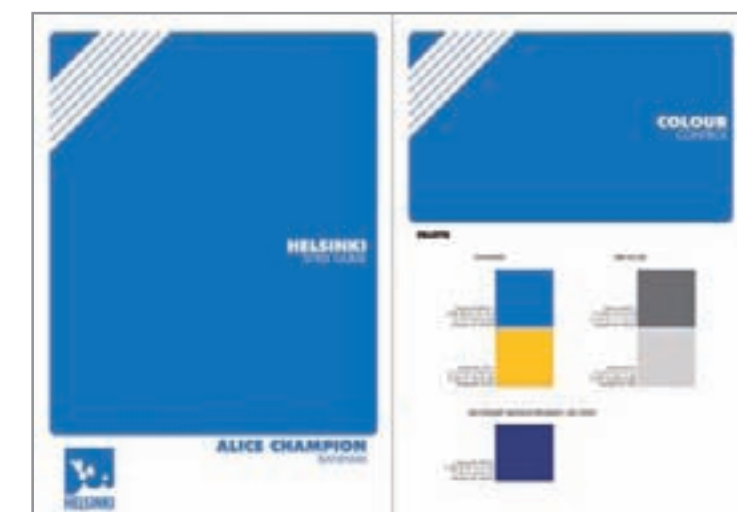
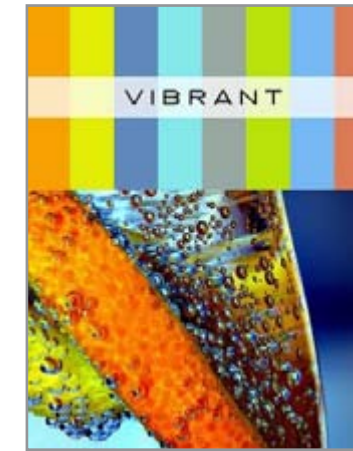
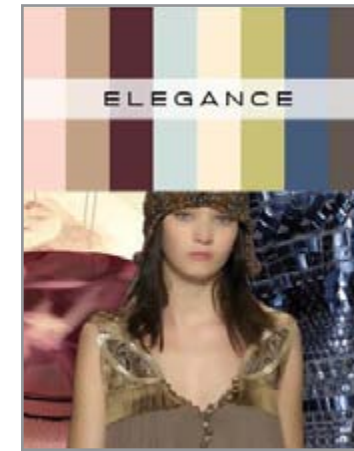
classic

Calgary

ABCDEFGHI
jklmnopqrs
123456789

brand implementation *colour palette samples*

Colours directly impacts how we feel and how we react. They have distinct characteristics . . . from cool to hot, soft to hard and they can evoke emotions of happiness to melancholy; incite hunger or satisfaction; and inspire excitement to calm.

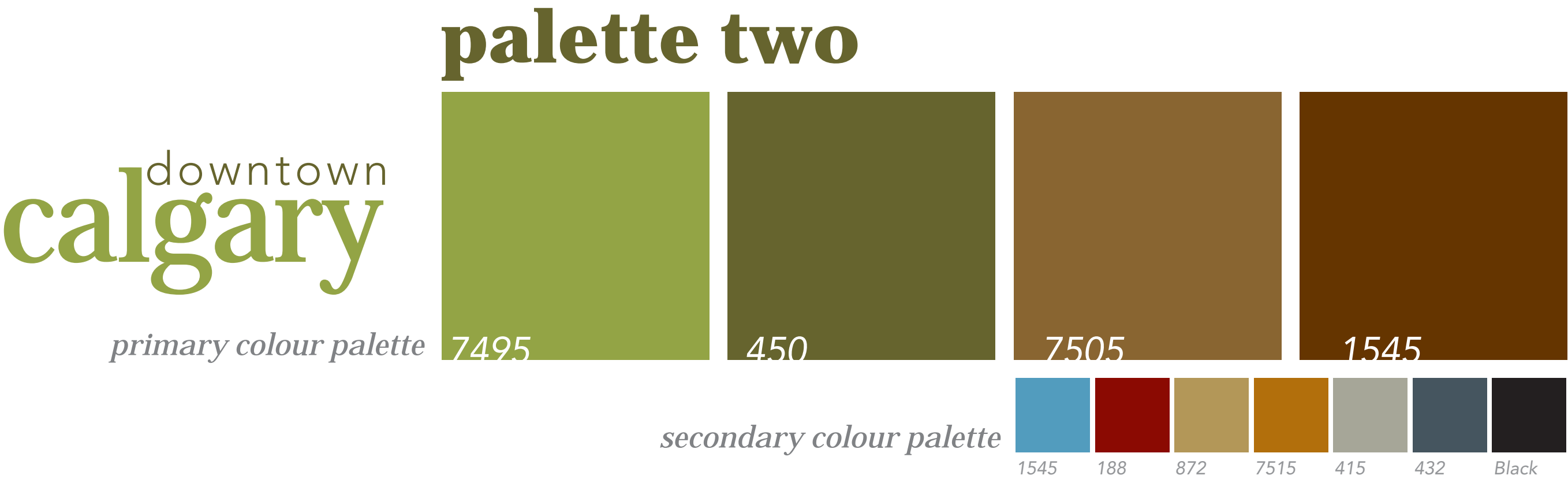


brand implementation
proposed colour palettes



Numbers correspond to the Pantone System,
the industry standard for colour matching.

brand implementation
proposed colour palettes



Numbers correspond to the Pantone System,
the industry standard for colour matching.

brand implementation
proposed colour palettes



Numbers correspond to the Pantone System,
the industry standard for colour matching.

brand implementation *sample logos*

Design can have such a positive impact on the way people live and on their relationships and moods.

- Genevieve Gorder



MONTREAL
CENTRE_VILLE



DowntownRaleigh

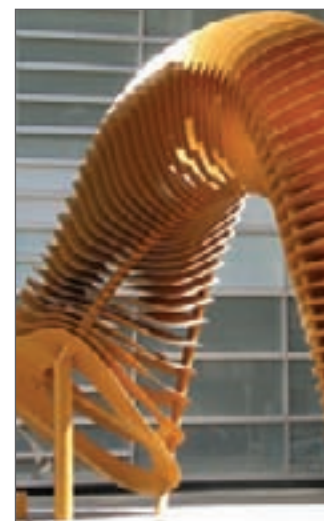
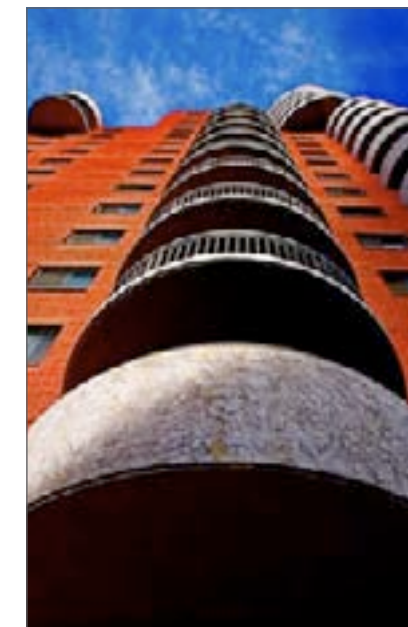
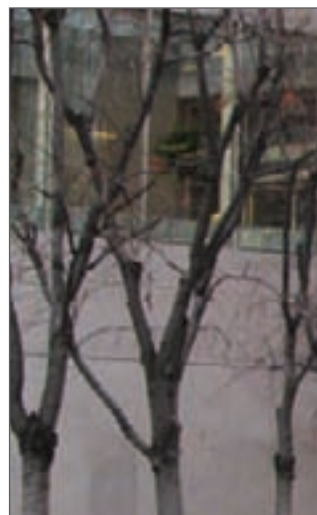


downtowncalgary

brand implementation

calgary shapes and context

The endless interplays and variations of shape constantly stimulate our curiosity, with each shape holding for us its own expressive meaning and character, telling us completely different stories from one shape to the next. In Calgary, the arch is a visual cue that within a brand can evoke a sense of Downtown.

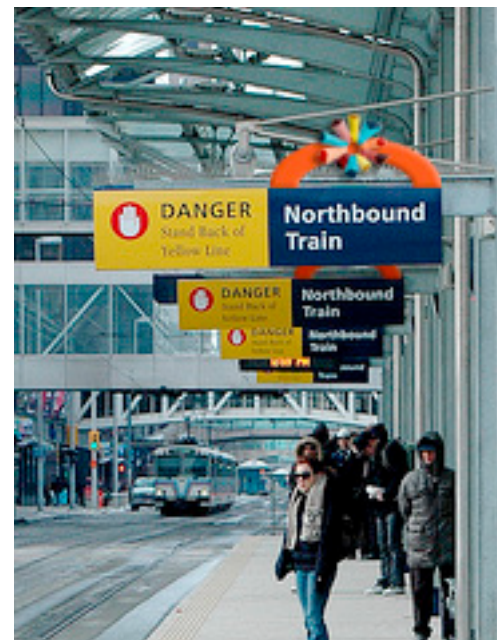
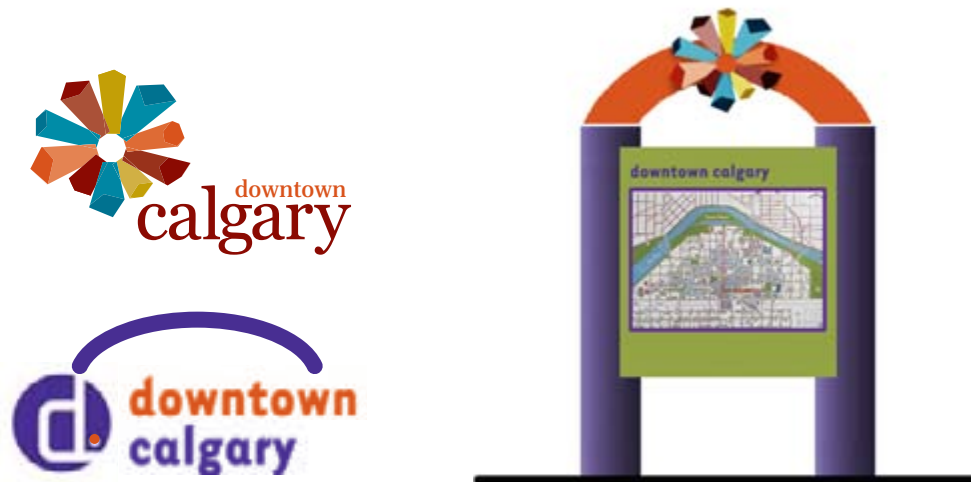


downtowncalgary

brand implementation

exploring the use of the arch and CDA logo

The existing CDA logo provides an opportunity to evolve the downtown brand into a new feel and look. Taking cues from the environment we can begin to see how to develop and place the Brand, in several forms, to provide continuity and a sense of place.



brand implementation
exploring type and the CDA logo



downtown
calgary

← Tarzana

Donec Bibendum Varius Nisl ← City

Lorem ipsum dolor sit amet, consectetur
adipiscing elit. Suspendisse mattis ipsum
nec purus. Praesent scelerisque sagittis
turpis. Mauris euismod tellus. Curabitur
adipiscing est a sem. Nam pretium. Pellentesque
faucibus ultricies lorem.

← Conduit

+15

WALKWAY



downtown
calgary

brand implementation
placement sketch



downtowncalgary



retail district strategy

retail district strategy

Introduction

The retail opportunities for Downtown Calgary take into consideration the target market, current and future retail supply, pedestrian movements, urban design, and branding to develop a hierarchy of potential retail corridors.

The overall goal is to strengthen both the street level retail environment as well as the +15 system to ensure they are healthy side-by-side.

The hierarchy of retail streets in Downtown Calgary in terms of timing and prioritization of resources include the following:

1. Strengthen 8th Avenue as the primary retail street from 8th Street SW to 1st Street SE, including the adjacent indoor malls for flagship retailers.
2. Strengthen 7th Avenue as a transit-oriented development zone with supporting convenience-type retail such as food and specialty food, health, alcohol, personal services, and banking. The corner locations will be key retail opportunities.
3. Take advantage of the high pedestrian traffic corridors along Barclay Mall and Centre Street that will frame retail development opportunities.
 - a. Barclay Mall is a higher priority given its high visibility and exposure. Use Barclay Mall as a western retail anchor connecting Gulf Canada Square to Eau Claire for flagship retailers. While the buildings along Barclay Mall are currently not conducive to retail, there are opportunities to create a stronger presence. Given that there are six +15 bridges across Barclay Mall it is also important that this street provide opportunities for movement from the street level to the +15 and vice versa.

- b. On Centre Street, create a linkage between the Calgary Tower and China Town with developments such as Arts Central, The Bow and York Hotel, and Germain Hotel to take advantage of the pedestrian traffic on the street. This will form an eastern boundary to the retail opportunities.

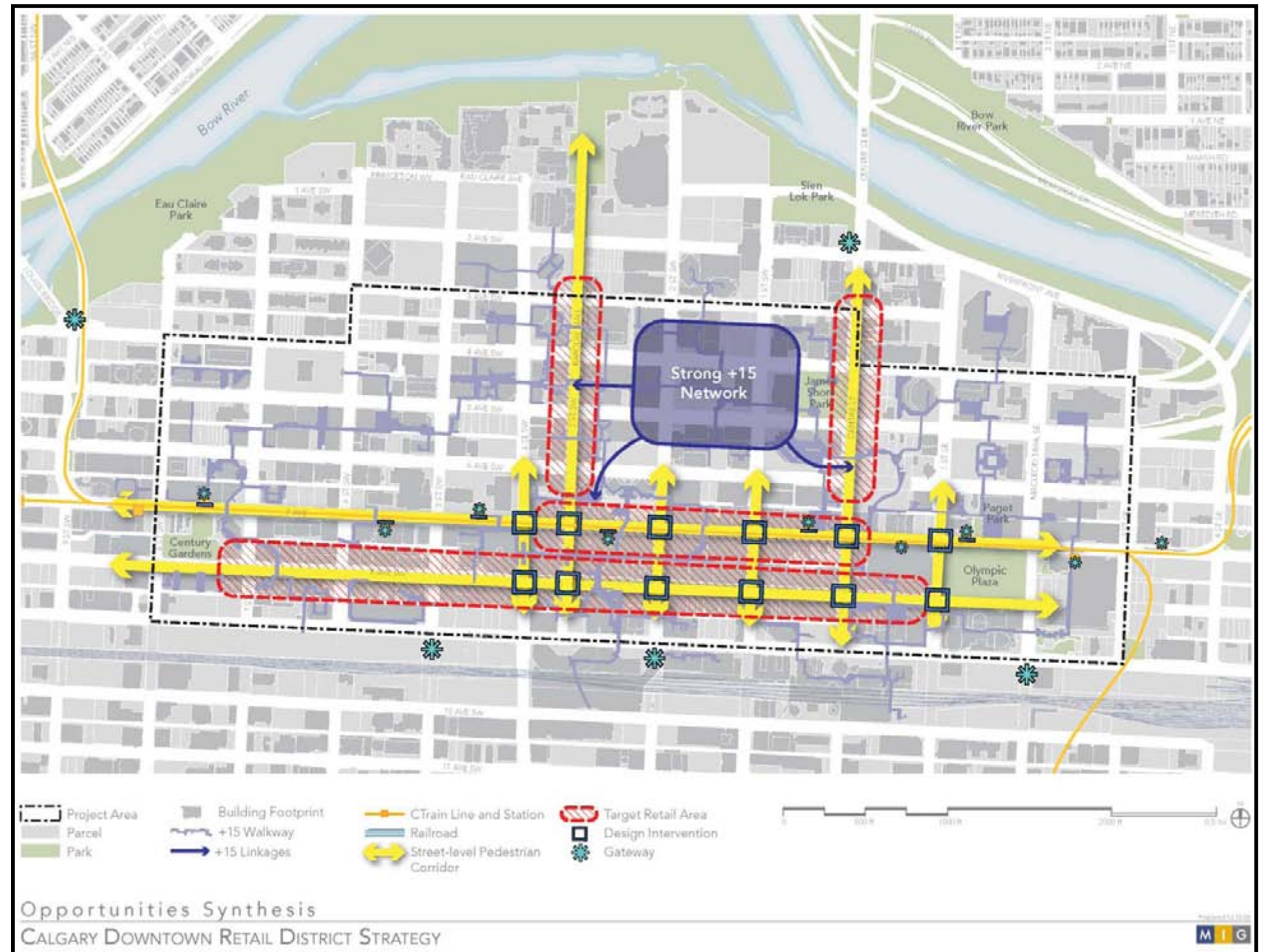
4. Infill between Centre Street and Barclay Mall with retail and strengthen the corner locations. 1st Street SW provides an opportunity to create a retail corridor linking the Palliser Hotel and Grain Exchange to Bow Valley Square. The redeveloped Lougheed Building, The Bay, the Fashion Central, and the possible redevelopment of the Herald Building present an opportunity to link street level pedestrian activity with the indoor retail activity located in Bow Valley Square, Petro Canada Centre, 5th Avenue Place, and Trans Canada Centre.
 - Look for redevelopment opportunities at parking garages and parking lots such as Bow Parkade, Barclay Parkade, and the parking lots along 2nd Street SW.
5. Develop a long-term vision for 9th Avenue that will address the entire corridor.

The following map illustrates key retail hierarchy areas in Downtown Calgary.

retail district strategy

Introduction

Retail and Urban Design Hierarchy and Prioritization



retail overview

Downtown Calgary is the choice location for a large network of energy-related head offices and global headquarters. As a result, the Downtown overall has become a showpiece for these businesses. Iconic buildings dot the streets, employing and attracting both a workforce and business travellers who are intelligent, motivated, urban, sophisticated, and relatively young. At pace with the growth of these office headquarters are burgeoning greater Downtown neighbourhoods are similar demographics as these workers. Accordingly, Downtown retail needs to reflect this world-class and global status in order to appeal to these target markets. Specifically, Downtown is a place where fast-paced energy-related decisions are made and where ‘doing lunch’ can settle multi-billion dollar contracts. Yet, amidst this high-powered executive retreat, Downtown Calgary is also where its personality shines. It is where friends meet up for lattes or beers while watching a hockey game, or search for the latest shoes to wear to a friend’s party on the weekend, or even to go jogging through the plethora of public trails.

As a result, there is a world-class, high-powered level of excitement that is combined with a friendly and hospitable nature of the Downtown residents and visitors that needs to be harnessed as unique to Downtown Calgary. Downtown Calgary is the place of possibilities. Overall, Downtown Calgary’s retail should focus on flagship and unique-to-Calgary retailers. While not excluding retailers, this is the ideal retail recruitment situation.

Based on this understanding, there are several retail districts and sub-districts associated with Downtown Calgary. The retail districts are based on a hierarchy of retail needs whereby some streets and sections of streets will receive a greater focus towards enhancing the retail experience. This will create more powerful linkages and retail corridors. This does not preclude retail from establishing on other streets and in other buildings including the +15 system; rather, it helps to focus the priorities of the potential retailers, landlords, retail managers, brokers, developers, the Calgary Downtown Association, and the City to foster improved ground level retail activity.

The following section lays out the retail districts. For each proposed district, graphic icons highlight the:



Retail Role



Target Market



Action Items



Retail Opportunities

retail districts

Stephen Avenue



Role

Stephen Avenue will be the main retail corridor for all visitors to Downtown Calgary. The current and proposed retail concentration in terms of depth and breadth of retail categories ensures that this street is prominent for all target markets. Stephen Avenue and the adjacent malls should be the primary location for the City's flagship and unique-to-Calgary retailers.

However, along Stephen Avenue, the character of Stephen Avenue will change on a block-by-block basis.

- 8th Street SW – commuter and transit oriented retail and services such as banking, cafés, coffee, and personal services
- 7th Street SW – personal service oriented retail with emphasis on workers
- 6th Street SW to 5th Street SW – entertainment, night-time oriented, sophisticated eating and drinking places
- 5th Street SW to 2nd Street SW – mid-to-high-end retail, flagship retailers, after work restaurants and bars
- 1st Street SW to Macleod Trail – restaurant row – culture and entertainment oriented

Images of Stephen Avenue include the following:

- Meeting point
- Connection
- Networking
- Friendly
- Approachable
- Sexy
- Place to see and be seen - Centre Ice

In the future, the subway connection will further enhance Stephen Avenue's accessibility.



Target Markets

Overall, Stephen Avenue attracts the majority of the target markets who are young adults (25 to 34 years of age – its atmosphere is commensurate with this age range), sophisticated, urban, and slightly geared to males:

- Office workers – during breaks, after work, and evenings including everyone from executives to administrative
- Downtown and Beltline residents – local shopping needs for comparison goods (e.g., apparel, footwear, etc.)
- Regional residents searching for destination shopping for unique stores
- Regional residents who find Downtown convenient to get to either by public transit or motorized vehicle to shop for comparison goods (e.g., apparel, footwear, etc.)
- Local and regional residents for casual entertainment including food services, cinema, watching sports, etc.
- Arts and culture patrons who want eating and drinking options before or after an event
- Hotel visitors – shopping, food services, and entertainment



Action Items

Stephen Avenue is the primary face of Downtown Calgary's retail environment. The street will be the address of choice for high covenant retailers, where rents will be reflective of this positioning. Stephen Avenue will have a similar status in comparison to Robson Street (Vancouver) and St. Catherine Street (Montreal), as well as 16th Avenue (Denver).

The existing policy of retail-only uses ensures that Stephen Avenue maintains its status as the retail centre.

retail districts

Stephen Avenue



Retail Opportunities

At both the street level and in the adjacent malls, retail opportunities including flagship and unique-to-Calgary include:

Retail Merchandise	Convenience	Eating and Drinking	Services	Other
<ul style="list-style-type: none">• Main stream fashion retailers including flagships (H&M, Zara, Coach, Victoria’s Secret, Browns)• High-end fashion retailers including flagships – Cole Hahn, Tiffany, Louis Vuitton, Chanel)• Book store – Indigo• Sporting goods and leisure retailers – SportChek, high end golf• Electronics goods – Apple• Home furniture/furnishings (in the west end of Downtown):• Design Within Reach, Williams Sonoma, and Crate & Barrel	<ul style="list-style-type: none">• Small convenience stores• Beauty supply and cosmetics including flagships (Kiehl’s, MAC)• Magazines• Urban markets (Sunterra, Richtree)	<ul style="list-style-type: none">• Themed food courts in the malls• Small eclectic bistros and restaurants• Restaurants/bars – see and be seen places• Flexible restaurant/bar space with patios on upper or lower levels	<ul style="list-style-type: none">• Personal services• Beauty services (Aveda)	<ul style="list-style-type: none">• Cinema• Sports themed entertainment• Auto showroom (in west end of Downtown)

retail districts

Stephen Avenue



Apple's flagship location in Back Bay, Boston blends a modern contemporary style amongst the historic fabric of the shopping street.



Apple's flagship store in Downtown Montreal, St. Catherine Street is a smaller version of the Boston flagship example.



In this historic building, the updated version of a Winners store appeals to a more sophisticated audience with modern graphics and colour palettes. In addition, the Downtown Calgary store should be a Winners Runway concept flagship store, adding more designer fashions (similar to Signal Hill Centre). Signage on the windows is subtle and respects the historic building; large banners draw consumer attention.



Banana Republic's Downtown flagship store has taken over the former bank building, retaining and enhancing its historic features. Ample windows allow for permeability for pedestrians to view inside the store, as well as serving as a portal for natural light to illuminate the store.



retail districts

Stephen Avenue



Iconic flagship retailers with an emphasis on fashion and leisure will enhance Stephen Avenue's overall appeal.



Quick service food offerings that are healthy and unique should be part of Stephen Avenue.



Sports related stores, especially associated with a cultural venue such as this one, as it is part of the Hockey Hall of Fame, appeal to the high proportion of Downtown male visitors.



Urban format auto showrooms including high-end cars and motorcycles appeals to the higher proportionate urban, male target market in Downtown Calgary. The showrooms need to be interactive, sell smaller merchandise as well as the vehicles, and provide an experiential atmosphere. These can include virtual simulation experiences inside the store.



The base of this office building was completely changed to create a highly visible street front. The soaring ceilings create a flagship experience. The bright windows allow for permeability between the outside in and vice versa.



The contemporary department store Simons appeals to the young, urban, sophisticated target markets and creates an exciting corner edge in the Downtown.

retail districts

7th Avenue – Transit Mall



Role

7th Avenue is an important linkage corridor. Given the increasing importance of public transit to the health and vitality of Downtown Calgary, 7th Avenue serves as a converging point for the region. The combination of heavy pedestrian and public transit usage along this corridor ensures that there are unique retail opportunities that should be enhanced. Overall, the retail needs to focus on pedestrians who are in a hurry rather than leisurely pedestrians.



Target Market

- Commuters
- Office workers, visitors to specific buildings located along 7th Avenue
- Regional residents who find Downtown convenient to get to by public transit to shop for comparison goods; they also have easy access to the interior malls located adjacent to 7th Avenue
- Downtown visitors taking advantage of free services in Downtown



Action Items

7th Avenue must place pedestrians first and foremost in the streetscape design. There is a need for a combination of ease and efficiency for pedestrians on the go as well as aesthetics to create an inviting and welcoming corridor rather than one that is cold and austere.

Retail will be challenged along 7th Avenue in the mid-blocks. The retailers located here will not have direct access and visibility due to the lack of vehicular visibility. Also, given the inability for pedestrians to jaywalk, the effects of a double-loaded street are diminished. Finally, issues such as loading will need to be addressed. Because of this, retail should be focused on the main intersections in relation to the north/south streets, with a particular emphasis between Barclay Mall and Centre Street.

There needs to be strong connections between 7th Avenue towards the retail concentrations along Stephen Avenue. In addition, the linkages between the office workers concentrated to the north need to have easy access back to 7th Avenue. Both the +15 and street level connections need to re-enforce the ease of pedestrian flow and movement. This can be accomplished with an emphasis on strong retail corner locations at the intersections. Strong corner locations may include anchor retailers (e.g., large format pharmacy, urban grocers, etc.), corner entrances, and multi-level retailers that connect to both street level and the +15 system. Consideration should be given to encouraging retail-only at corner locations.



Retail Opportunities

Retail opportunities include those goods and services required by commuters. This includes items to make the commute more enjoyable including things to read, watch, or listen to such as books, magazines, music downloads, DVDs, and so forth. Snack and beverage items and convenience store type items will be included. It also includes items such as:

- A home meal replacement or semi-prepared dinner for a busy working household
- Grocery items and specialty food purchases
- Florist
- A prescription fulfillment after having visited a doctor
- Dry cleaning
- Barber
- Walk-in nail salon
- A quick meal where friends can meet up before heading to a movie or concert
- Picking up a bottle of wine to accompany the dinner that is planned.

Ideally, the items should be easy to carry for commuters, not too bulky, and the layout, merchandising, and checkout areas of the stores should be geared towards quick and easy convenience. Self-service and self-checkouts will be important. In addition, the retail units should be of urban, compact form rather than of the suburban model variety (e.g., Sobeys's Express vs. Sobeys's).

Retail Merchandise	Convenience	Eating and Drinking	Services
<ul style="list-style-type: none">• Book and magazine stores• Lingerie• Beauty supply, cosmetics• Florists	<ul style="list-style-type: none">• Urban grocers• Specialty home meal replacement• Convenience stores• Liquor stores• Drug stores/pharmacy	<ul style="list-style-type: none">• Quick casual (breakfast/lunch or lunch/dinner)• Quick service• Coffee/tea• Pubs	<ul style="list-style-type: none">• Dry cleaning• Banks and ATMs• Barbers• Walk-in nail salons

retail districts

7th Avenue – Transit Mall



Pharmacy and health care related stores are compatible with public transit stations. They serve commuters who are searching for fast and efficient goods and services for their personal care.



An urban grocer will appeal to office workers for quick lunches and after work convenience needs. Consumers will pay more for convenience and freshness in this urban setting.



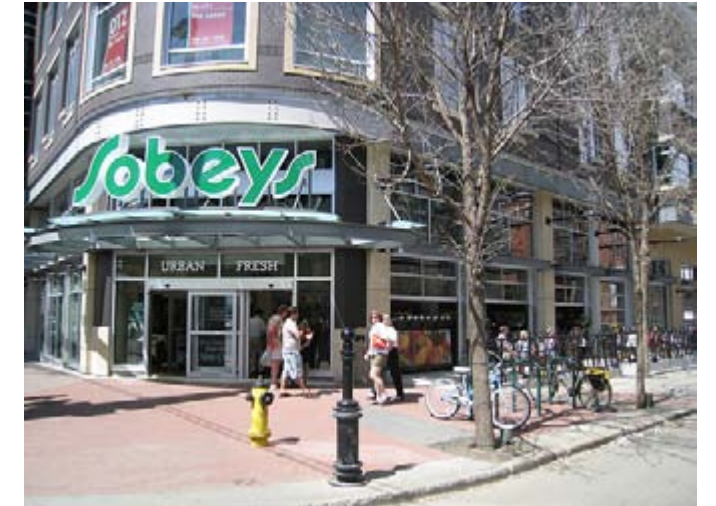
Liquor stores are often located adjacent to public transit stations to provide convenient purchases for home commuters.



A tight corner location is fitted to allow for a drug store at the ground level.



An example of an urban grocer with a strong corner entrance.



The Sobeys Urban Fresh is a larger version of the Sobeys Express brand geared to urban locations. This location is adjacent to public transit and the urban corridor; the entrance at the corner re-enforces the consumer flow along both streets of the intersection.

retail districts

7th Avenue – Transit Mall



This two storey Shoppers Drug Mart is located adjacent to the soon-to-be completed public transit system. The strong retail entrance on the corner of the building pulls pedestrian traffic along both streets.



This mixed-use development contains a multi-level Home Sense store, an urban format IGA (that has a relatively small main street entrance where the bulk of the grocery store is located at the back of the development), and a boutique hotel.



A blank wall of a building has been made into retail space that links the public transit entrance with the adjacent coffee shop. The restaurant takes advantage of the grade changes with terraced patio space.



Quick and casual eateries such as Wagamama offer Asian inspired cuisine. The unique feature is that many of the tables are set up end-to-end allowing for a more community-centric eating environment, bringing friends and strangers together.

retail districts

Barclay Mall



Role

Barclay Mall will serve as the western edge of the core retail area for Downtown Calgary (the eastern edge being Centre Street). It connects the riverfront area including Eau Claire, the restaurants, recreation areas, and higher-end residential with the retail and restaurant concentration at Stephen Avenue Mall.



Target Markets

- Commuting office workers
- North end residents



Action Items

Barclay Mall is all about connectivity. As the primary and central corridor running through the core of Downtown Calgary, it serves as a gathering point. In addition, there are six +15 bridges that cross Barclay Mall linking the west and east sections of Downtown. The +15 system also runs parallel to Barclay Mall. As such, linkages from the ground level to the upper levels are extremely important. The vertical connections must be highly visual and intuitive, pulling and pushing potential consumers between each level. Retail can assist by providing multi-level formats with entrances at the street level and the +15 level.



Retail Opportunities

Larger format retailers similar to those proposed for Centre Street such as Best Buy, Future Shop, Apple, London Drugs, Shoppers Drug Mart, Murale, Rexall, Bed Bath & Beyond, Williams Sonoma, Pottery Barn, Home Sense, Capers Whole Foods, The Keg, Luxe, Canyon Creek, Spring Roll, Staples, and Mark’s Work Wearhouse are options.

Retail that is geared to power executives including beauty services, sporting goods, travel and vacation, investments, and real estate will fit into this district.

Retail Merchandise	Convenience	Eating and Drinking	Services	Other
<ul style="list-style-type: none">• Large format, iconic destination retailers such as Best Buy and Apple• High-end clothing• Flagship brands	<ul style="list-style-type: none">• Smaller urban style grocer• Smaller urban style drug store• Sports nutrition	<ul style="list-style-type: none">• Large format lounges, restaurant/ bars, steak houses• Coffee houses	<ul style="list-style-type: none">• Vacation travel• Investments• Real estate services• Beauty services for men and women	<ul style="list-style-type: none">• Auto showroom

retail districts

Barclay Mall



Large format retailers such as Best Buy can fit into this Downtown Calgary environment along Barclay Mall.



High quality, male-oriented beauty services are attractive to the target market in Downtown Calgary.



Despite a large amount of retail within this office building complex, the outside design does not allow for highly visual retail at the ground level. However, retailers such as Harry Rosen have increased their visibility by developing a stand-alone window display whose architecture mimics the design of the building.



Large retail units with very high ceilings are required to compete with iconic office buildings. This multi-level restaurant includes patio seating, with a one level women's clothing store on the opposite side.



Bespoke tailoring appeals to the large male professional office market in Downtown Calgary.

retail districts

Barclay Mall



In this mixed-use office and retail complex, the 25-foot entrance at ground level leads directly via an escalator to the large store on the concourse level, effectively drawing the two retail levels together. The entire ground floor area is less than 400 sq. ft. but the concourse level liquor store is over 6,000 sq. ft. The large retailer can afford to be in this Downtown location as concourse rents are approximately half of ground level rents but the retailer still has high street level visibility.



Quality lingerie retailers appeal to two target markets: male and female office workers either as gifts or for personal use; the products are not bulky and can be easily transported by commuters.



The large glass atrium houses a national bank; however, the corner is enlivened with a coffee retailer located within the bank.



Before falling victim to the global recession, Washington Mutual was known as a leader in friendly service, with many branches including coffee services.



Sports nutrition and specialty food stores cater to a male target market.



Fine dining, white table cloth restaurants with bar service complement Barclay Mall's target markets.

retail districts

Centre Street and 2nd Street SW

Both Centre Street and 2nd Street SW offer similar retail opportunities in Downtown Calgary. 1st Street SW is slightly different in that it has a more independent look and feel. Many of the examples in this section can be applied to other streets in Downtown Calgary that are outside those listed.

Centre Street



Role

Centre Street will serve as the eastern edge of the core pedestrian retail area for Downtown Calgary (the western edge being Barclay Mall). Centre Street is a major corridor into Downtown Calgary from the north. It is a two-way street providing increased visibility and accessibility, with iconic buildings, creating an active street setting including:

- Historic buildings such as the Chamber of Commerce and the Hanover Building, as well as Catch restaurant;
- iconic new buildings such as The Bow, York Hotel, Petro Canada, and Calgary Tower; and
- Ethno-centric ones celebrating China Town.

Retail will include a mix of retail anchors and smaller scale retail offerings.



Target Markets

- Chinatown – residents in the north east of Downtown (there are over 66,000 residents who identify as Chinese living in the Calgary CMA) and visitors
- Office workers – localized to the nearby office buildings and towers
- Hotel and convention visitors
- Arts and entertainment visitors
- Other tourists especially Calgary Tower visitors



Action Items

Centre Street links several unique Downtown Calgary features including the riverfront park, Chinatown, The Bow, Arts Central, hotels, and the Calgary Tower. As stated in the pedestrian movement analysis, the lack of a +15 system network increases pedestrian activity at street level. According to the City of Calgary, to protect the sight lines along the street, there will be limited +15 bridges allowed over Centre Street. This ensures that Centre Street will have healthy pedestrian activity upon which potential retailers can capitalize.



Retail Opportunities

Due to setbacks, blank walls, and park spaces, it is difficult to develop a consistent retail frontage along the entire stretch of Centre Street. However, there are clusters that can be improved.

- North of 4th Avenue – China Town
Retail is characterized by smaller retail units both at street level and in interior spaces; the emphasis is on eating and drinking. There is an opportunity to improve the retail space in the Asia Pacific Centre (north west corner of 4th Avenue SW and Centre Street).
- James Short Parkade Block
The park will not include retail, but there is an opportunity for the surface parking lot to be redeveloped; however, the retail opportunity will be small. It is unlikely that there will be a +15 connection across Centre Street, which limits the linkage with retail to the west.

- Petro Canada and The Bow
These two iconic buildings are set away from the street. Petro Canada Centre's retail and office entrance incorporates a steep grade change. There are retail opportunities at the base and +15 level but they will include only food court and office worker services along with large destination restaurants. Retail in The Bow may include:
 - Convenience stores
 - Women's boutique
 - Coffee shops
 - Destination large scale restaurant and patio
 - Food court and office worker services
- Hanover Building, Arts Central, and York Hotel
This section presents the best opportunity to develop a critical mass of retail at street level. The proposed York Hotel development has retail along Centre Street that complements the retail entrances on the opposite side of the street in Art Central. In addition, the surface parking lot at the southwest corner of 7th Avenue SW and Centre Street presents an opportunity to increase the retail critical mass of street level retail. Retail in the York Hotel may include:
 - Small lifestyle retailers such as Essence de Papier, Pistachio, kitchen supply, home furnishings, and art galleries
 - Large format retailers on multiple levels – Winners, DSW, Home Sense, Best Buy, Marks Work Wearhouse, Toys R Us, Bed Bath & Beyond, Shoppers Drug Mart, Murale, Rexall, Indigo/Chapters, Sobey's Express, Capers Whole Foods, H&M, Williams Sonoma, Crate & Barrel, and Apple
 - Specialty foods including wine and alcohol
 - Banking
 - Jewellery
 - Auto showroom – (motorcycle) BMW Cooper, Ducati, and Porsche
 - Café, bistros, and small restaurants
 - Services – travel, Airline flagship, salon/spa (men and women), and florists

retail districts

Centre Street and 2nd Street SW

- **Centre at Stephen Avenue**
Unfortunately, the existing buildings at this intersection front primarily onto Stephen Avenue, leaving Centre Street with blank walls. There may be opportunities for increasing the number of windows that look onto these retail buildings or even to allow for more seating (add to the restaurant row theme of Stephen Avenue at this intersection)
- **Calgary Tower**
9th Avenue and Centre Street is the terminus of the street. It is important to protect the views along the street of the Calgary Tower. This means that the number of +15 connections across Centre Street will be kept to a minimum. Accordingly, Le Germain Hotel, Marriott Hotel, and Calgary Tower complex will have a minor retail focus. Improving the public plazas around the Calgary Tower will be important as well as the connections to the retail located within.

2nd Street SW



Role

- Infill retail development
- Potential transit corridor for subway development

The potential for 2nd Street SW to be a subway transit corridor can enhance its role as similar to 7th Avenue.



Target Markets

- All Downtown visitors



Retail Opportunities

- Parking lots and parking garages
- Bow Valley Square
- First Canadian Centre II

Retailers

Retail Merchandise	Convenience	Eating and Drinking	Services	Other
<ul style="list-style-type: none">• Small lifestyle retailers such as Essence de Papier, Pistachio, kitchen supply, home furnishings, art galleries, and unique fashion items• Large format retailers on multiple levels – Winners, DSW, Home Sense, Best Buy, Marks Work Wearhouse, Toys R Us, Bed Bath & Beyond, Indigo/Chapters, H&M, Williams Sonoma, Crate & Barrel, and Apple• Jewellery and accessories	<ul style="list-style-type: none">• Convenience store• Urban grocers – Sobeys’s Express, Capers Whole Foods, and Urban Fare• Urban drug stores, pharmacies – Rexall, Murale• Urban wine/alcohol	<ul style="list-style-type: none">• Quality restaurants• Asian inspired restaurants – Spring Rolls, Korean Grills• Large format restaurants• Large destination restaurants	<ul style="list-style-type: none">• Bank• Travel• Salon and spa services	<ul style="list-style-type: none">• Auto showroom• Art and design school

retail districts

Centre Street and 2nd Street SW



A multi-level, flagship Chapters can be an anchor for the Downtown. Pictured at left is a main Chapters retail outlet on Robson St. in Vancouver; it is located at the starting point of the retail section on Robson, sitting between low and high-end fashion districts.



A contemporary Asian-inspired restaurant with patio seating can enliven the facade of the building with ample views into the retail space; this is a place to see and be seen. Other Korean-type Asian restaurants offer the opportunity for patrons to cook their own food at their table through specialized open pit barbeques.



Murale is Shoppers Drug Mart's new concept store that focuses primarily on cosmetics and beauty products.



An urban format motorcycle showroom can add the interactive, experiential aspect of the street.



Multi-level retailers can attract pedestrians from ground level to the +15 and vice versa. The podium of the office tower has been transformed to create a more modern retail environment.



Fun, quick service Asian eateries enrich the street environment.



Smaller, urban, health related specialty stores are a growing retail industry.



The Downtown financial district has an outdoor seating area for the accompanying food court. In the background is a bar/lounge (Vertical Bar).

retail districts

Centre Street and 2nd Street SW



The Vertical Bar's patio overlooking the financial district provides an urban, upscale space for young professionals to meet after work for drinks and dinner. It also helps to connect the retailers located on the upper level inside the office building.



Intimate higher-end dining patios make use of the office building's canopy cover.



The parking garage blends into the fabric of the surrounding offices and historic buildings.



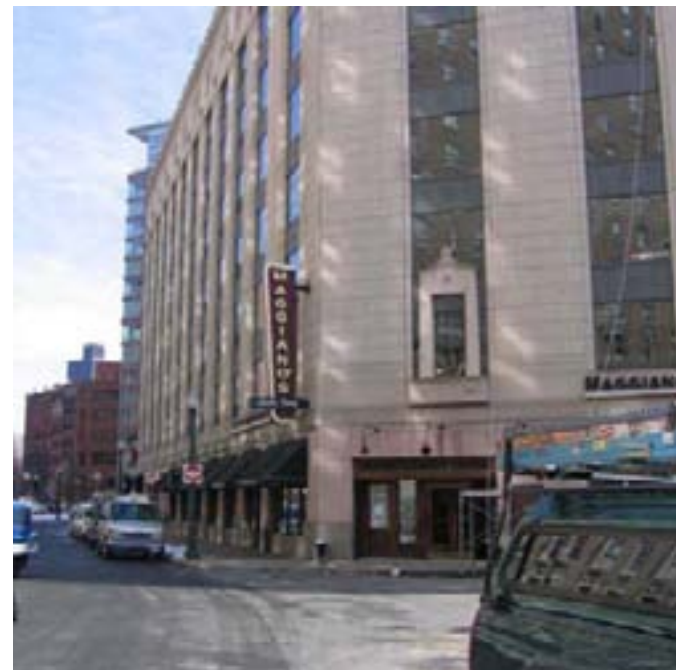
A large, high ceilinged, contemporary restaurant sits at the base of the parking garage. Motorists still recognize it as a parking garage but the street level traffic is enhanced with the addition of the quality retailer.



Modern cafes and restaurants with views out over the Downtown give a strong urban sense.



On this wide sidewalk, patio seating extends out from the building, but allows for pedestrian movement between the patio and the building under the colonnade.



The ground level of the parking garage houses three large restaurants.



The 15th and Pearl Street parking garage in Downtown Boulder is surrounded on three sides by retail on the ground level and offices on the upper levels.

retail districts

1st Street SW



Role

Building upon the unique features of the street – The Bay, Fairmount Palliser Hotel, Grain Exchange, Fashion Central and Alberta Hotel, and the Lougheed Building, 1st Street SW will maintain itself as a unique retail street with a strong focus on independent and unique retailers.



Target Markets

All Downtown Calgary visitors wanting a unique retail experience.



Action Items

1st Street SW is the only street in the proposed core retail area that connects to the south; because it is a two-way vehicular road, there is good visibility and accessibility for retailers.

1st Street SW connects the contemporary and mid-to-high-end retail in the Beltline at Victoria Crossing with the retail concentration of Bow Valley Square, Petro Canada Centre, Trans Canada, and Fifth Avenue Place.



Retail Opportunities

There are several buildings that are in the process of being or with the potential to be redeveloped, including:

- Herald Block
- Encana
- Fashion Central
- Telus Building at the north east corner of 7th Avenue SW and 1st Street SW
- Bank of Montreal building

The emphasis should be on unique, one-of-a-kind retailers as well as independents.

Retail Merchandise	Convenience	Eating and Drinking	Services	Other
<ul style="list-style-type: none">• Fashion Accessories• Footwear• Jewellery• Eyewear• Children’s store• Arts• Small home furnishings and kitchen supply• Gifts• Leather and luggage accessories• Patio garden and florists• Pet supply	<ul style="list-style-type: none">• Convenience• Organic specialty stores• Other specialty stores – butcher, cheese, and bakeries	<ul style="list-style-type: none">• Small cafés and bistros	<ul style="list-style-type: none">• Travel• Beauty services – hair, nail, spa, and men’s services	<ul style="list-style-type: none">• Boutique hotel• Professional services – architects, design, ad agencies, and other creative firms

retail districts

1st Street SW



Large bright retailers pull pass-by traffic into stores.



Eclectic eateries with friends create excitement.



Specialty food retailers such as cheese shops, butchers, and bakeries help create a cozy neighbourhood feel.



Higher end fashion items that are unique complement 1st Street SW.



Salon services in loft type settings add to the independent nature of the street.

retail districts

9th Avenue



Role

9th Avenue is a major gateway into Downtown Calgary. Although it is a one-way street, it provides a connection into Downtown from Crowchild Trail and Bow Trail. In addition, 9th Avenue is the first intersection that consumers encounter when travelling from the south into Downtown.

Currently, 9th Avenue serves as a parking location for commuters and is not pedestrian friendly. As such, its retail role is relatively weak. There are several opportunities for change given the number of the surface parking lots. The role of 9th Avenue is not well defined due to the large amount of surface parking lots. Future work may be required to further define the role and character of this important corridor.



Target Markets

- Office workers
- Beltline residents and workers – with improved road and new +15 connections
- Commuters and regional rail visitors



Action Items

Given the critical mass strength of Stephen Avenue, it will be difficult to attract consumers from the north ends of Downtown, past Stephen Avenue through to 9th Avenue. Often, consumers will stop at Stephen Avenue due to the critical mass of retail located there. This is evident in the pedestrian movement model whereby the higher pedestrian flows to the north of Stephen Avenue are often double those as compared to the south of Stephen Avenue. The exception is 1st Street SW, which maintains a relatively higher pedestrian flow compared to sections in and around the north.

As stated, further work will be required to define the future retail role of 9th Avenue given the large amount of potential development opportunities along the entire street.

There may be opportunities to develop buildings that straddle the rail corridor and connect Downtown to the Beltline.

retail districts

9th Avenue



There may be opportunities for larger scale big box retailers in urban settings. This development may include a Home Depot or a large grocery store; there are also condo units adjacent to the store as well as one level of residential above the big box retailer.



Developers and retailers will complain that mixed-use developments are hard because of the requirement for interior columns to support the upper levels. Columns diminish sight lines hinder interior flow for the retailer – especially larger retailers such as grocery and drug stores. This example shows that mixed-use is possible by minimizing the interior columns. That is, the residential stack is placed at the rear of the development over the retailer's storage area. There are only two additional levels at the front of the store requiring minimal column support. In between is a large upper level courtyard that is a benefit for the residents, providing a column-free interior space.



Another example of a mixed-use development that concentrates the residential stack away from the retailers – to allow for open retail units that are not encumbered with columns.



Urban Fare in Vancouver is an excellent mixed-use grocer in an urban setting.

retail districts +15 System



Retail Opportunities

- Focus on fashion including apparel, footwear, accessories, and jewellery (mid-to-high-end)
- Leisure retailers – books, music, and sporting goods
- Develop flagship retailers – must be on par with Robson Street, Vancouver; St. Catherine Street, Montreal; Eaton Centre and Bloor Street, Toronto (Holt Renfrew, The Bay, Harry Rosen, Blus, Henry Singer, Birk's, Gap, Marks Work Wearhouse, Jacob, Banana Republic, Lacoste, Abercrombie and Fitch, H&M, Zara, Brown Shoes, Aldo, Town Shoes, Indigo, Sephora, and La Senza/Victoria's Secret). The larger-scale stores should link the +15 system with the street.

Most retail in the +15 system will be geared to convenience goods and services and eating and drinking services to serve the office market. In the western and eastern edges of the +15 system, there are few retail opportunities. The +15 system in the core retail area (from Barclay Mall to Centre Street) will be the focus for additional retail opportunities and retail goods.

+15 Ideas



This quick service beverage company fits neatly into what potentially is a difficult space: it enlivens the corridor.



Potentially dead space along a long corridor is revived with this florist who spills out onto the walkway. The actual retail space is less than a foot deep. Also, note the large wall graphic which functions to direct office workers to a food hall around the corner.



A long corridor is broken up and made more interesting through the use of food court seating.



downtowncalgary

retail districts +15 System



The curve in the walkway, which could have been dead space, creates activity by a wall of ATM machines.



Consumers are looking for quick service in clean and contemporary outlets. The abundant product at the counter allows customers to quickly grab a product all from a healthy menu.



Organic food caters to a sophisticated, urban consumer found in many professional work environments.



Unique, one-of-a-kind retailers such as this confectionary retailer create an experiential environment as passersby can observe products being made.



If there is a grade change in a retail area, it is important for the retailer to envelop the grade change within the store. Otherwise, the steps are viewed as a barrier.



Some food court operators rent larger spaces to provide their own seating. This operator provides both seating and customized and ready-to-go salads for the healthy, on-the-go worker.



Unique food court eateries combine the two essential elements of quick service that is healthy. This retailer was able to extend the height of its space to stand out amongst the competition.



Within this concourse, Starbucks has a larger presence with its own seating.

retail districts +15 System



In the financial district, there is direct access from the street level to the concourse level retail food and shops.



Mio is a quality restaurant catering to office workers and Downtown residents. As part of the restaurant they also offer quick service and take away for lunches and breaks.



Urban grocers can be located in the +15 system to service office workers' lunch/dinner needs, as well as to provide light home shopping. Local residents will also avail themselves of the convenience factor.



Beauty services appear rich and luxurious.



Prepared breakfast and lunches that are ready-to-go appeal to office workers who are in a hurry at this contemporary sushi quick service eatery.



Based on seasonality, this space can be rented out for special events and occasions such as Easter, Hallowe'en, etc.



Interior, urban grocer that spills out into the walkway and provides a sense of freshness.



retail districts +15 System



These are examples of beauty supply related retailers that perform well in Downtown office worker environments.

Indigo's concept store, Indigospirit, are smaller 2,000 sq. ft. versions of the larger format store.



A small amount of higher-end fashion retail can survive in an office worker related retail space.

retail districts +15 System



Modern, bright optical stores fit into office building retail space.



Innovative ceilings add depth and personality to an indoor shopping environment.



Marketing mediums such as these flat screen monitors broadcast sport specific news to office workers commuting in the Downtown. The screens can also be used for quick promotions by retailers to advertise to the commuting pedestrian traffic effectively.



Retailer advertising at point of entry reinforces the retail function of this mixed-use office, residential, and retail building.



This hobby and toy store located on the concourse level utilizes every square inch for merchandising to its maximum effect.



Simple but highly visual graphics can assist in wayfinding and moving customers to retailers in less-visible locations.

retail recruitment and retention programs

The City and the CDA must work cooperatively to enhance the retail recruitment and retention activities in Downtown Calgary. Their respective roles will be split across these functions.

The City will be responsible for:

- Setting standards for the urban design guidelines of the buildings and +15 system including the +15 bridges
- Encouraging street focused retail where it makes the most sense
- Major capital physical improvements to public realm including streets, sidewalks, public spaces, etc.
- Coordinating any incentives and regulations for retailers, property owners, developers, or retail property managers to achieve the desired urban design or retail that fits with the retail plan
- Ensuring that the CDA is properly funded for agreements with the City
- Providing consumer retail information to the CDA
- Working with the Calgary Economic Development department to pursue targeted catalyst retailers
- Engaging transportation departments and agencies for buy-in of retail, urban design, and branding strategies.

The CDA is responsible for:

- Being the keeper of the brand and retail vision
- Communicating information and acting as a liaison between all levels of government, the non-profit associations, and the private sector
- Creating marketing and promotion programs to enhance retailer retention
- Being able to communicate the benefits of retailer investment in Downtown with appropriate tools
- Managing the retail sub-committee.

However, the CDA's primary responsibility with respect to retail is to improve the Downtown Calgary business climate through a combination of management, maintenance, economic development, and marketing. The CDA should have a subcommittee in partnership with the City of Calgary devoted to the following elements of retail recruitment and retention.

Administration – oversee retail subcommittee of the CDA.

Vision – holders of the retail vision and brand as well as educating and marketing the vision to others including retailers, property owners, property managers, investors, arts and entertainment, etc.

Liaison – work with the City, Calgary Economic Development, Province, Federal governments, and local organizations to coordinate programs and foster two-way dialogue between retail property owners, developers, retail property managers, retailers and government. Ensure that Downtown Calgary's retail interests are represented and advanced in policy and resource allocation decisions at all levels of government.

Recruitment – develop investor-marketing materials (e.g., enhanced website, recruitment brochure) to assist brokers, developers, property owners, and property managers to sell the Downtown Calgary retail experience. As retail success depends on target market success, the recruitment aspects of the subcommittee will also be interested in residential, office, tourism, and arts, cultural, and entertainment developments. The role of the CDA is to help and influence recruitment but not to act as a recruiter.

Pedestrian Environment (Stephen Avenue) – continue excellent work to make Stephen Avenue Mall and other streets in the retail core pedestrian friendly including the management of the street vendors, market vendors, signage, streetscaping, events, entertainers, and outdoor seating/dining.

Resource – maintain a database on Downtown Calgary real estate information and statistics such as pedestrian surveys and flows; educate and disseminate information on advantages and opportunities. The CDA will use other sources for this information (e.g., Calgary Economic Development, brokers).

Incentives and Regulations – with the City of Calgary investigate and develop incentives and regulations to attract retail businesses and investment; and develop an aggressive position on a real estate delivery system (e.g., ease of using local, provincial, and federal incentive programs such as Build Canada, façade programs, Historic Preservation Reserve, Mall Programming Fund, Heritage Incentive Reserve, Downtown Improvement Fund, Plus 15 Cash in Lieu Fund, ease of development approval process, among others that exist or that are developed in the future).

Business Retention – create education and marketing programs (e.g., concierge program with hotels) that ensure existing businesses are healthy, look for synergy with complementary businesses and promote, and work to create an attractive pedestrian environment at the street level and +15 level that encourages shopping including wayfinding, attractive seating and food court seating options, etc.

Marketing – solidify the Calgary Downtown Association as the primary marketer, aiming to draw each of the target markets to drive retail sales and visitation and attract investor markets to create new retail businesses, jobs, and investments.

Stephen Avenue Mall Committee

The current Stephen Avenue Mall Committee should be enhanced regarding the CDA's management of the pedestrian zone.

- Members from the CDA, City, police, Calgary Transit, property owners, and retail management companies, and others will work together to formulate policies, regulations, and programs for the pedestrian mall (e.g., review hours of operation, patio licensing, special events, flyers/banners, etc.). This is similar to Downtown Denver Partnership. It is important that this committee be a public/private partnership and not solely in the control of the private or public sectors.
- The CDA will continue to oversee the vendor programs, entertainment, events, signage, outdoor seating/patios, and other public realm activities for the mall.
- The CDA staff person will continue to manage the committee and be responsible for implementation. The overall programming, administration, and enforcement of the policies will be their responsibility. Note that any criminal activity will be coordinated with the police. Examples of other programs include management of the 16th Avenue Mall in Downtown Denver by the Downtown Denver BID.
- Funding for the management of the mall between the City of Calgary and the CDA will need to be reviewed to reflect the resources required to fulfill the overall vision.

retail recruitment and retention programs

Retail Recruitment and Retention Action Items

The following programs are developed to assist Downtown Calgary work towards retaining quality retailers and ensuring they are successful. In addition, the programs will assist in creating an active recruitment environment so that Downtown Calgary can work towards attaining the high quality retailers, brand name flagships, and independents that match the role and vision put forward for each district. These programs will be overseen by the Retail Sub Committee.

While the retail demand potential for Downtown Calgary in the background report estimated an increase by over 500,000 square feet of retail space, the current economic conditions warrant a reflection on the timing of that demand. Many of the projects included in the demand projections are still moving ahead but it will take longer to lease some of the retail spaces.

The UMC Team anticipates much of the potential demand will be absorbed in the following areas and developments.

Stephen Avenue

- 8th Avenue Place
- Fashion Central
- Other infill and redevelopment of smaller spaces

7th Avenue

- Century Gardens Place

Central Avenue

- The Bow and York Hotel

1st Street SW

- Herald Block

4th Street SW

- The Grand by LaCaille

9th Avenue

- Penn West Plaza (east and west)
- Bankers Court
- Le Germain

Other

- Jamieson Place
- Centennial Place

Downtown Calgary must be on the top list for retailers considering a flagship or unique-to-Calgary location. Stephen Avenue must be known as the place to locate high quality retail with rents that are commensurate with high prestige. It is important to develop an effective retail enhancement program in close cooperation a number of partners. This includes Calgary Economic Development, the retail leasing/brokerage community, and the retail management companies. This way the retail units will be filled with the desired tenancies that can create synergy and powerful streets rather than a patchwork recruitment plan.

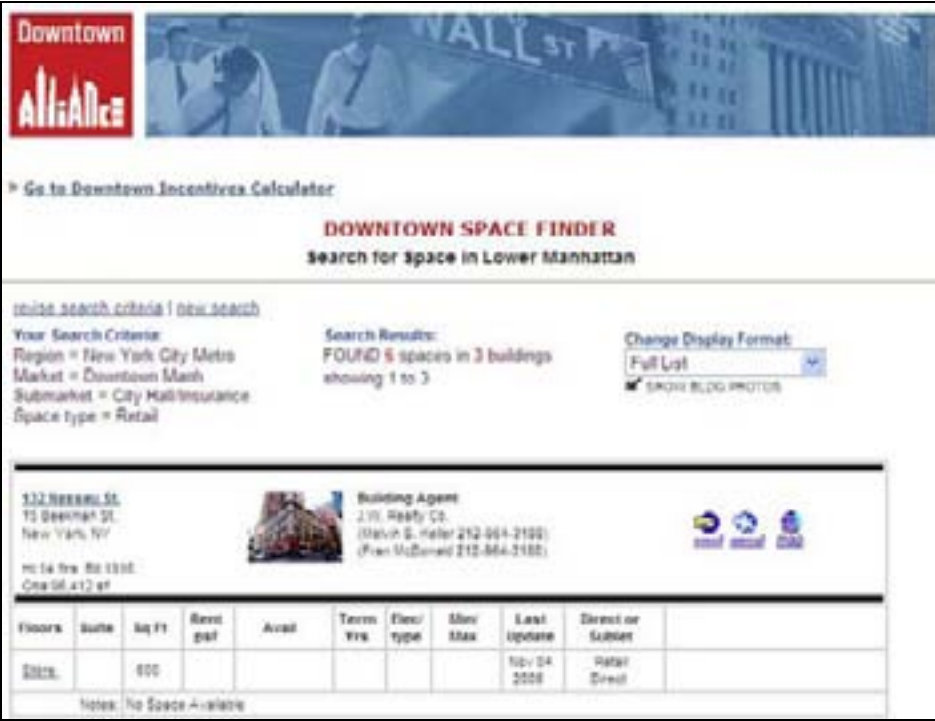
The brand for Downtown Calgary’s retail is the place of possibilities which encompasses as strong message about success, high quality, innovativeness, hard work, and realizing and achieving what you want to accomplish. Having a strong vision and brand works first and foremost with the Downtown workers. It allows them to not only have success in their careers but also their personal life can be fulfilling by offering high quality spaces to spend before, during, and after work with like-minded, highly motivated people.

Individual meetings with property owners and retail property managers in Downtown Calgary will be required to sell the vision and achieve buy-in for the retail, branding, and urban design strategies. In addition, a special roundtable groups should be established to address specific locational or recruiting needs.

Retail Leasing Roundtable

A Retail Leasing Roundtable can be established to meet annually. The meeting should focus on news and information for Downtown Calgary, vision for the streets, streetscape changes, incentive programs, City’s direction and plans, new developments, among other items. Issues affecting retail leasing and possible solutions should also be addressed to give the CDA and the City direction on prioritized needs and wants.

The CDA retail subcommittee may take a cooperative approach to coordinating leasing or opening retail stores, restaurants, and services in the Downtown. It is important to note that this is not centralized or binding on the private sector. This approach requires property owners, developers, and retail management companies to be involved in endorsing the idea of searching for agreed upon retailers that fit each district (e.g., only retail and food services allowed at key corner locations at 7th and 8th Avenues excluding professional services and banks), and attempting to restrict the types of retailers and commercial uses that do not match the plan as well as other non-desirable tenants (e.g., adult entertainment, office uses on the ground floor, non-retail along Stephen Avenue, etc.). Generally, this can work, but there are always property owners who need the cash flow, cannot delay leasing, and take the first or best offer, regardless of the retail district’s character. These companies should not stand in the way of the program.



Example of retail space finder program

retail recruitment and retention programs

Marketing

A focused effort should be made to support private sector development and leasing activity through the use the website and a retail brochure. These products should include a focused/branded Downtown Calgary retail leasing communications piece on:

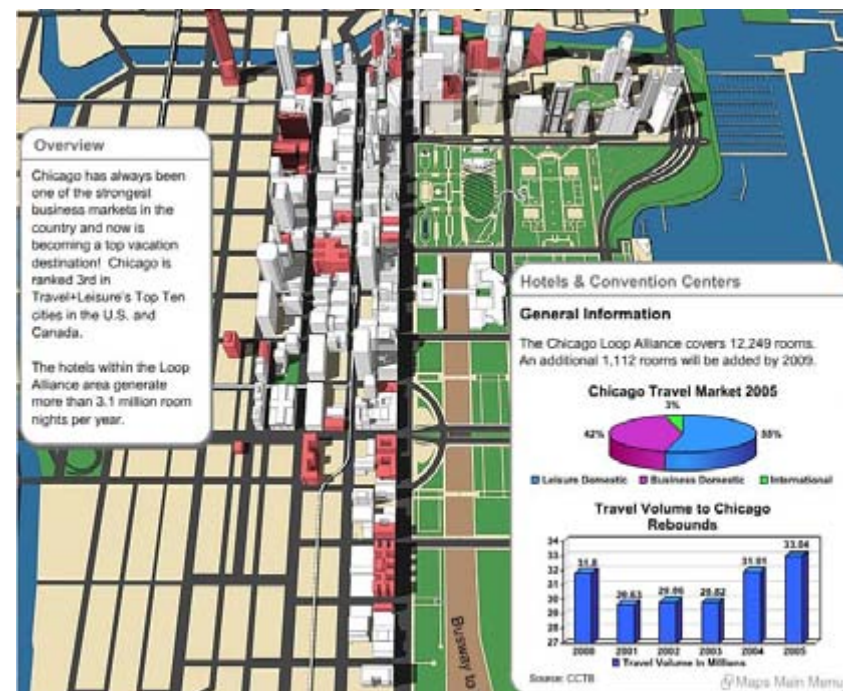
- the Downtown Calgary, Greater Downtown, and Calgary region;
- the size and nature of the retail potential;
- visitors and Downtown Calgary user statistics and information including the pedestrian flows and modeled pedestrian flows;
- proposed, approved, and under construction projects including
- new retailers that are coming to Downtown
- any information on what successful stores are capturing in terms of sales per square foot would be helpful;
- testimonials from retailers, property owners, and retail management companies;
- other good news articles;
- data on rents, taxes, incentive programs, etc.);
- outline support programs available.

Other elements in a retail management program, spearheaded by the CDA's retail sub-committee, in order to recruit new businesses could include:

- tenant inducements and rent deals that can be coordinated with property owners and potential retailers;
- assistance with the launch of marketing campaigns on behalf of new retailers;
- a volunteer council of advisors or mentors for small business operators. The advisory council could offer assistance in setting up a business, how to finance a business, how to manage inventory, accounting procedures, marketing, technology, merchandising and display, among many other retail-related points of concern;

In addition, the stores that should be actively recruited by brokers are the type that can attract other retailers simply by their presence. These anchor retailers indicate a high level of potential to the stores that locate close to them. These kinds of retailers are the ones that should be considered for special incentives (e.g., rent abatement, façade improvement, etc.). These operators are not only anchor retailers but also have very strong covenants for their leases.

The coordination of prospective retailers with suitable vacant properties is essential, as is the distribution of correct information at appropriate times in the negotiation process. Generally, the staff person assigned to work in retail retention and recruitment along with the executive director are not responsible for "signing up the retailer." The CDA can be active in setting the stage but should not compete with brokers. The CDA may attend annual events such as ICSC's retail events along with Calgary Economic Development (Whistler, etc.)



Example of business directory program

Retail Retention

The CDA needs to actively publicize and educate existing retailers on the realities of Downtown Calgary. Existing retailers can begin to refocus their own retailing/marketing efforts to take advantage of the local traffic patterns (office workers, Greater Downtown residents, business travellers, regional residents, and pleasure travellers and tourists). Merchandising, store presentation and window display, layout, price-point restructuring, renovation and façade improvement, expansion, or relocation should be re-evaluated in order to maximize the potential of the current traffic and plan for traffic expansion. For example, the office worker market is extremely lucrative in Downtown Calgary and is a basis for much of the branding work. Products and services that are geared to this target market should do well. Retail retention is important because the strength of the existing retailers and businesses will encourage prospective merchants to locate in Downtown Calgary.


As the recruitment effort becomes more successful, the retail climate in Downtown Calgary will become more competitive. Marginal retailers will face more competition. These retailers must become as strong as the newer retailers.

CDA will be able to supply retention services through the following means:

- Making educational tools (including videos, guidelines, and books) available to Downtown Calgary businesses and coordinating special learning events for members.
- Offering seminars on topics such as merchandising, effective use of window displays, how to offer good customer service, accounting, public policy, marketing and advertising, buying for your business, and how to develop an Internet site (multi-channel retailing) could be part of the retail retention services.
- Making demographic, pedestrian survey, and pedestrian modeling information available so that businesses can better target their promotions.

retail recruitment and retention programs

- Helping businesses identify and develop business opportunities for growth and expansion. Programs include how to attract more customers through marketing, building a repeat customer base, how to encourage customers to spend more, adding new product lines to capture a wider market range, expanding or relocating within the Downtown Calgary, opening a complementary business, and creating your own competition.
- Providing businesses with networking opportunities by holding meetings at different locations throughout Downtown Calgary. This gives local retailers the opportunity to learn about each other’s businesses.
- Reinforcing existing and creating new programs to support cross-promotional efforts (e.g., a hotel and visitor concierge program, business directory, and dining guide to Downtown Calgary). Reward businesses by providing marketing support for businesses that want to market themselves jointly (e.g., promotions that offer discounts to restaurants for visitors to the performing arts venues or museums, special events targeted at office workers, etc.).
- Restaurants should offer discounts to staff members who work in the tourism industry (e.g., hotels, convention staff, museum staff, tour staff) so that they can become not only educated but also strong advocates of where to eat in Downtown Calgary. Often visitors will ask these staff for recommendations based on their impressions of what is good.
- Planning for business transition. If a business owner plans to sell, close, or retire, it is important to find this out as soon as possible. Services offered by the CDA could include the following:
 - Serving as a liaison between business owners and potential buyers
 - Identifying potential buyers and providing information.
- Downtown businesses need to support one another’s operations by being seen shopping and conducting business on a regular basis in Downtown Calgary. Becoming actively involved provides opportunities for visual monitoring, keeping communication channels open, and building relationships that are essential.
- Ensuring there is sufficient transit and parking services for shoppers in the right locations and at the appropriate times. Opportunities for partnerships such as parking sharing, validation programs, marketing the idea of park once and shop as much as you like, and other incentives should be developed and marketed.
- Providing a good relationship between residents, Downtown visitors, and businesses is important especially related to noise. See the following summary action ideas from San Diego (Note that all ideas may not be applicable to Downtown Calgary).

SAN DIEGO CITY OF VILLAGES														
CREATING SAFE AND VIBRANT PLACES TO SOCIALIZE														
Draft									September 12, 2002					
QUALITY OF LIFE														
TRANSIT			ENTERTAINMENT			CONVERSATION			BUSINESS ACTIVITY			VENDORS		
Bus	Train	Car	Live	Recorded	Patio	Parking	Smokers	Deliveries	Trash	Equipment	Entertainers	Products		
<p>Mixed use districts with higher concentration of residential units in retail and business districts precipitates a growth in dining and entertainment businesses for people seeking places to socialize. A number of factors combine to impact public health and safety and quality of life. One indicator of emerging conflicts is noise. Noise is simply the interaction between sound and the ears of someone who is disturbed by the sound. When there is no sound, there is no noise. When there is no person, there is no noise. When the sound is not disturbing there is no noise.</p> <p>There are many variables as to when sound becomes noise – sound level, quality and quantity. Among the sources are travel vehicles, entertainment, conversation, business activity or street vendors or entertainers, noise can be increased or decreased through various means including the movement of people to their vehicles, the path vehicles move, crowd location and size, proximity of the noise generating activity to people who may be disturbed, construction of the structure and schedule of activity. Often age of people or vibration can be contributing factors.</p>														
VARIABLES														
Properties			People			Patterns			Processes			Systems		

CONFLICT RESOLUTION	
Conflict resolution is the process of reducing or eliminating the sound, redefining the sound as to its source and purpose, or removing the person who is disturbed from the source of the sound. This is accomplished through communication, planning to reduce potential sources of noise or proximity of people to the noise generating activity.	
COMPLAINT	COMPLAINT
1. Complaint received from resident or business owner regarding noise disturbance.	1. Complaint received from resident or business owner regarding noise disturbance.
2. Initial assessment of complaint to determine if it falls within the scope of the noise ordinance.	2. Initial assessment of complaint to determine if it falls within the scope of the noise ordinance.
3. If complaint is within scope, attempt to resolve through direct communication with the complainant and the source of the noise.	3. If complaint is within scope, attempt to resolve through direct communication with the complainant and the source of the noise.
4. If direct communication fails, attempt to resolve through mediation or other dispute resolution methods.	4. If direct communication fails, attempt to resolve through mediation or other dispute resolution methods.
5. If all other methods fail, consider enforcement of the noise ordinance through the city's legal system.	5. If all other methods fail, consider enforcement of the noise ordinance through the city's legal system.

STRATEGY					
STAKEHOLDERS	ASSESSMENT	RECOMMENDATIONS	INTEGRATION	EDUCATION	MEDIATION
Alcohol Beverage Control Police Fire Department City of San Diego San Diego County San Diego State University San Diego Community College San Diego City and County San Diego County Office of the Auditor-Controller San Diego County Office of the Registrar-Recorder/County Clerk San Diego County Office of the Sheriff San Diego County Office of the Treasurer	Current Codes: San Diego County Code San Diego City Code San Diego County Ordinance San Diego County Resolution San Diego County Policy San Diego County Procedure San Diego County Regulation San Diego County Rule San Diego County Directive San Diego County Decision San Diego County Order San Diego County Agreement San Diego County Understanding San Diego County Arrangement San Diego County Understanding San Diego County Arrangement San Diego County Understanding San Diego County Arrangement	Revise Current Ordinances San Diego County Ordinance San Diego County Resolution San Diego County Policy San Diego County Procedure San Diego County Regulation San Diego County Rule San Diego County Directive San Diego County Decision San Diego County Order San Diego County Agreement San Diego County Understanding San Diego County Arrangement San Diego County Understanding San Diego County Arrangement San Diego County Understanding San Diego County Arrangement	Develop a final reading with all key stakeholders to ensure consistency and clarity of the strategy.	Organize information into a concise resource directory for easy access by all stakeholders.	Develop a systematic process for mediating disputes between stakeholders.

street vending

The current CDA administration of the vending programs is working well. The Green Market, craft market, and four food vendors are well managed by the CDA. As the Green Market evolves it will naturally improve. Its current location near the Telus Convention Centre on Stephen Avenue is an ideal use of this space to help draw visitors. An afternoon market may be advisable to attract office workers commuting home but the issue of the street closure ending at 6:00 pm makes this problematic. Alternatively, this section of Stephen Avenue may continue to stay closed into the early evening.

The CDA should be given expanded authority over the entire Downtown Calgary area for management of all street vending opportunities to ensure a consistent and coordinated approach. The current mixed approach of CDA managed vendors and mobile vendors currently leads to problems over territory, control, and quality.

Green Market – will develop into a better market. The current situation of not charging rent will change in the future. Rents should be in the range of \$30 to \$40 per table per day. The tents should reflect the new brand.

Important considerations for all street vending include the following:

Vendor Mix

- The space should be as flexible as possible to accommodate new vendors as required.
- Successful street vending increases the number of vendors per category, not just the total space.
- Specialization of product ensures uniqueness.



Vendor stalls should always present an image of plenty with key specialization. Abundance of key food groups adds value to the Market.



A portable kitchen for learning and education can be set up at the Market similar to the one at the Ferry Market in Downtown San Francisco.

Special Appeal

Additional elements can be added such as:

- special events, e.g., pie baking contests, pumpkin carving contests, Easter egg painting, wine and food pairing events, etc.
- educational activities: nutrition, recipes, cooking, etc.

Location of Vendors

- High impact vendors such as flower and produce vendors for the Green Market should be located close to beginning/entrances to provide an initial impact of colour and visual appeal.



Entrances can be enlivened with colour from flower vendors

street vending

Lease or Bylaw Provisions

The following list outlines some ideal conditions for leasing space, many of which are covered by the CDA.

Merchandise

The agreement must have specific product controls to ensure a variety and specialization of products sold. This means that the vendor will specify the products that will be sold, and must receive permission from the CDA to sell any other products. Other “product line” specifications are as follows:

- Must be high quality.
- Source/origin of product marked.
- Prices must be clearly visible.
- An abundance of products must be for sale during all hours that the vendors are open.
- For the Green Market, tainted, spoiled, or wilted products must be removed and discarded to maintain a fresh appearance.
- For the Green Market, weighing scales must have measurement visible to the customer.
- Pricing must be competitive with major retailers.
- All prepared foods (such as jams and pickles) must be properly labeled according to local health and safety regulations and come from a certified kitchen facility.



Cleanliness

Rules and regulations regarding cleanliness must be specific. Recommended cleanliness regulations for the vendors are as follows:

- Vendor practices must be in accordance with the Calgary Health Department food handling standards.
- Garbage must be removed from stalls at regular intervals.
- Waste from stalls must be put into proper containers (e.g., recyclables and trash) and stall waste receptacles cleaned nightly.
- No waste material may be thrown on the ground.
- The CDA will provide regular central garbage removal and appropriate containers for recyclable materials (i.e. water, paper/cardboard, plastic, glass, and metal as appropriate).

Hours of Operation

- A major operational concern with vendors is their hours of operation. Regulations stating that stalls must be open and fully staffed during set business hours are crucial.
- Loading and unloading must take place before or after the markets' operating hours.

Signage

Guidelines on height, size, and colors should be given to prospective vendors. Signs should be creative and fun within these guidelines, and individuality should be encouraged. All signs must have the CDA's approval not only with regard to size, shape, material, weight, colour, etc. as covered by the design guidelines, but also regarding location and lighting (if applicable).

Other Leasing Issues

Vendors should own their own business, not their stalls. In some markets, the practice of selling stalls exists. This should not be the case at in Calgary because it reduces the amount of control that the CDA has.

Other issues that should be included in the lease are as follows:

- All vendors should be individual producers or entrepreneurs. No chain organizations or businesses are allowed to be part of the markets
- The CDA should have control over transfer of ownership of the stalls.
- Provisions must be included for the termination of leases.
- A system of addressing customer complaints enforceable by the lease should be developed and included in the lease agreement. The CDA will be responsible for incentives, setting lease rates, and overall enforcement and citations related to the rules and regulations. Illegal activities will be coordinated with the police.

street vending



Prepared food vendor in Downtown Denver's 16th Street Zone. The cart is clean, bright, and compact.



Office workers and sophisticated shoppers can easily grab a hot drink and a pastry at this vendor in Downtown Portland, Oregon. Notice that there is a ledge to place a pocketbook or food items.



The new design for the Grand Central Partnerships newspaper kiosks in New York City is both compact and well stocked.



The flower vendor is accommodated on the sidewalk. The product is highlighted with strategically placed lighting.



Push carts and vendors can create a buzz by attracting more people.



The coffee kiosk at Macy's in Downtown San Francisco (Union Square) is adjacent to the entrance taking advantage of the pedestrian flows. The cart has a more sophisticated design to match the customer traffic.



A permanent prepared food kiosk in the Pitt Street area pedestrian zone of Sydney. The vendor is compact and blends well with the contemporary buildings.



The all glass permanent vendor stall adds to the flower display and does not disrupt site lines when the kiosk is closed. Downtown San Francisco.



urban design interventions



CONTEXT

Downtown Calgary is blessed with many desirable assets of a modern urban centre. This includes a well-connected street-grid layout; a bus and light-rail transit system; high-intensity buildings with offices and retail stores; the winter-friendly +15 network; a variety of open spaces; views to the Canadian Rockies; and landmarks such as Bow River, Calgary Tower, Prince’s Island Park, Olympic Plaza, and the historic Stephen Avenue.

The urban design strategy builds upon these existing assets to create a Downtown that people not only go to for work, but also for entertainment, shopping, dining, cultural events, and tourist attractions. These proposed interventions will enhance the pedestrian experience of arriving at, being in, and departing from Downtown while addressing the interface between the public and private realm, and taking into consideration Calgary’s severe climate.

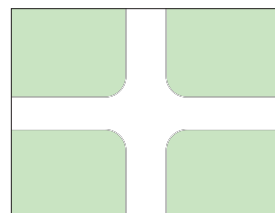
APPROACH TO DESIGN INTERVENTIONS

The urban design strategies proposed in this chapter aim to guide the development and improvement of Downtown buildings to ameliorate the pedestrian’s experience, both on the street level and on the +15 level. As discussed in the Urban Design Analysis of the Background Report, the quality of the pedestrian realm varies greatly. Some building edges are well-designed and create seamless pedestrian environment between the sidewalks, plazas, and buildings. Other areas in Downtown are less successful, and warrant improvements.

The following 11 urban design interventions are an array of potential solutions—and combinations of solutions—that can be applied to improve undesirable interfaces between the public and private realm. They are prototypical rather than prescriptive, and encourage creativity and flexibility.

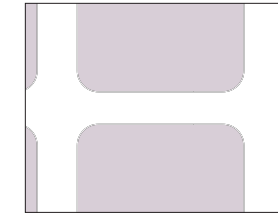
It should be acknowledged that many well-designed interfaces already exist in Downtown. These situations require minimal improvement and should be used as models. The proposed design interventions only apply to interfaces that exhibit some form of undesirable building edge conditions that detract from the pedestrian experience. They provide solutions to ubiquitous urban design challenges discussed in the Background Report, including insufficient natural lighting, inactive retail environments, non-transparent building façades, bulky buildings, and disproportional scales of building edges relative to the human scale.

The urban design interventions are divided into three categories—corners; mid-block segments; and the +15 system, gateways and underpasses.



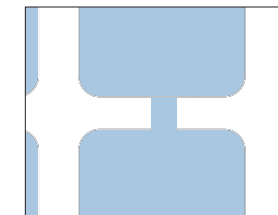
Corners

Block corners are opportune locations for design interventions because they are the confluence of streets and sidewalks—points ideal for pedestrian interaction, building entries, public spaces, expanded sidewalks, public art, and landscaping. In many cases, a strong urban form is configured with building edges that anchor the corners. However, the edges of many Downtown buildings typically fail to contribute to the corner environment for pedestrians, whether because of use, elevation changes, or façade treatment.



Mid-Block Segments

Mid-block segments are the portions of streets and sidewalks that pedestrians walk along, providing a continuous expanse of the pedestrian realm. Similar to block corners, a desirable pedestrian environment is characterized by a strong building edge and activated uses. However, the mid-block segments frequently have blank walls, tinted glass, uses that turn their back to the street, grade separations that impede pedestrian usage, and lobbies that contribute little to the activation of the street environment.



+15 System, Gateways and Underpasses

The +15 system is a pedestrian skywalk system unique to Downtown Calgary that functions year-round but is most utilized during winter months. Its elevated and indoor location provides distinct opportunities and challenges relating to pedestrian interfaces. While providing a temperature-friendly environment during winter seasons, these skywalks and indoor malls create competition for street-level retailers. Moreover, many buildings in which the +15 entries are located often appear to be private, and not for public use. The blue signs that announce +15 entries are often times small, hidden and difficult to find. Some older +15 bridges are non-transparent and massive, causing a dark, inhospitable pedestrian environment on the street-level and discouraging retailers to locate beneath the bridges.

Bridges, such as the +15 network and other overpasses, present opportunities to create gateways to and from Downtown. Several entry points to Downtown for both vehicles and pedestrians consist of concrete underpasses beneath freight rail tracks. These conditions create an uninviting front door to Downtown. The environment is especially uncomfortable for pedestrians, who have to walk along narrow and dim sidewalks next to high-speed vehicles through a concrete tunnel. Opportunities exist to create welcoming gateways that highlight entry into Downtown Calgary.



INTERVENTIONS

The following section illustrates urban design interventions that specifically target the pedestrian environment at street corners, mid-block segments, the +15 system, and gateways and underpasses. Examples of prototypical undesirable existing conditions are juxtaposed against possible design interventions.

Design interventions, although applicable throughout Downtown Calgary, will vary depending on location and existing conditions. Different areas of Downtown and different buildings will likely require varying types and degrees of design intervention. Furthermore, the interventions proposed are not prescriptive, but rather encourage creative design to suit various locational and architectural contexts.

The following section lays out each existing undesirable condition on the left page, and the pertinent design solutions on the right page. For each proposed strategy, graphic icons accompanied with written descriptions highlight the types of urban design interventions proposed. The interventions are:



Lighting. Maximize natural sunlight or add artificial lighting features where daylighting is not possible.



Colour/Materials. Select appropriate colours and/or materials that will create a more pedestrian-friendly environment.



Signage. Enhance wayfinding and branding of Downtown with display of posters, banners, signs, and other features.



Public Art. Beautify the public realm, engage pedestrians, and activate the street with interactive public art pieces.



Water/Landscaping Features. Install water and landscaping designs that will add natural elements to Downtown while activating the pedestrian environment. Take into consideration the climate's impact in the design of these features.



Building/Structural Improvements. Construct or renovate buildings to improve their function and aesthetics, such as relocating windows and walls, installing new glass awnings, etc.



Building Articulation. Design of interesting and varying textures or forms to building façades.



Programming. Allow for various different uses or activities in a space.



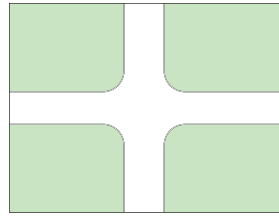
NEXT STEPS

In anticipation of launching the proposed urban design interventions into action, an example of how these interventions can be applied in Downtown is provided at the end of this chapter. The segment of Stephen Avenue Mall between 2nd and 3rd streets, commonly referred to as the 300-block, represents a good testing ground for the interventions presented in the Downtown Retail District Strategy. The last section of this chapter will examine ways to incorporate specific urban design interventions to improve the 300-block.

CONTENTS

The proposed urban design interventions are presented by category in the following order:

- 1 CORNER
 - 1a. Corner with Overhang and Grade-Separation
 - 1b. Corner with Ground Floor Parking
 - 1c. Corner with Pocket Plaza
- 2 MID-BLOCK SEGMENTS
 - 2a. Mid-Block Grade-Separation
 - 2b. Low Colonnades
 - 2c. High Colonnades
 - 2d. Light Rail Interface
- 3 +15 SYSTEM, GATEWAYS AND UNDERPASSES
 - 3a. +15 Entries
 - 3b. +15 Single- and Double- Deck Overpasses
 - 3c. +15 Triple-Deck Overpasses
 - 3d. +15 Interiors
 - 3e. Downtown Gateway Underpasses



1a. Corner with Overhang and Grade-Separation

Common existing corner conditions typically include building entrances with a large overhang or colonnade, grade-separation with staircase, or a combination of both. These overhangs and grade separations vary in height, and the proportions have varying effects on the pedestrian. The lower the overhang, the darker the entryway becomes; the steeper the stairs, the more of a barrier it creates for the pedestrian.

- Covered building entries provide protection for pedestrian at corners.
- Covered building entries can serve as glorified building and lobby entrance, but often create dark environments.
- When entrance plazas have a low floor-to-ceiling height, the large structural awning create a dark space that is neither outdoors nor indoors.
- Corner entrances allow maximum access from multiple directions.
- The lack of activating building uses can result in underutilized corner spaces.
- Dark building windows detract from the transparency and visibility of activity inside the building.
- Lighting features are often used to accent the columns and break up their bulk.
- Grade-separations divide the private and public realm.
- Stairs create a separated and underutilized space in and out of buildings. In some cases, potted plants are used to decorate stairs and unused areas.

EXISTING
CONDITION

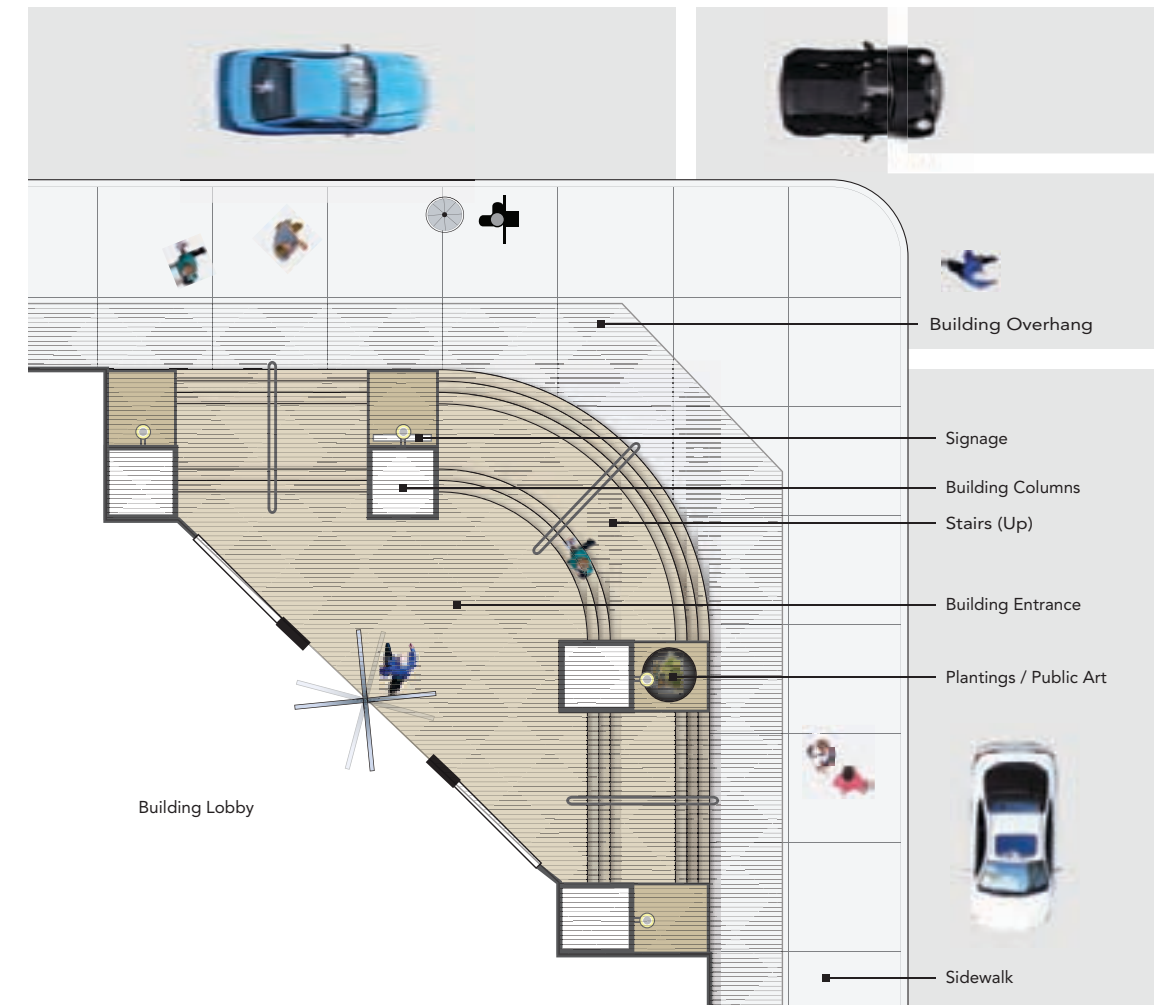


Figure 1a.1: Plan view of recessed building entrance with stairs separating entrance from sidewalk.



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PROPOSED DESIGN INTERVENTIONS

Design interventions for corner entrances with grade-separations and overhangs aim to create a bright environment that transforms stairs into an activated space. Lighting, public art, staircase design, and re-proportioning of the grade separation and height of overhang are explored to create a more engaging corner.



Lighting

- Install pedestrian-scale lighting on columns to reduce the mass of the building.
- Install up-lighting to brighten the ceiling.
- Explore lighting for stairs to enhance the grandeur of the entrance.



Colours/Materials

- Use light-coloured materials for the overhang to maximize natural lighting.



Public Art

- For entrance plazas with higher ceilings, install public art or lighting feature to brighten and highlight the corner.



Signage

- Install pedestrian-scale signage for wayfinding and downtown branding.



Building/Structural Improvements

- Reduce the entrance plaza space and push building lobby up towards the sidewalk, removing underutilized space.
- Reduce the incline of the stairway so that the grade-separation does not feel like a barrier to pedestrians.
- Reduce the bulk of columns and soften the hardscape environment with landscaping features at the base.
- Explore replacing a section of the stairs with a ramp that provides access for disabled persons and a more seamless connection between the sidewalk and building.



Bring building façades and entrances closer to the sidewalk and reduce the incline of the stairs.



Use overhangs as opportunities for eye-catching public art.

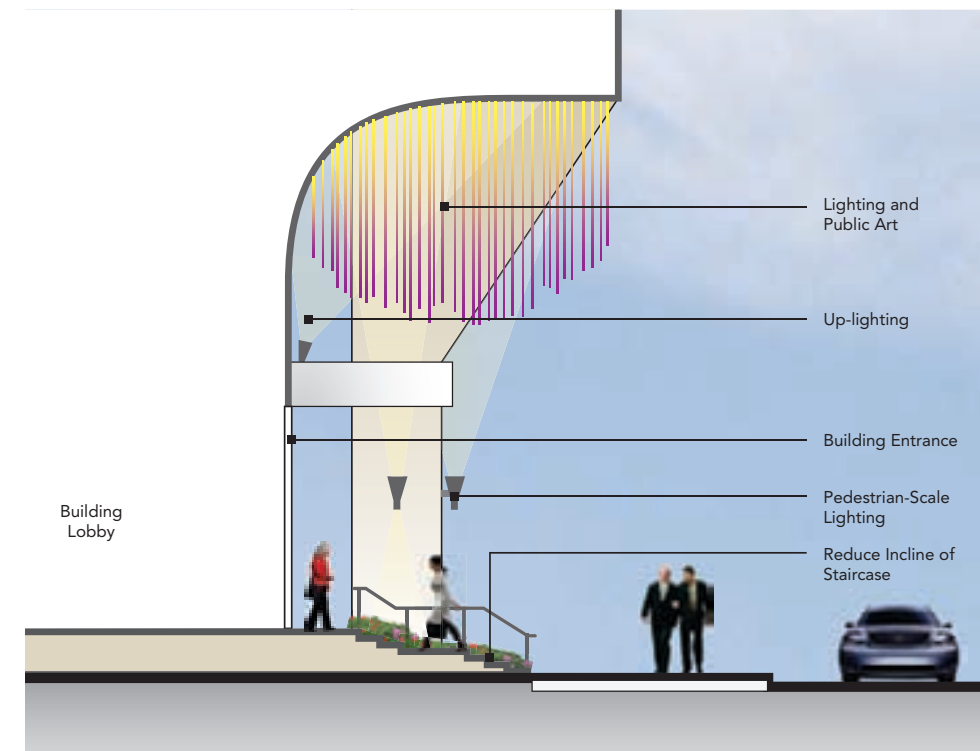


Figure 1a.2: Plan view of recessed building entrance with stair separating entrance from sidewalk.



Install public art or lighting under overhangs to highlight building entrances below.

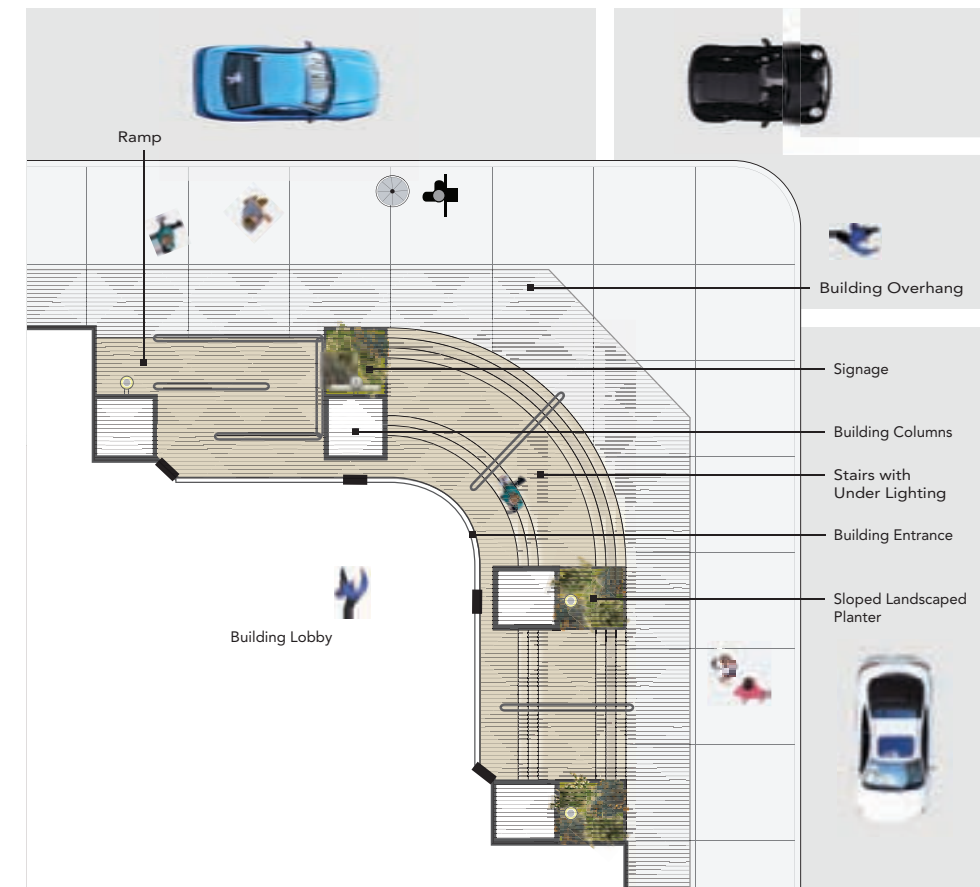
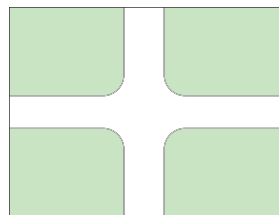


Figure 1a.3: Plan view of recessed building entrance with stair separating entrance from sidewalk.



Create a strong edge at street corners by bringing building façades up to the sidewalk and maximizing transparency.



1b. Corner with Ground Floor Parking

Parking structures, buildings with driveways, vehicular drop-offs, and auto access compromise the quality of the pedestrian environment. The conditions of these auto-oriented uses provide an unattractive and deadening façade for pedestrians to walk along by recessing building uses and locating vehicles, driveways and parking along the sidewalks.

- Large building overhangs and deep, recessed building entries allow for covered parking at the ground floor adjacent to sidewalk.
- Edge conditions can include low walls with metal railing and bollards that act as buffers between the sidewalk and parking area.
- Locating parking areas at the street corner requires multiple curb cuts for vehicular access and disrupts pedestrian circulation.
- Retailers located behind parking areas are barely visible from the street and require pedestrians to traverse a parking lot to access them.
- The lack of building uses along the sidewalk detracts from the pedestrian experience.
- Surface parking lots are gaps in the urban environment.
- The lack of a strong building edge removes any sense of enclosure along the street for the pedestrian.
- In some instances, minimal landscaping acts as a small buffer between the parking lot and sidewalk. In other instances, the parking lot directly abuts the sidewalk.

EXISTING
CONDITION

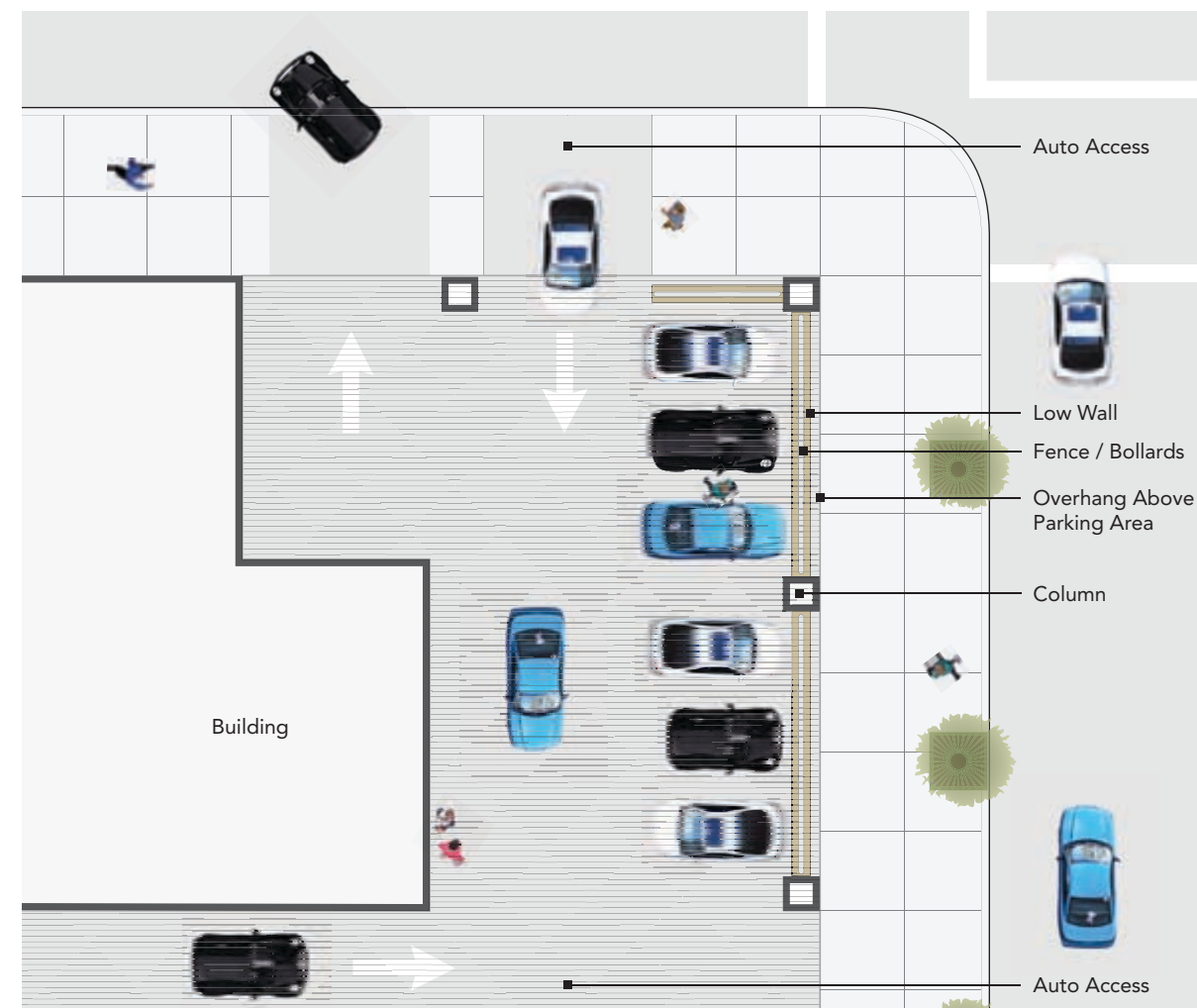


Figure 1b.1: Plan view of a corner with parking and auto access along the ground floor of the building.



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PROPOSED DESIGN INTERVENTIONS

Parking is not the highest and best use for street corners. It creates more auto-traffic amidst heavier pedestrian and vehicular intersections and takes up highly valuable building frontage that is desired by retail or commercial uses. Thus, the first option should be to consider infilling corner ground floor parking areas with commercial or office uses. When that is not possible, two design approaches may be considered. First, screen the parking area with displays to create a stronger pedestrian edge. Alternatively, open up the parking area into a podium “woonerf” (a street where pedestrians and bicycles have legal priority over cars) that is continuous with the sidewalk, maximizing pedestrian flow through the entire area.



Lighting

- Provide lighting fixtures to enhance safety and openness in the parking area.
- Install light shelves to maximize natural lighting in the parking area.



Colours/Materials

- Use light coloured materials on interior walls and ceilings of the parking area to maximize reflection of natural and artificial lighting.
- Pave parking area with unique paving patterns and materials rather than asphalt to emphasize pedestrian use and reduce vehicle speeds.



Unique paving, ample lighting, and unrestricted access between the sidewalk and parking area can create a podium “woonerf-like” space.



Building/Structural Improvements

- Option 1: Infill parking area with building uses. For surface parking lots, construct a building in its place. For corner podium parking, fill in the space with small retail uses or lobby space.
- Option 2: If parking is to remain on the ground floor, create a faux façade of exhibition space between the parking area and the sidewalk. This space can be used to exhibit public art pieces, retail window displays, or signage/branding pieces. Parked cars are screened from pedestrian view. (Figure 1b.1.)
- Option 3: Create an open area where cars and pedestrians have equal status, similar to a podium woonerf. The area can be defined by bollards and special paving patterns. Pedestrians from the sidewalk have complete access to the area, forcing vehicles to go slow. (Figure 1b.2.)
- Ensure that driveways and access to parking are no wider than 24 feet to minimize curb cuts and interruptions of the sidewalk.



Program

- Provide bicycle storage in the parking area.
- Provide parking spaces for alternative-energy vehicles or car-share vehicles.

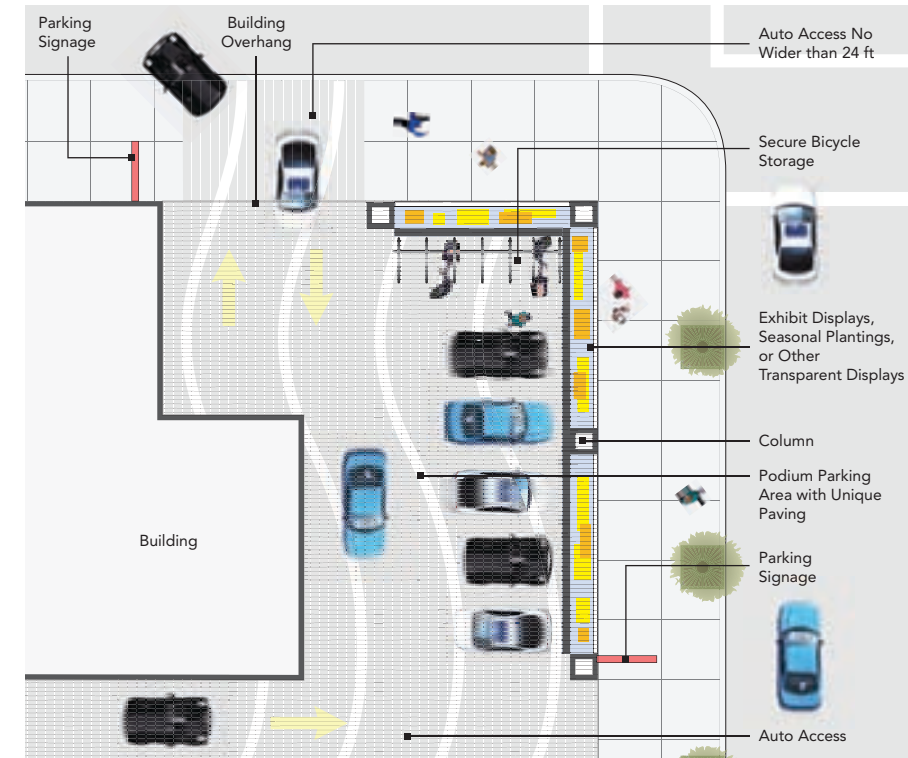


Figure 1b.2: Screen parking area with displays.

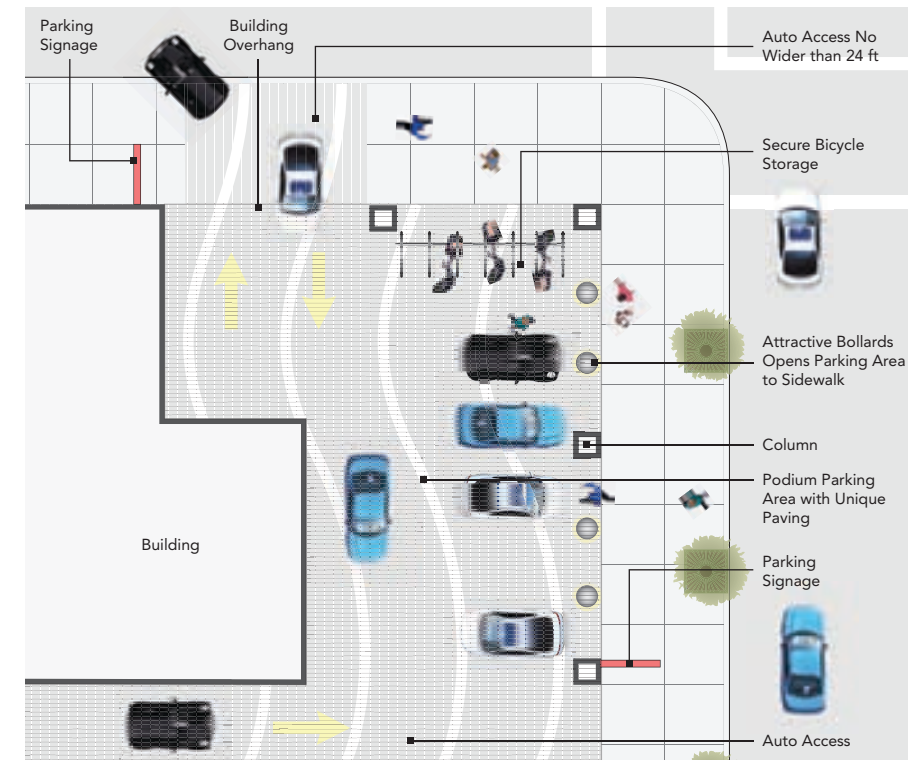
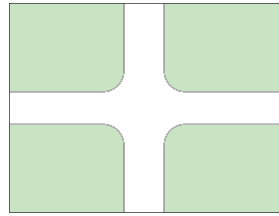


Figure 1b.3: Open up parking area to the pedestrian realm, creating a podium woonerf environment.



Design attractive building façades to screen parking areas with treatments like retail exhibits, solar panels, coloured screens, or lighting.



1c. Corner with Pocket Plaza

Pocket plazas can be found throughout Downtown, sometimes on corners, other times mid-block. They are often larger than private building entry plazas, and are more public in character. These spaces are typically edged by blank walls and tinted windows of adjacent buildings, creating a disengaging character. Pocket plazas are often underutilized and function more as aesthetically pleasing but inactive spaces rather than an active open space for pedestrian use.

- Plazas located at street corners can act as entrances to adjacent buildings.
- Building uses that border pocket plazas are primarily lobbies and offices, which do not activate the plaza.
- Elements such as special paving, public art, potted plants, and trees help to define, beautify and add interest to public plazas.
- Existing public art pieces installed in plazas are often static and too tall to see at eye-level. Thus, they serve primarily as visual amenities for viewing from afar rather than as activating features.
- Many plazas lack public amenities, such as seating, bicycle racks, water fountains, trash receptacles, etc, that would encourage more pedestrian use.
- Plazas provide gathering opportunities for building users.
- Clear glass windows and doors allow indoor activity to activate the plaza and create an "eyes-on-the-street" environment.
- Plantings contribute to a pleasant human environment.

EXISTING CONDITION

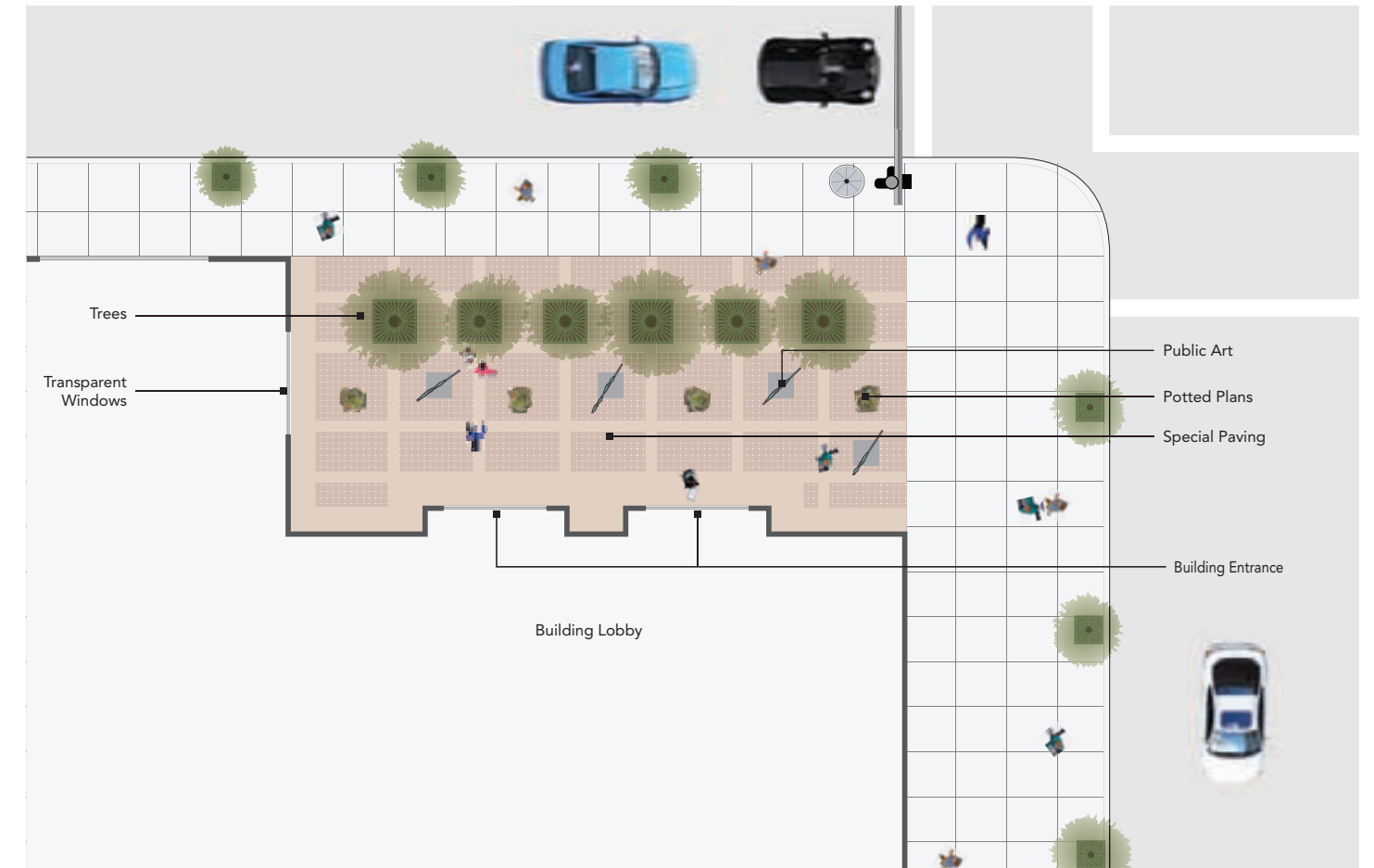


Figure 1c.1: Plan view of corner pocket plaza with few pedestrian amenities.



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PROPOSED DESIGN INTERVENTIONS

Although many small plazas in Downtown Calgary are well proportioned as open spaces, many lack the characteristics to make them active environment for pedestrians. Design interventions aim to provide amenities and programs that will draw pedestrians to gather in these spaces, such as movable seating, interactive art pieces, extended awnings, spillover restaurant and retail uses, and active interior uses that look onto the public realm.



Colour/Materials

- Design paving with unique patterns and materials, using light-colours to brighten the plaza.
- Maximize transparency of buildings abutting the plaza.



Public Art

- Install unique public art pieces that activate the plaza and engage pedestrians. Consider kinetic art pieces that move with the wind, or interactive art that reacts to users.



Water/Landscaping Features

- Ensure that landscaping does not hinder views or access to the plaza.



Building/Structural Improvements

- For massive buildings adjacent to pocket plazas, install a glass awning to provide shelter from rain, while allowing for sunlight to warm the plaza.
- Install an extended glass awning for outdoor dining/seating areas to create a semi-outdoor space. Install heat lamps during winter seasons.



Program

- Program active uses for the buildings adjacent to the plaza, such as retailers or eateries. Allow uses to spill over into the pocket plaza.
- Program a variety of events to take place in the plaza throughout the year, such as farmers markets, vendors, and kiosks during summer; and holiday markets, ice sculptures, or ice-cafes during winter.
- Locate active indoor uses against windows to create eyes-on-the-street environment, such as information desks and bar and stools.
- Install pedestrian amenities in pocket plazas such as seating, tables, newspaper dispensers, bicycle racks, trash cans, etc.
- Explore the use of movable outdoor furnishings, such as chairs and tables, to allow users the flexibility of creating their own desired configurations.



Program active plaza uses, especially during wintertime, such as winter/holiday markets, ice sculpture festivals, or ice cafes.

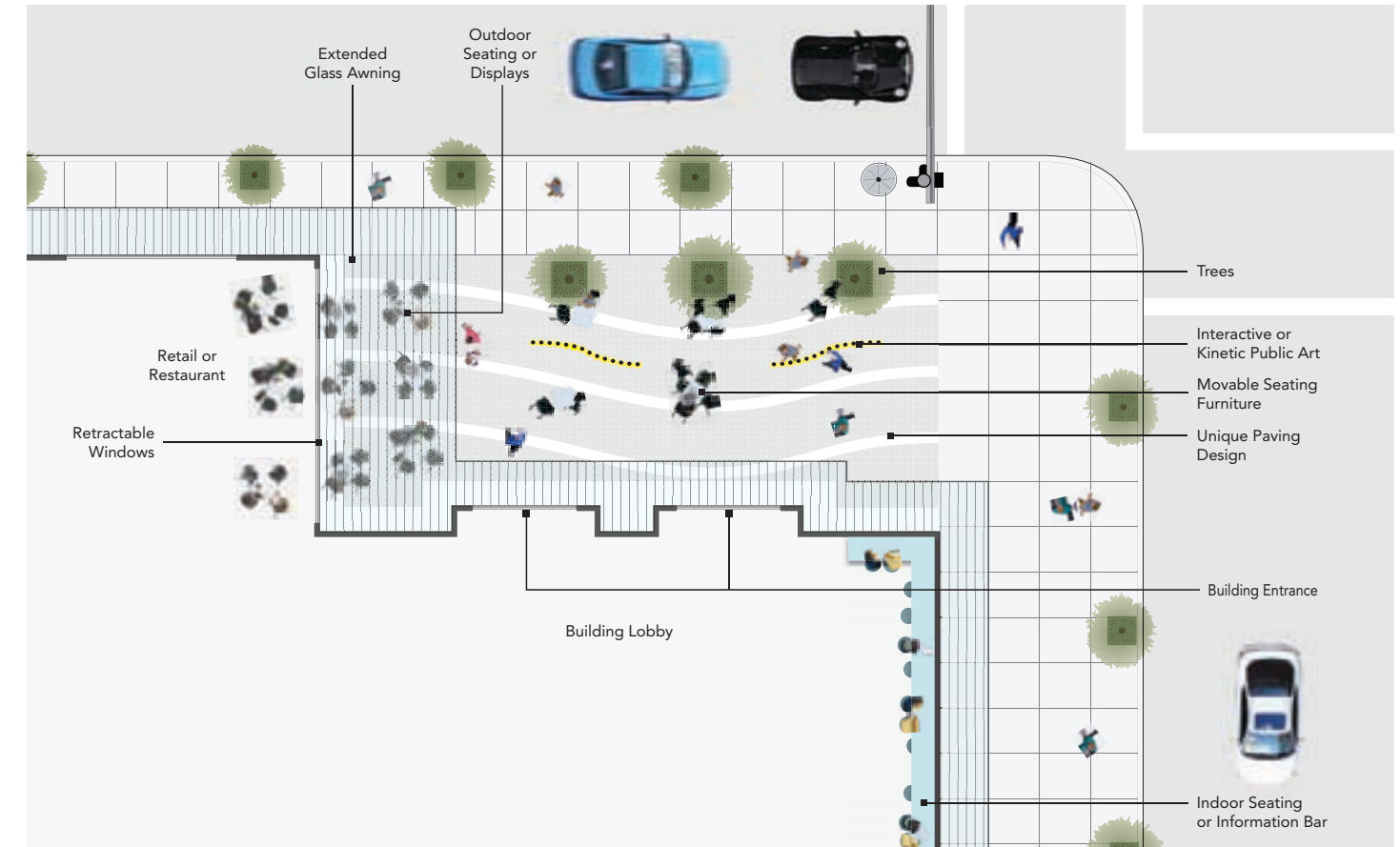


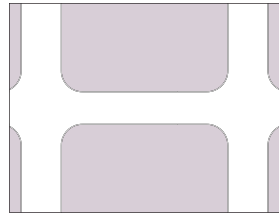
Figure 1c.2: Plan view of corner pocket plaza with pedestrian amenities.



Program active ground floor uses such as dining areas adjacent to the plaza, and allow uses to spill into the public realm. Install extended awnings to provide shelter during winter.



Explore interactive and kinetic public art installations that physically, visually, and audibly engage plaza users.



2a. Mid-block Grade-Separation

Due to potential flooding, many buildings in the Downtown require a grade-separation between the street and the ground floor level of the buildings. The design of grade-separation varies from building to building. A number of existing configurations are successful with regards to the building-pedestrian interface, while some buildings create a barrier that heavily detracts from the pedestrian environment. The success of grade-separation depends, for the most part, on relative proportions and program.

- Grade-separation ledges can be designed as seating walls, but overhangs and blank walls create a dark environment that is unpleasant to sit in.
- Protection for pedestrians can be in the form of overhangs from upper floors, awnings, canopies, etc.
- Building overhangs cast moderate shadows on the pedestrian environment, depending on the floor-to-ceiling height.
- Dark, nontransparent windows act as walls abutting the sidewalk, and contribute to the darkness of the space.
- The ability for people inside to see out of the buildings, and the inability of pedestrians to look in, creates an uncomfortable pedestrian environment.
- The central location and extended length of signage on the grade separation indicates private ownership and discourages the public from using the ledge for sitting.
- Deep grade-separation stepbacks with low floor-to-ceiling heights create dark unpleasant places that are underutilized.
- Taller grade separations are too high to function as a seating wall, reducing their potential to activate the sidewalk environment.

EXISTING CONDITION

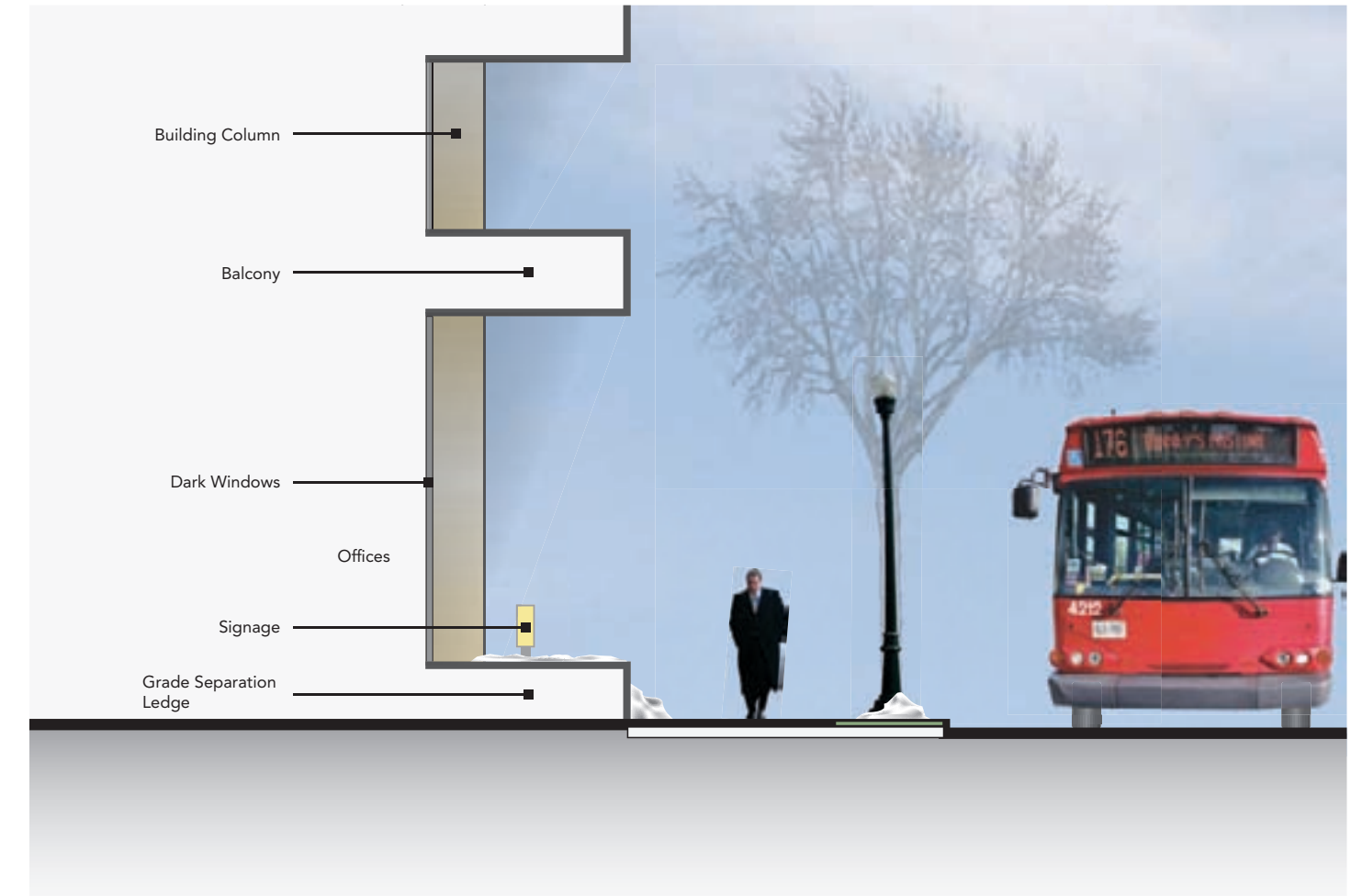
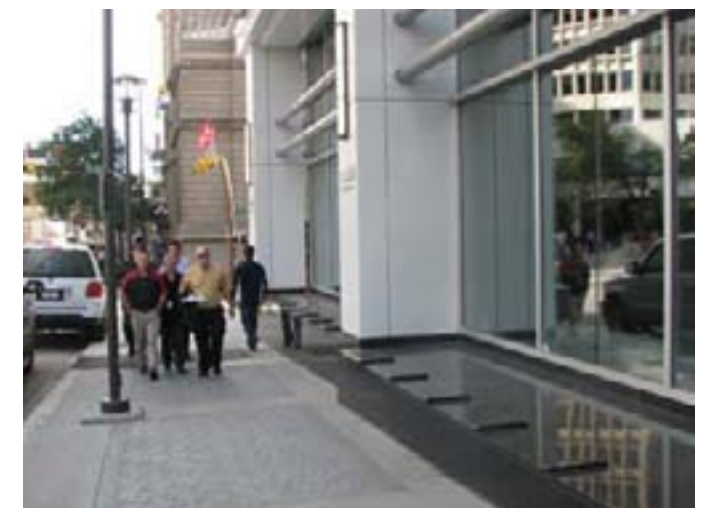


Figure 2a.1: Section of a poorly designed grade-separated interface between a building and the pedestrian environment.



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PROPOSED DESIGN INTERVENTIONS

Design interventions aim to ameliorate dark and unused spaces created by grade-separations and ground floor stepbacks. Proposed solutions range from minor improvements such as increasing lighting with fixtures, colours and materials; creating transparency between the building interior and sidewalk; scaling grade separations to function as seating walls; and building renovations to push façades closer to sidewalk.



Lighting

- Add lighting fixtures to brighten the grade-separated area. Direct light both upward and downward. (Figure 2a.2.)



Colour/Materials

- Use light colours for the grade-separated area to maximize natural lighting. (Figure 2a.2.)
- Install transparent or lightly-tinted windows to allow visibility through the building.



Signage

- Install signage on columns as a wayfinding or branding opportunity. Do not install signage on grade-separation that will inhibit people from sitting or using that space. (Figure 2a.2.)
- Use blade signage that is oriented towards pedestrians rather than autos. (Figure 2a.2.)



Create a seam with the grade separation that encourages public use while buffering ground floor office uses.



Building Articulation

- Explore the articulation of walls and windows so that building façades are not flat. Create interesting patterns with light and shadows. (Figure 2a.2.)



Building/Structural Improvements

- Scale grade-separations to act as seating wall where pedestrians can rest. (Figure 2a.2.)
- Where upper-floor balconies are dark and unused, enclose balcony areas by moving building façade towards the street. This expands office space and creates eyes-on-the-street.
- Reduce grade-separation stepbacks by moving ground-floor uses closer to the sidewalk. This eliminates dark underutilized space while bringing the public and private realm closer. (Figure 2a.3.)



Program

- Locate active office uses close to the windows to activate the sidewalk, such as desks, conference rooms, or high-volume hallways. Refrain from building interior walls close to the windows that will reduce visibility into the building.

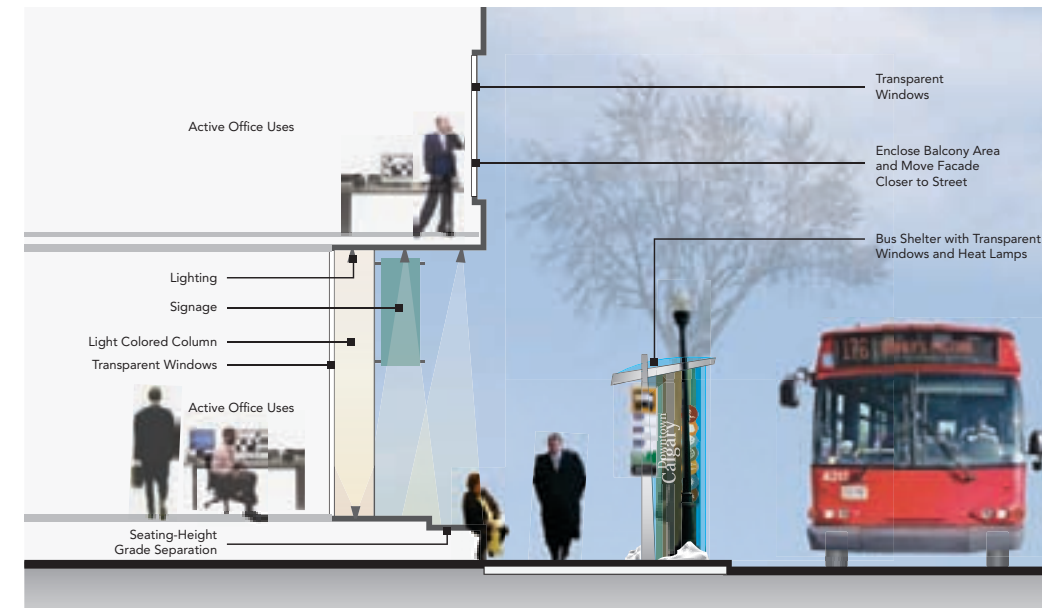


Figure 2a.2: Improve ground floor stepback with lighting, transparency, and signage while enclosing balconies.

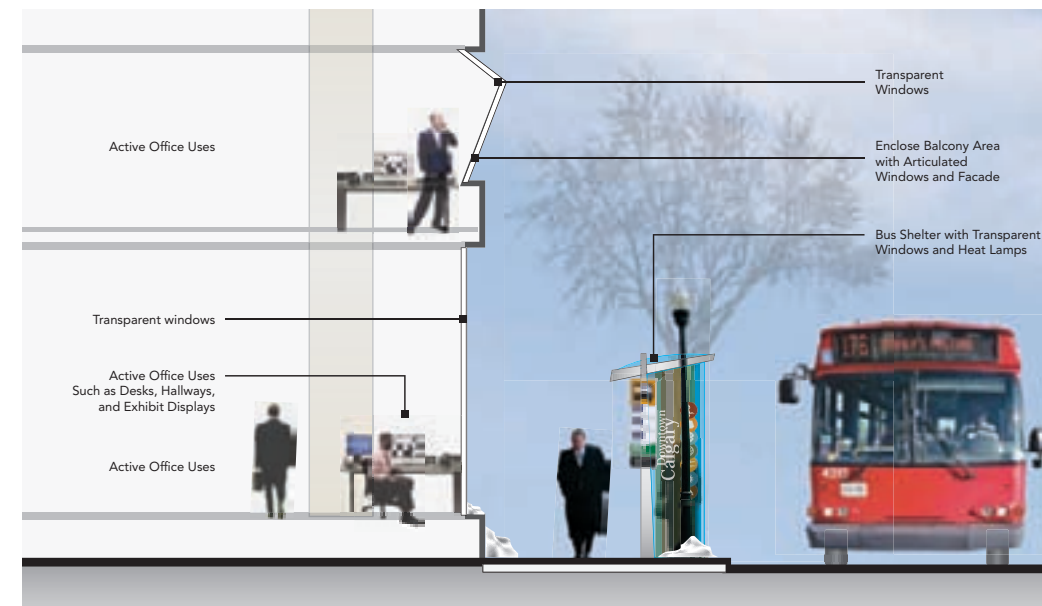
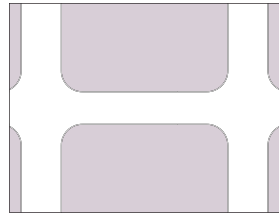


Figure 2a.3: Enclose ground floor stepbacks and upper floor balconies while adding building articulation.



Encourage transparency and articulation in building façades.



2b. Low Colonnades

Colonnades are a prevalent feature in Downtown Calgary. Given the cold temperatures, rain and snow during the winter months, colonnades adorn the ground floors of many buildings to provide protection for pedestrians. Colonnades have the ability to significantly contribute to or detract from the pedestrian environment, with the key variable being the relative proportion of the height to the depth of the colonnade. Other factors include the distance between columns, building façade uses and design, treatment and size of columns, and sidewalk treatment. In undesirable circumstances, the pedestrian environment under the colonnade can feel like a closed off tunnel or like an open and seamless continuation of the sidewalk. One such condition is explored below, where the colonnade is low, deep, and dark.

- Deep building overhangs with a low floor-to-ceiling height create a dark environment.
- In some instances columns are large, bulky and closely spaced together. This limits visibility into arcade and retailers and creates a visual wall between the sidewalk and the space under the colonnade.
- In other instances, columns of low and deep colonnades are narrow and spaced farther apart. This helps to lighten the space under the colonnade and provides a better visual connection between the sidewalk and the building.
- Retail signage placed above the awning or on the overhang are invisible from the arcade.
- Higher colonnades with shallow overhangs allow for more sunlight to reach the pedestrian environment and the building façade than deep and low colonnades.
- Small details such as interesting building articulation, arching of the colonnade, and special paving patterns serve to create more engaging pedestrian environments.
- High levels of transparency along the building façade animate the space under the colonnade.



EXISTING CONDITION



Figure 2b.1: Section of a low and deep colonnade.



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PROPOSED DESIGN INTERVENTIONS

Two levels of interventions are proposed to improve the dark and cold conditions of the low-colonnade environment. The first option involves transforming the low colonnade into an enclosed arcade, and programming active uses and design features to create a ground level +15 space that is usable in all climates. The second option is to re-proportion the scale of the arcade by removing a portion of the second story to heighten the colonnade, thereby allowing more natural lighting to distill the space.



Lighting

- Add lightshelves to reflect sunlight onto arcade ceiling. (Figure 2b.2).
- Install lighting feature on columns or walls to brighten the arcade space.



Colour

- Use light colours for walls, ceilings, and pavement to maximize natural lighting.



Signage

- Install blade signage that is perpendicular to retail façades to increase legibility for pedestrians.
- Install signage on columns as wayfinding or marketing/branding features.



Public Art

- Where the ceiling of the colonnade is high, install hanging public art pieces to add light and colour to the colonnade. (Figure 2b.3.)



Building/Structural Improvements

- Enclose the arcade area with retractable transparent windows that can be closed during winter season and open during warm warmer months. (Figure 2b.2.)
- Remove a portion of the second story to heighten the colonnade, thereby allowing more natural sunlight to reach the pedestrian realm. (Figure 2b.3.)



Program

- For enclosed arcades, encourage dining, seating, vendor and kiosks to locate close to the retractable windows to activate the sidewalk. (Figure 2b.2.)



Encourage the use of retractable windows and doors that can be enclosed during winter and open during summer.

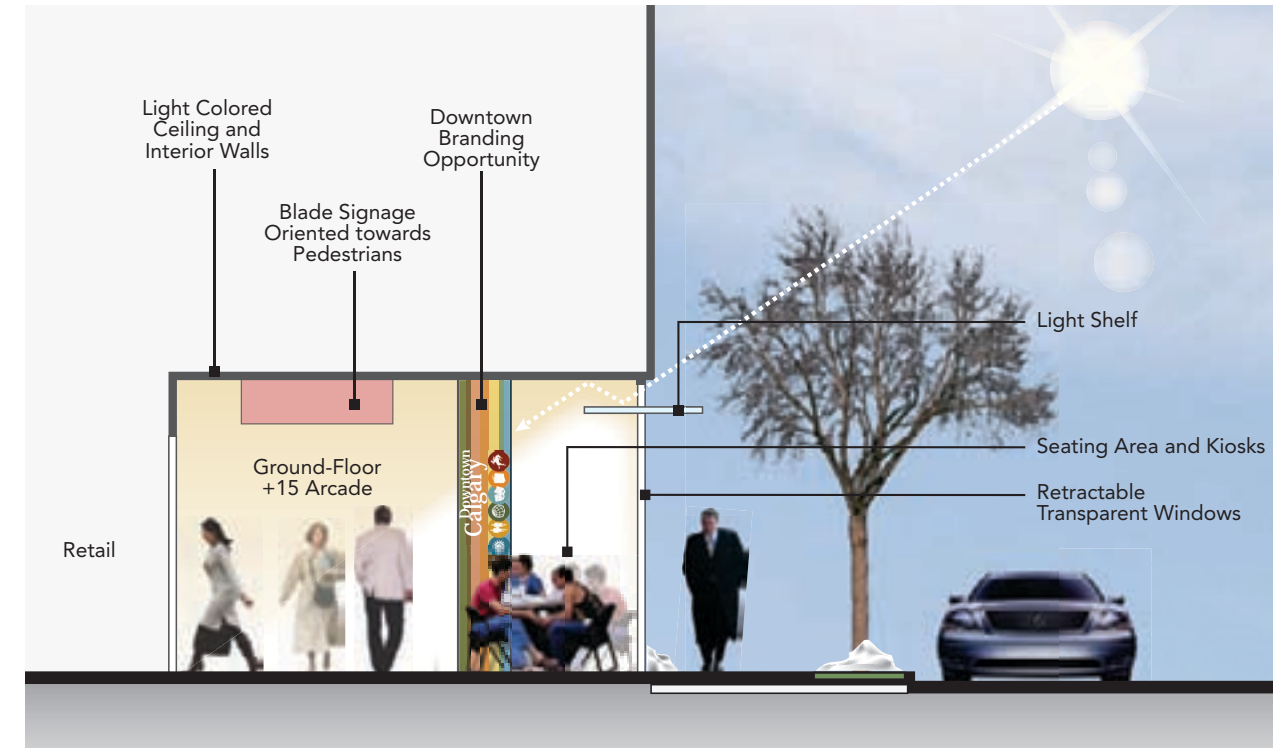


Figure 2b.b: Transform the arcade into an enclosed, programmed and transparent space, similar to a ground level +15 walkway.

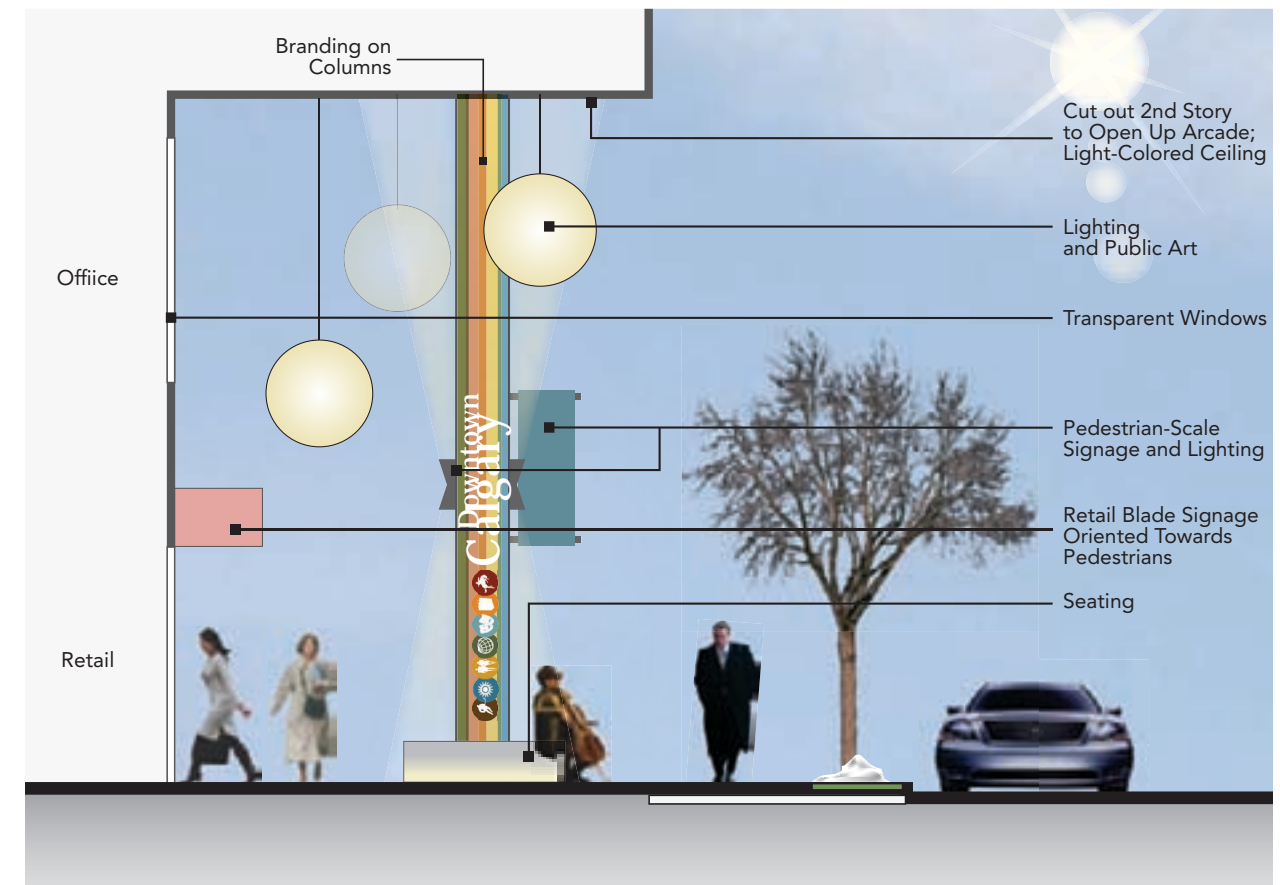
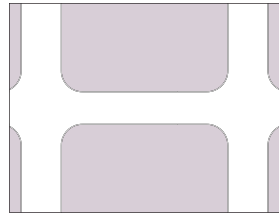


Figure 2b.3: Ameliorate the proportions of the colonnade by raising the ceiling height.



2c. High Colonnades

In some cases, colonnade proportions are dramatic with shallow recessed building façades and high overhangs supported by massive columns. The extreme height of the columns allows significant amounts of light to permeate the space under the colonnade, creating an open atmosphere that is sometimes uncomfortable and out of scale for pedestrians.

- High colonnade with short building overhang allows sunlight to reach the sidewalk while providing shelter to pedestrians.
- Transparent glass windows allow for street activation from within the building and more “eyes on the street”.
- Despite the large and imposing columns, the space under the colonnades can feel quite connected to the sidewalks.
- The extreme height of the columns can dwarf the pedestrians. Some successful attempts to mitigate the inhuman scale have been made, such as with planters and cafe seating.
- The distance between the columns and the building facade is large enough to discourage pedestrians from engaging with the private realm, but too narrow to allow for any substantial use. Thus, they create areas that are dark and unused.
- Sometimes façades behind the columns are blank, further creating an awkward space that is not pedestrian-friendly.
- Most columns are massive in size and undecorated. Opportunities exist to use column surface as a public art or iconic building feature.



EXISTING CONDITION

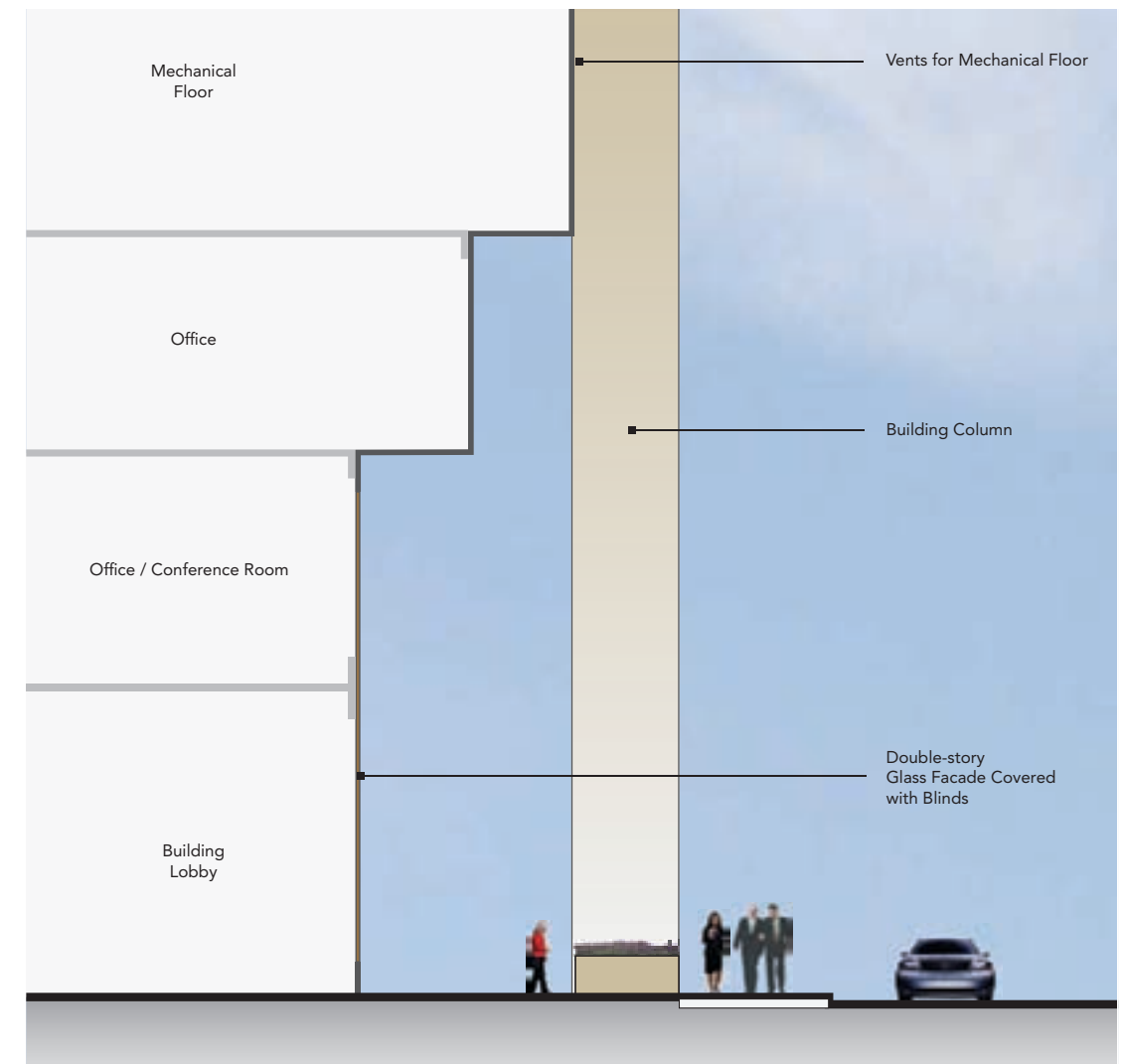


Figure 2c.1: Section of an extremely tall and shallow colonnade.

PROPOSED DESIGN INTERVENTIONS

Design interventions aim to either reduce the dramatic height of the columns or to leverage the columns as a an aesthetic icon of the building, whether with public art, lighting, or architectural features. Other interventions involve creating a more human scale environment by installing amenities at the pedestrian level.



Lighting

- Install lighting on columns at the pedestrian scale.



Colours/Materials

- Use transparent glass windows on the ground floor.



Signage

- Install pedestrian scale signage on columns for branding opportunities.



Public Art

- Soften the harsh overhang angles with draping canopy, public art, or lighting design. These strategies can also appear to reduce the overhang's dramatic height.
- Utilize the tall columns as a venue for bold and iconic public art feature. Consider using LED lighting design, kinetic art and skins, and landscape design.
- Utilize the large windows on the ground floor as public art opportunity.



Building/Structural Improvements

- Install an decorative grate over the mechanical floor to screen unattractive vents.
- Allow indoor uses to spill onto the street, such as restaurant or cafe seating.
- Install a structural glass awning at the pedestrian scale to create a sense of shelter.



Program

- Locate active indoor ground floor uses close to the window.



Install hanging public art from overhangs to reduce the perceived height of the colonnade.



Create a bold iconic design with columns. Consider using colours, lighting, patterns, and animated designs.

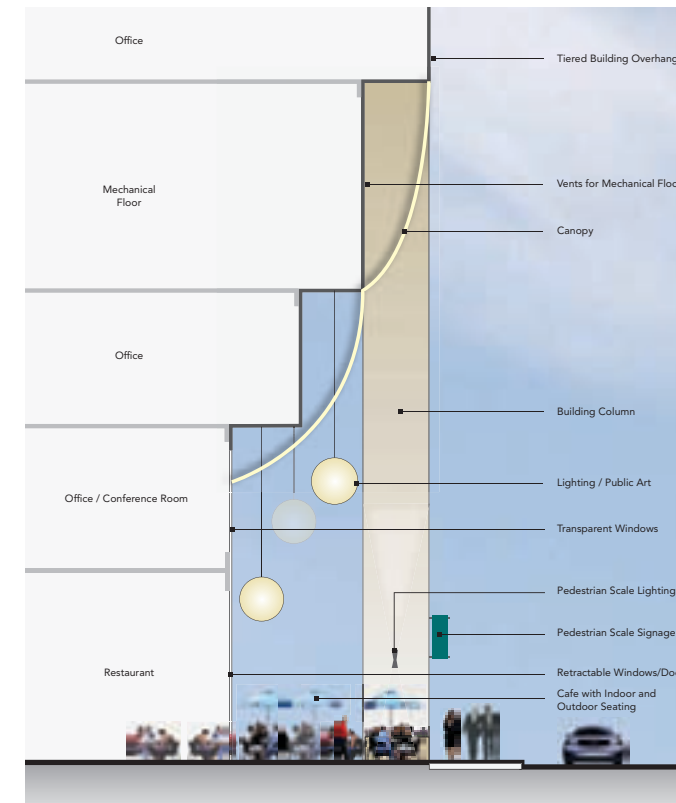


Figure 2c.2: Reduce the dramatic height of the colonnade with draping canopies and hanging public art installations. Encourage the use of active indoor/outdoor uses and pedestrian scale furnishings.



Use columns for seasonal installations, such as vertical green gardens during summertime.

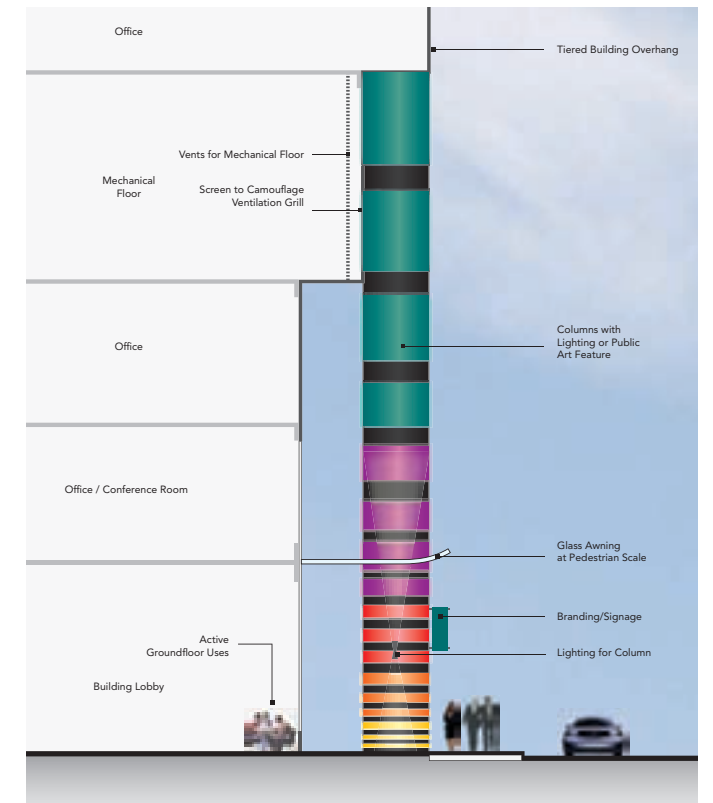
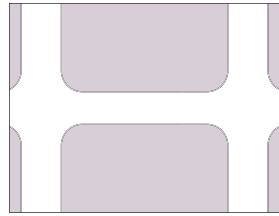


Figure 2c.3: Leverage the columns as an iconic feature of the building.



Consider wrapping columns with wind-activated or other dynamic skins that are animated and engage viewers.



2d. Light Rail Interface

The CTrain light rail system runs on dedicated at-grade streets, oftentimes shared with buses. These transit-dedicated streets are lined with sidewalks fronted with building façades and ground-floor retailers. Two platform configurations are present in Downtown. The older design consists of a grade-separated platform island located on the sidewalk. The new configuration, of which only one has been constructed to date, has a continuous sidewalk/platform that is raised relative to the roadway (Figure 2d.1).

- Older stations are accessed from the sidewalk as a grade-separated platform.
- Raised platform stations allow riders to wait in a dedicated area and step directly onto the train.
- For the platform configuration, the separation of train circulation from pedestrians supports a safe sidewalk environment.
- Platform stations can feel like a tunnel, with a raised station on one side and high-rise buildings on the other, limiting the amount of sun exposure.
- The new configuration relies on elements such as wide sidewalks, ground-floor transparency, natural daylighting mechanisms, and glass-awnings to create a comfortable pedestrian environment.
- An unpleasant environment is created in instances in which the sidewalks are bordered by buildings

with dark façade materials and nontransparent ground floor windows, stations with heavy structural awnings, narrow sidewalks with dark asphalt, and pedestrian unfriendly uses such as parking.

- By merging the sidewalk and platform as a single area, the pedestrian realm becomes larger and more proportional to the scale of downtown fabric.
- One common factor to the CTrain stations is the provision of structural awnings to protect commuters from falling rain or snow. However, during winter seasons, commuters are exposed to the open cold.
- Opportunities exist to create indoor waiting areas and/or sustainable heating mechanisms.

EXISTING CONDITION

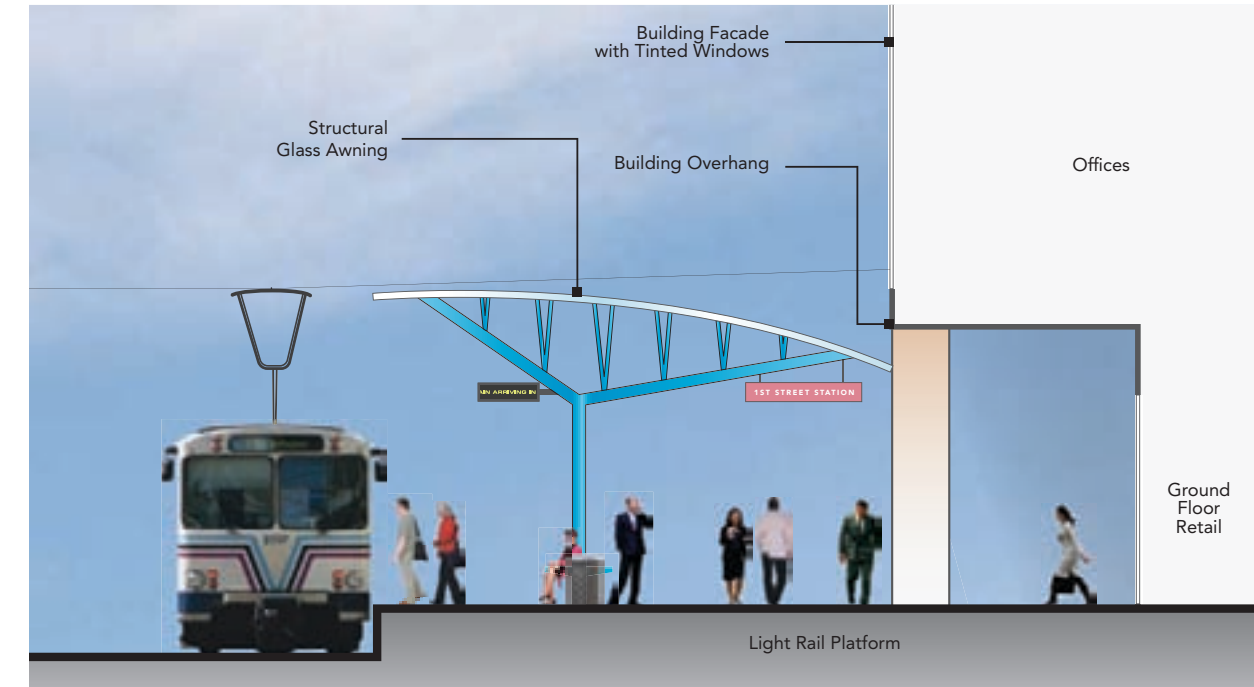


Figure 2d.1: The new CTrain Platform configuration has a continuous sidewalk-platform design.



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PROPOSED DESIGN INTERVENTIONS

The new Ctrain configuration a pedestrian friendly environment by extending and activating the sidewalk. The following proposed interventions build upon this new configuration and leverage the station as an ideal location for marketing Downtown as a brand. They also explore solutions to improve the commuter's experience of arriving or departing from a station.



Lighting

- Install lighting under colonnades and the awning to enhance safety, especially at night.



Colours/Materials

- Use transparent glass awnings to maximize natural lighting and heat.
- Use light colours for colonnade walls, ceilings, and columns.
- Use Downtown branding colour palette on walls, columns, and ceilings.
- Install transparent windows on building façades facing the street to create eyes-on-the-street.



Signage

- Install highly visible transit signage that can be seen from afar. Ensure the station name is large and visible.

- Provide large signage to show Ctrain system map and schedules.
- Consider using electronic signage to display updated Ctrain information, such as waiting times.
- Use consistent graphic icons and colours for all CTrain Stations.
- Provide wayfinding signage to direct and orient arriving commuters to their destinations.
- Maximize opportunities for downtown branding on columns, banners, signage, and on Ctrain window and exteriors.



Programming

- Provide heat lamps in station waiting areas during winter seasons.
- Provide communal ground-level heaters for commuters to warm their hands, creating opportunities for people to interact.

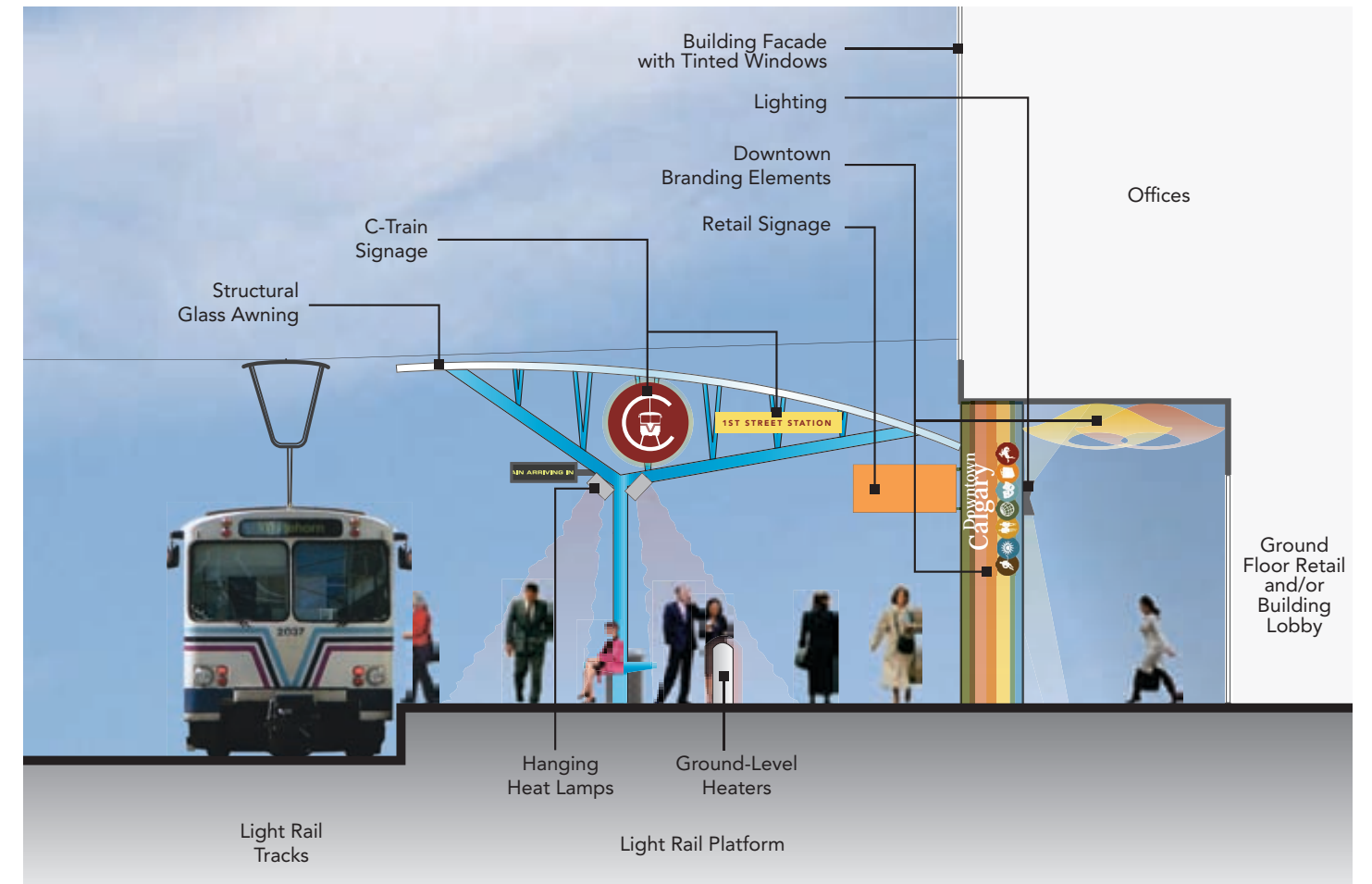


Figure 2d.2: Opportunities exist to enhance the Downtown Calgary and CTrain brands.



Use Downtown branding colour palette at C-train stations.



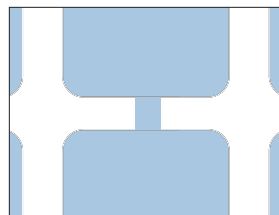
Maximize Downtown branding opportunities at transit stations. Install interactive or animated screens to add variety to signage. Market events occurring in Downtown and elsewhere in Calgary, or destinations accessible by C-train.



Use trains as a branding opportunity for Downtown Calgary.



Consider enclosing Ctrain stations and/or providing heat during winter seasons, like the new McKnight Westwinds Station.



3a. +15 Entries

There is a wide variety in the design and configuration of entries to the +15 system. Some are obvious entries, such as ground level staircases. Others are less obvious and located within buildings. Small signage, while consistently used, is often easy to miss. Given the important role that the +15 system plays, the entries that serve as the connections between the two pedestrian networks in Downtown should contribute more to the pedestrian environment and be more identifiable.

- +15 entries range from uncovered outdoor staircases to staircases that are designed as part of the building. In other instances they are located inside of buildings and accessed through a lobby.
- Staircases tend to be monolithic and present visual and physical barriers in the pedestrian environment.
- The lack of continuity in the look and feel of the +15 entries can lead to confusion for pedestrians.
- Some +15 entrances look like private property, and may discourage or confuse pedestrians.
- Signage for the +15 system is small and hard to see from a distance.
- +15 entrances tend to lack aesthetic design.



EXISTING CONDITION



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PROPOSED DESIGN INTERVENTIONS

Existing +15 entries are sometimes hard to identify due to inconsistent design. Improving +15 entries warrants establishing more consistent and recognizable treatments that announce these public entrances. The use of lighting, colours and materials, signage, and architectural elements are explored.



Lighting

- Ensure that +15 entryways are well lit to enhance safety and wayfinding.



Colours/Materials

- Consider the use of consistent materials and colours to signify +15 entryways.



Signage

- Re-brand the +15 system with new signage graphics that are iconic, modern, and bold. This +15 system is unique to Downtown Calgary and should be leveraged as a major asset.
- Install +15 signage that can be seen from a distance and directs pedestrians to entrances.



Building Articulation

- Use consistent architectural elements in the design of +15 entryways.



For stair-accessed +15 entrances, highlight staircase with +15 or Downtown branding graphics while enhancing wayfinding.



Explore the use of consistent materials and colours for all +15 entries. For example, the use of metal frames, coloured tiles, and large iconic sign highlights this entrance.



Use consistent and iconic graphics and fonts for all +15 entries. +15 signage should be highly visible from afar and night. Design large and lighted signage.



Design transparent +15 entries and staircases to maximize eyes-on-the-street and wayfinding for users.



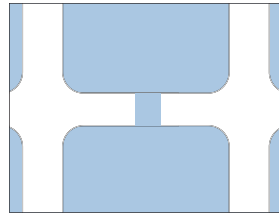
Announce +15 entries with highly identifiable architecture. The use of glass maximizes natural lighting and enhances safety of users while providing shelter during winter seasons.



Highlight +15 entrance with large, lighted and animated signage that is visible from afar.



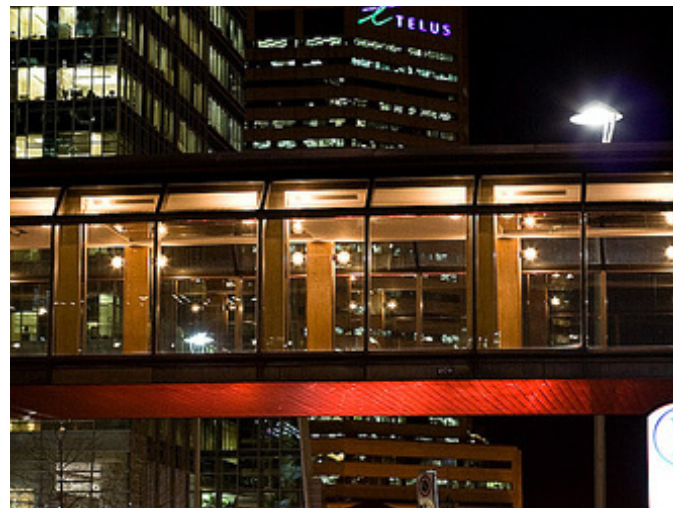
Apply consistent design strategies, such as lighted pavements, to announce entrance to the +15 system.



3b. +15 Single- and Double-Deck Overpasses

The +15 overpasses connect interior pedestrian corridors over Downtown's roadways. The overpasses are predominantly single-deck, though some are double and triple-deck. The overpasses are significant architectural features in the Downtown and have the opportunity to be unique and distinctive elements that contribute to the pedestrian realm. Single and double-deck overpasses are illustrated here.

- Single and double-deck overpasses often utilize tinted and dark glass that minimizes glare for pedestrians but detracts from visibility between the overpass and the roadway.
- When transparent glass is used, indoor circulation is visible from the roadway and can contribute to activation of the public realm.
- The short length and height of single-story bridges create minimal shadows and visual impediment, compared with double- or triple-deck bridges.
- Relative to adjacent high-rise buildings, single-deck bridges do not appear massive or bulky.
- The narrow widths of the double-deck overpasses compensate for their taller height. Overall, double-deck bridges do not cast a large shadow onto the sidewalk.
- Retail uses on the ground-floor, including under the overpasses, activate the pedestrian environment beneath.



EXISTING CONDITION

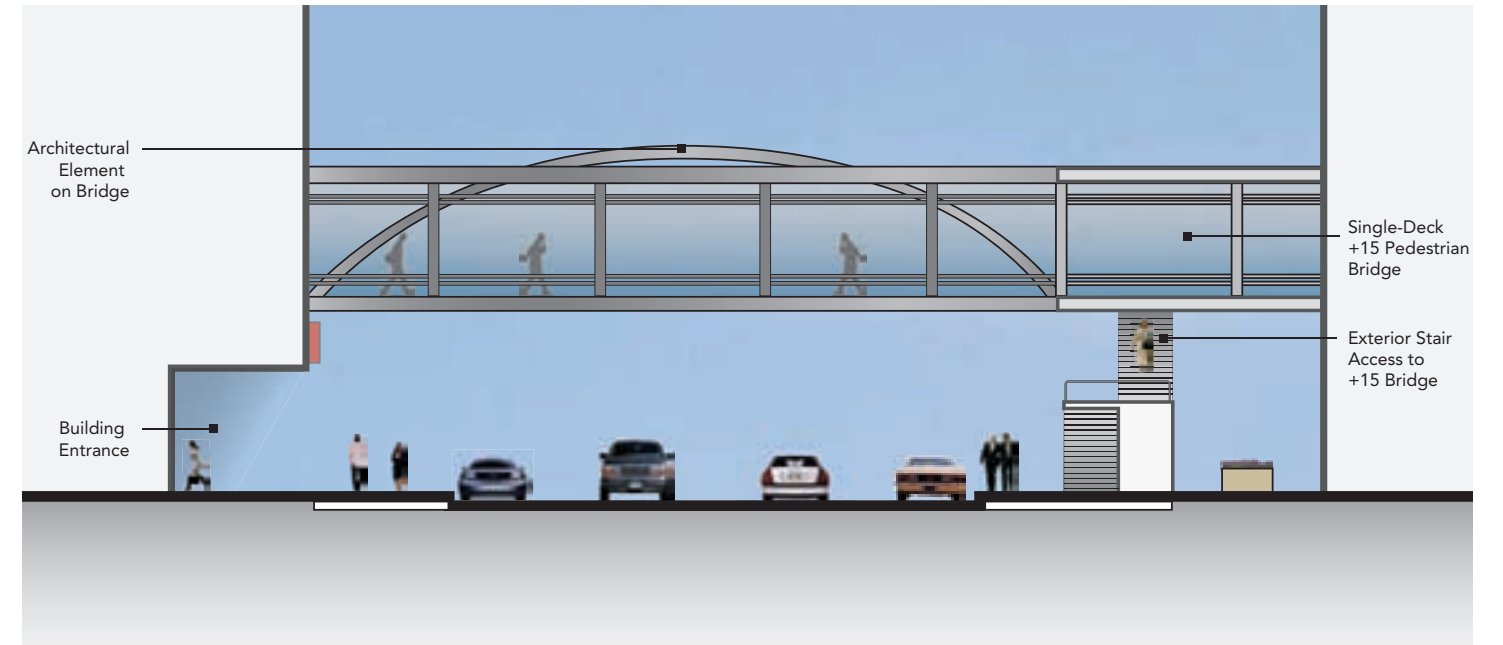


Figure 3b.1: Elevation view of a single-deck overpass.

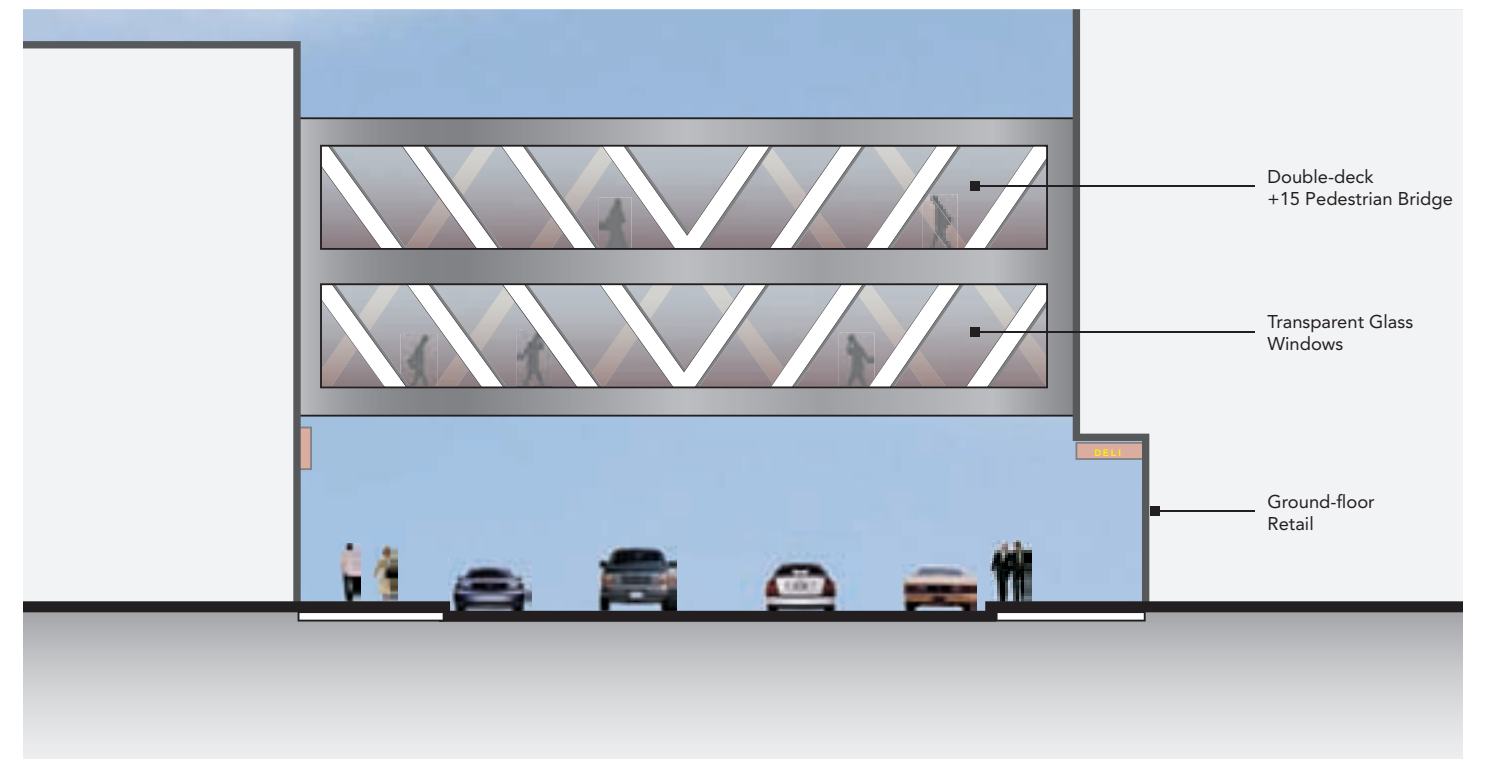


Figure 3b.2: Elevation view of a double-deck overpass.

PROPOSED DESIGN INTERVENTIONS

Interventions aim to improve both the aesthetics of the bridge and the pedestrian environment under the bridge. Colour and lighting are explored to create a more visually eye-catching structure, while pedestrian-oriented amenities and programs are encouraged under the bridge, where retail is reluctant to locate.



Lighting

- Ensure lighting beneath skybridges. Consider using lighting design or lightshelves.



Colours/Materials

- Install transparent windows on skybridges.
- Ensure that the underside of bridges are light-coloured to maximize natural lighting.
- Consider adding bold colours or lighting features on bridges to create vibrant environments.



Signage

- Install large graphic signage to direct pedestrians to +15 entries.
- Take advantage of blank walls of +15 staircases for downtown branding signage.



Public Art

- Use skybridges as public art opportunities. Consider features that allow for transparency while acting as large-scale art installations.



Water/Landscaping Features

- Install water or landscaping features and/or street trees in areas under bridges to create more-pedestrian friendly environments.



Program

- Allow for exhibit displays, performers, and vendors, and other temporary uses on bridges. More activity on bridges create eyes-on-the-street.
- Provide public amenities such as seating, bicycle racks, and newspaper stands beneath bridges to activate the areas.
- Encourage street performers, street vendors, and kiosks, and other temporary uses to locate under bridges, which are less popular areas for retail to locate.



Ensure that pedestrian skybridges are transparent.



Explore the use of colour and lighting in bridge design to animate the street environment.

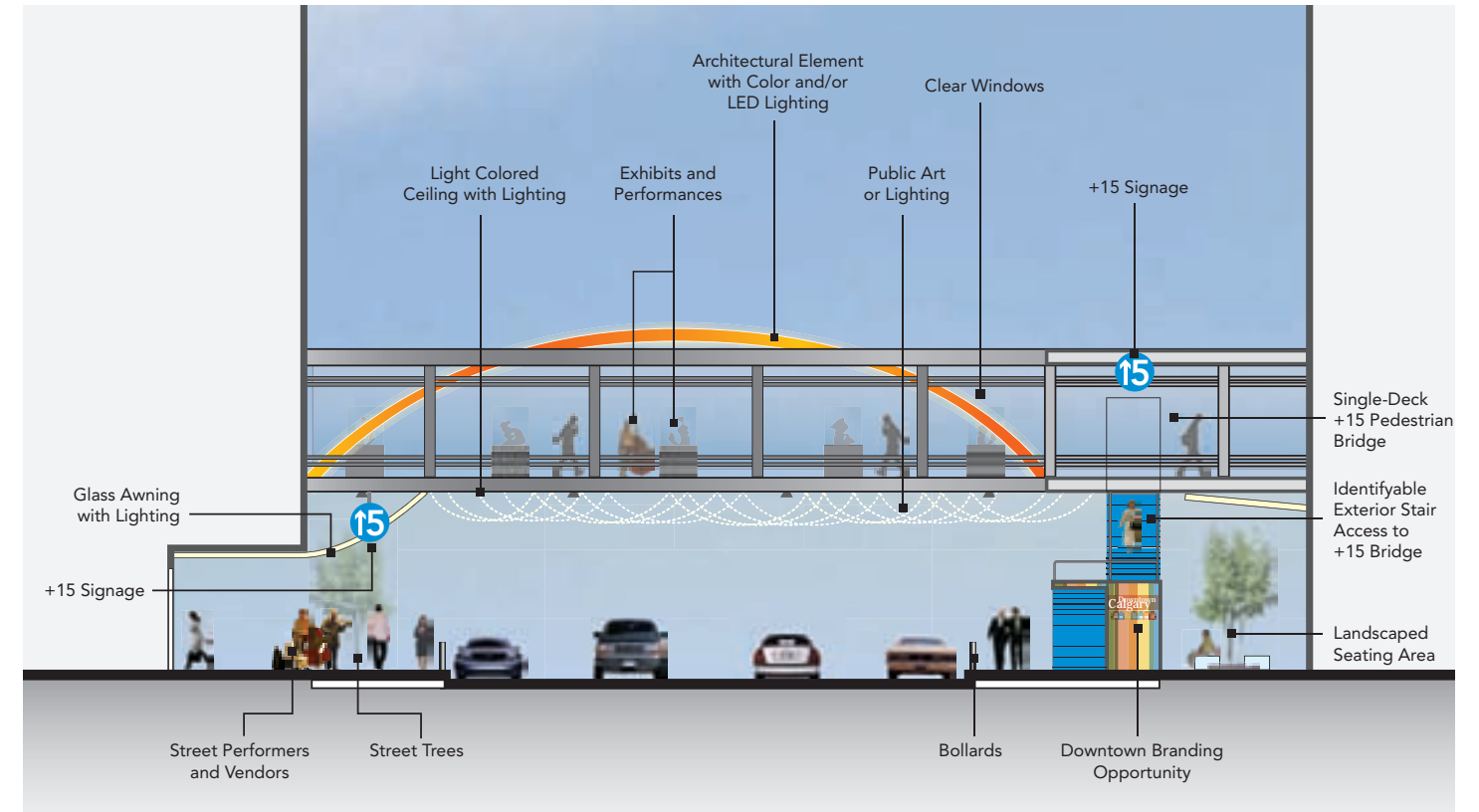


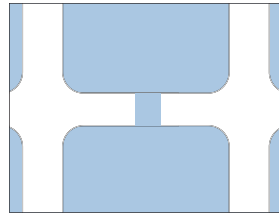
Figure 3b.3: Elevation view of a single-deck overpass with proposed interventions.



Install semi-transparent displays on bridge windows as temporary public art installations that activate the street.



Provide pedestrian amenities beneath the bridge to create a more engaging environment.



3c. +15 Triple-Deck Overpasses

The triple-deck overpasses are taller and wider than the single and double-deck overpasses. The interiors of the overpasses are activated with retail and food offerings and are internally oriented. The resulting ground level environment is dark and uninviting for both pedestrians and retail uses that might locate along the block.

- Three-story bridge with its extra deep width creates the effect of a massive building atop a tunnel.
- Despite façade articulation on the bridge, dark nontransparent glass increases the bulk of the building, creating a heavy and massive appearance. The street and sidewalks become a dark tunnel that is unpleasant to walk through.
- Retail entrances beneath the bridge are dark. However, retailers and taxi stops reclaim the space for pedestrians.
- The columns and arcades under the bridge create a protected, albeit dark, pedestrian environment.



EXISTING CONDITION



Figure 3c.1: Elevation view of a triple-deck overpass



Figure 3c.2: Plan view of a triple-deck overpass

**PROPOSED
DESIGN
INTERVENTIONS**

Proposed design interventions aim to transform a massive overhanging building into a transparent and active interface while creating a ground-level pedestrian connection between the two buildings. Transparency of the bridge can enliven the street with active interior uses such as dining areas, public art exhibitions, and retail displays. The space under the bridge becomes synonymous with a hotel portico, where pedestrians have priority over low-moving vehicles.



Lighting

- Install ceiling lighting design across the bottom of the bridge, creating a unified portico space.
- Use up-lighting to create a bright and iconic space beneath the bridge.



Colour/Materials

- Install transparent windows on the bridge and for ground floor uses to enhance visual connectivity between the public and private realm.
- Use light colours under the bridge to maximize natural lighting.
- Pave the entire right-of-way beneath the bridge with a unique pavement pattern or material to indicate a pedestrian realm.



Signage

- Install branding piece on the bridge, giving the underpass a gateway character that enlivens the downtown environment.
- Install large graphic signage to indicate +15 entryways.



Structural Improvement

- Create a flush sidewalk-roadway condition that further emphasizes
- Install bollards at the edge of sidewalks to create a sense of safety to protect pedestrians from vehicular traffic.



Program

- Locate dining areas on the first floor of the bridge, maximizing eyes-on-the-street and activation of the public realm.
- Install public art displays and retail exhibits on the upper levels of the bridge.
- Encourage street performances and vendors on the street level to activate the area beneath the bridge.
- Require ground-floor commercial uses to put active uses behind transparent windows, such as retail displays or restaurant dining/seating.



Install transparent windows and activating programs such as dining and retail displays to create an engaging façade on triple-deck +15 bridges, which function like buildings.



Figure 3c.3: Design interventions maximize transparency of the bridge while creating a pedestrian-oriented environment beneath.



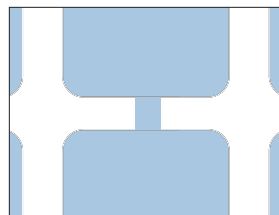
Explore lighting or art displays under the bridge to create an appealing and engaging atmosphere.



Create a portico-like area under the bridge where pedestrians have priority. Consider using special paving treatment that is flush with the roadway.



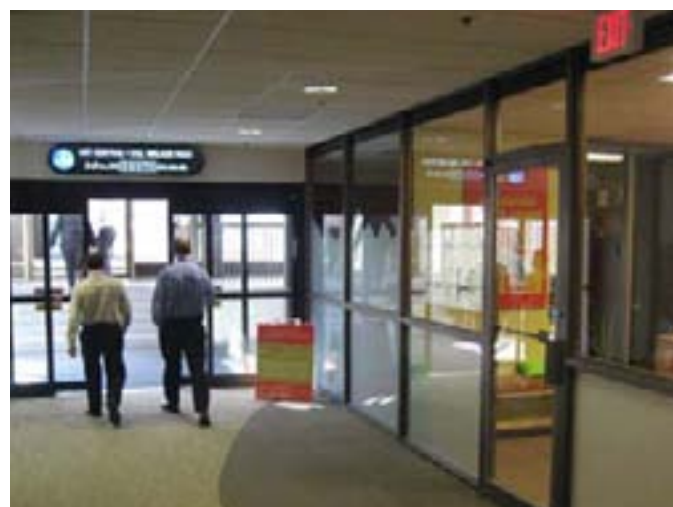
Install transparent displays on the +15 that bridge to create a vibrant streetscape.



3d. +15 Interiors

+15 interiors range from the highly activated and engaging to the stark and barren. They are the effective pedestrian network during the winter months and are a heavily used supplemental pedestrian network to the sidewalks during the rest of the year.

- +15 interiors function as interior malls with retailers and food vendors opening directly onto the pedestrian corridors.
- Oftentimes interior corridors widen to allow for cafe and restaurant seating.
- Interiors also include office uses, which turn their backs to the pedestrian corridors with frosted windows, blinds and curtains, and tinted glass.
- Activation of the +15 interiors depends on the time of day and year. Weekends are particularly empty with few users and most retail and office uses closed.
- Blank walls and corridors characterize many of the +15 interiors that are farther away from the enclosed malls and retail hub around Stephen's Avenue.
- Interior navigation of the +15 system can be difficult, with indirect corridors through buildings, poor wayfinding signage, and multiple turnoffs and connections.



EXISTING CONDITION



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PROPOSED DESIGN INTERVENTIONS

+15 interiors can range from skyways to indoor malls. Design solutions should maximize wayfinding to allow users to easily navigate through the +15 network to get to their destinations, both with signage and visual connections to the street. Interventions also aim to create bright and transparent environments to enhance safety and pedestrian activity.



Lighting

- Ensure that +15 walkways are well lit to enhance safety and wayfinding.
- Where possible, put windows and skylights to maximize natural lighting.



Colours/Materials

- Consider using consistent colours or materials to indicate a cohesive +15 system, while respecting the architecture of different buildings.
- Use transparent glass for windows. Views to the street can provide natural lighting as well as orientation for +15 users. Views into offices or other commercial uses can activate the +15 walkways.



Signage

- Provide ample signage to direct users to their destinations. Since the +15 network is not a grid, users are likely to be more disoriented than if they were on the street level.
- Ensure that wayfinding signage is consistent and bold.



Create active interior environments with public art, lighting, and transparent retail displays. Use architectural features, such as ceiling treatment, to delineate the +15 network from private building use.



Program active uses inside +15 networks during wintertime.



Locate active uses such as dining and seating areas or fitness centres to look onto the street.



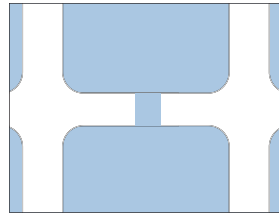
For offices located on the +15 network, explore the use of semi-transparent screening devices that allows privacy while activating the public interiors.



Provide clear signage to direct +15 users to their destinations, since orientation may be skewed by building interior layouts.



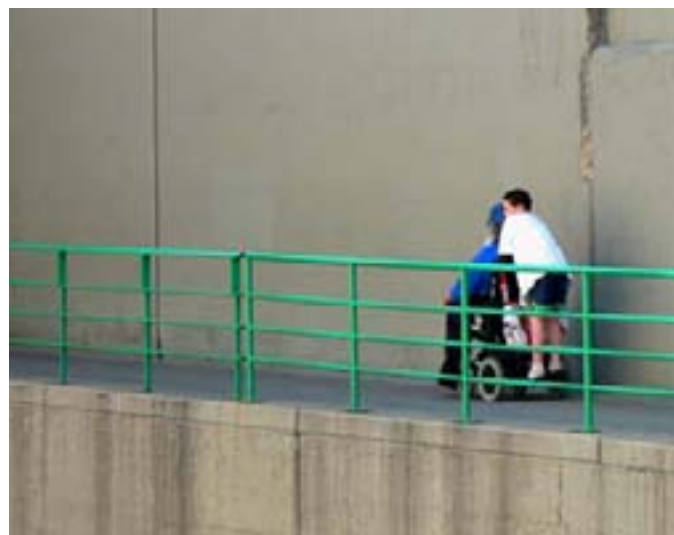
Encourage transparency throughout the +15 network where possible to maximize wayfinding and natural lighting.



3e. Downtown Gateway Underpass

The southern entrances to Downtown Calgary for automobiles, bus transit, and some pedestrians and cyclists are sometimes accessed via underpasses that act as gateways. Freight rail lines run on these bridges, creating subdued entryways to Downtown, both for vehicles and pedestrians. These underpasses are high-speed roadways that also serve pedestrians. However, they are unpleasant to walk along because it is below grade, dark, and edged against fast-speed vehicles.

- Vehicles and pedestrians from the south enter into downtown via underpasses.
- The areas beneath the bridges are dark, lacking both sunlight and light fixtures.
- The prevalent use of concrete and asphalt creates a monolithic and gray environment.
- High-speed vehicular traffic, in addition to trains crossing the bridge, create loud noises that are unpleasant for pedestrians.
- Sidewalk widths are narrow and do not allow for much buffer space between pedestrians and fast moving traffic.
- Staircase access to the underpass tends to be narrow, dark, and inaccessible to wheelchair users.
- Underpasses are lined with blank walls that contribute little to the pedestrian environment.
- Grade-separations between pedestrians and vehicles ensure pedestrian safety under the bridge.
- Building façades abut sidewalks and provide opportunities for activation of the public realm.



EXISTING CONDITION

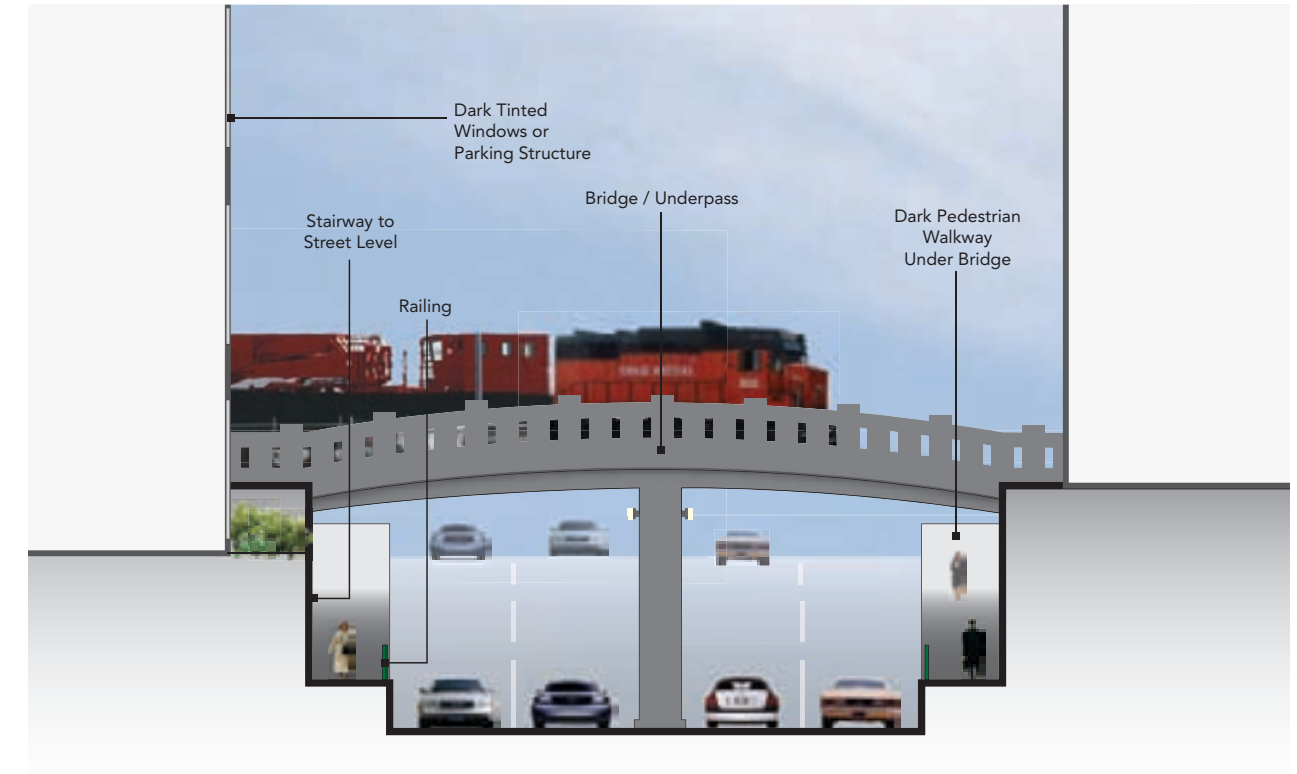


Figure 3e.1: Section view of an existing underpass gateway to Downtown.



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PROPOSED DESIGN INTERVENTIONS

Design interventions aim to transform these underpasses into Downtown's gateways for both vehicles and pedestrians by using strategies such as lighting design, colour and material selection, branding signage, public art, and minor structural renovations. Instead of an awkward space, these gateways should announce entry into Downtown.



Lighting

- Install lighting beneath bridges and against the walls of underpasses to enhance safety and signify a gateway.
- Project lights upward towards the ceilings of bridges for a more aesthetic character.
- Consider the use of coloured lights or light displays.



Colour / Materials

- Use light coloured walls and ceilings to maximize natural and artificial lighting.
- Where buildings front onto underpasses, use transparent windows to create eyes-on-the-street environment.



Signage

- Install bold Downtown signage to announce these gateways. Consider using lighting and colours that enhance the Downtown brand.



Public Art

- Use wall space for murals or other public art installations.
- Install public art displays in below-grade stories of buildings abutting underpasses.



Structural Improvements

- Ensure wide walkways, stairways, and ramp access for pedestrians and cyclists.
- Install solid transparent or ornamental latticework railing to increase buffer between sidewalks and roadways, while still allowing for visibility between vehicles and pedestrians.

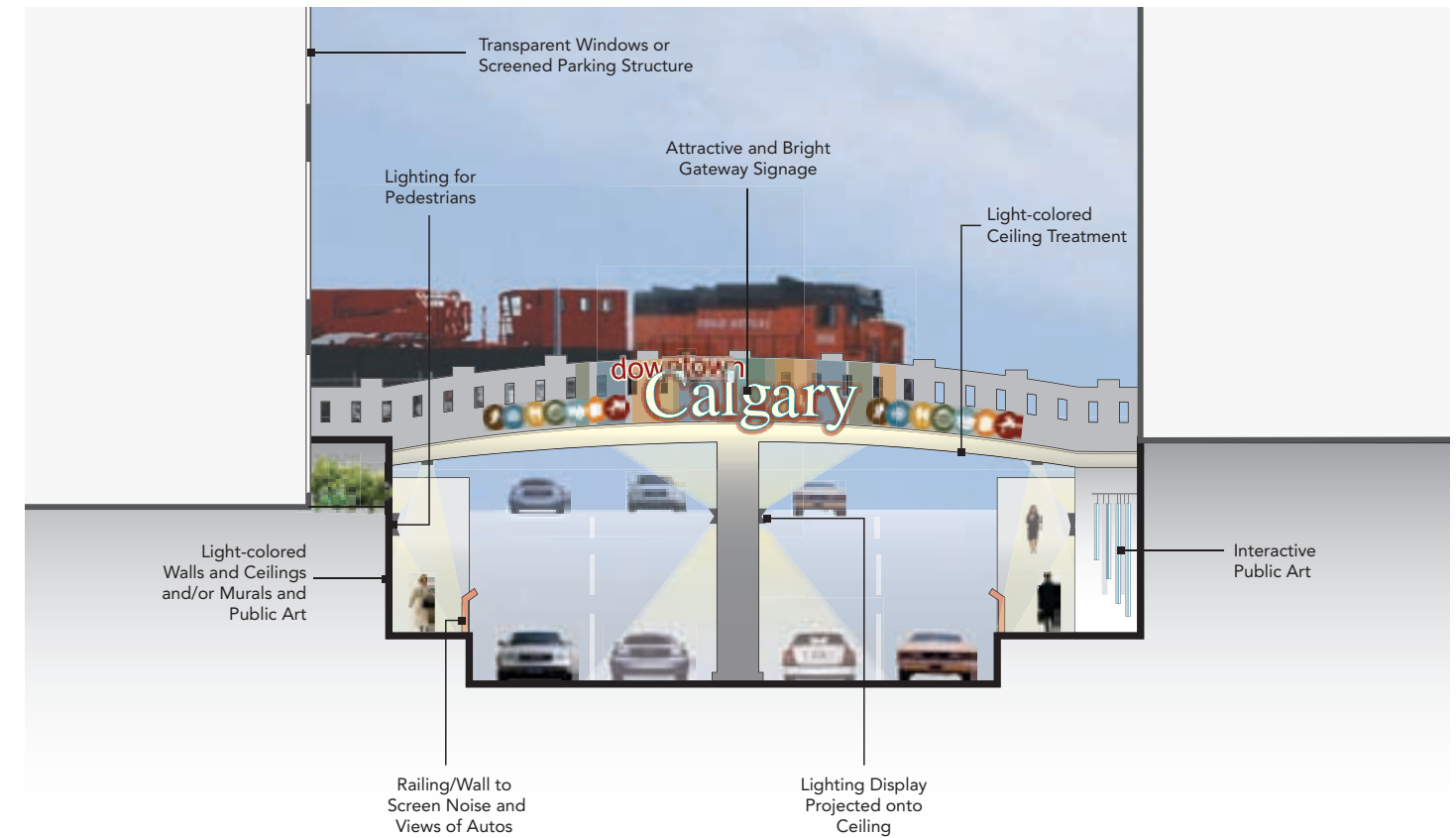
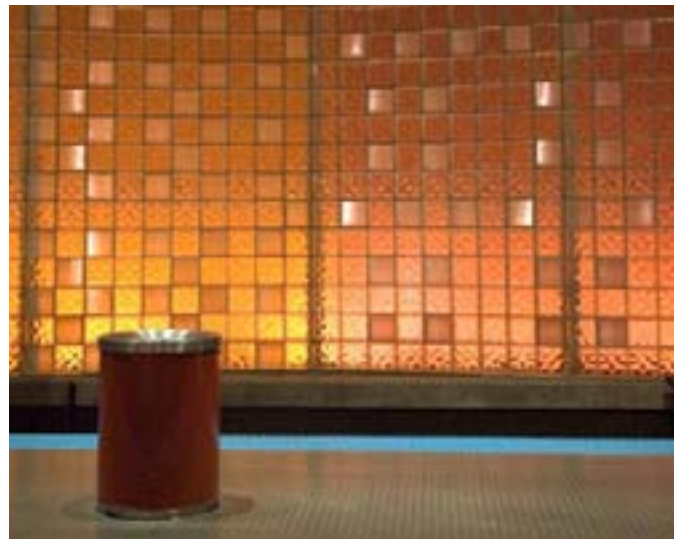


Figure 3e.2: Section view of the proposed design interventions to create a gateway at the underpass.



Explore façade treatments that will brighten the underpass.



Install public art, lighting design, and wall treatments in the underpass to create a more vibrant pedestrian environment.



Project lighting displays onto the ceiling of the underpass to create a bold entry to Downtown.



Design attractive wall treatments that enhance the gateway character of the underpass.



Install engaging public art in the underpass to enliven the environment throughout the year.



pedestrian movement

pedestrian movement

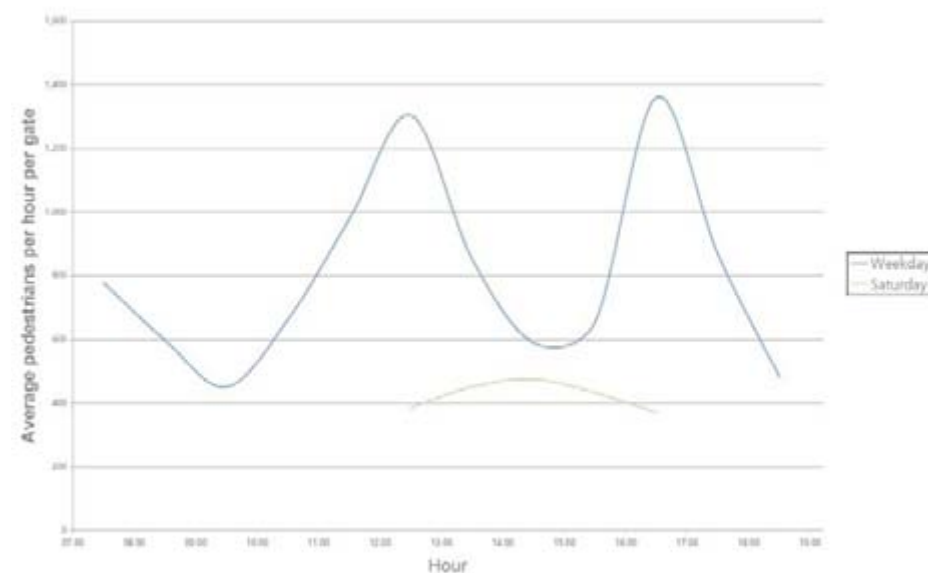
Study Context

Why Pedestrian Movement?

Pedestrian movement plays a key role in the vibrancy of retail centres, and as part of the Calgary Downtown Retail District Strategy a study of pedestrian circulation analysis of the Calgary downtown core has been undertaken by Atkins Intelligent Space. The objective of the study is to understand existing patterns of pedestrian movement in downtown Calgary and to forecast future patterns in order to inform future developments and improvements to the downtown core.

Pedestrian Flow Survey

In order to assess the level and characteristics of pedestrian activity within the study area, pedestrian flow surveys in the downtown area were undertaken during August/September 2008 on behalf of Atkins Intelligent Space by ZINC Research. Weekdays and weekends were surveyed at 80 locations to get an understanding of the pedestrian flows on these days and also to compare and contrast between them. The pedestrian flow information gained during the surveys was used gain an understanding of the current pedestrian movement within the downtown area as well as to feed into the pedestrian model. Below is a graph depicting the average number of pedestrians per hour per location for a week day and weekend:



Pedestrian Modelling

In order to model pedestrian activity it is important to understand what factors in the environment drive pedestrian flows in the area. These are very much based on the design of the local area and for Calgary these are:

- Provision of space for pedestrians e.g., access to +15 walkway;
- Urban density e.g., block height;
- Land use e.g., degree of access to different land uses such as shops or cafes;
- Transit facilities e.g., access to different transit facilities; and
- Spatial structure e.g., visibility of the street network.

The pedestrian model has been developed to show the circulation of pedestrians through the wider area. For the current arrangement, this shows the activity levels for a wider area than shown through the surveys. This model is then used to test the impact of the planned proposals on pedestrian activity levels.

The model shows the average weekday pedestrian activity levels from 07:00 to 19:00. It is based on the standard statistical technique of multiple regression analysis. This technique examines the relationship between a series of independent variables (pedestrian drivers such as retail stores in view) and the dependent variable, the average weekday pedestrian flow (with this data being provided by that collected during the surveys).

In testing the importance of the different types of land use and other factors that influence pedestrian activity in the area (using regression analysis), the following factors were those used in the final model:

- Number of retail/food and drink units in view;
- Block height;
- Accessibility to the C-Train;
- Quality of the footway provision; and
- Number of bus stops in view.

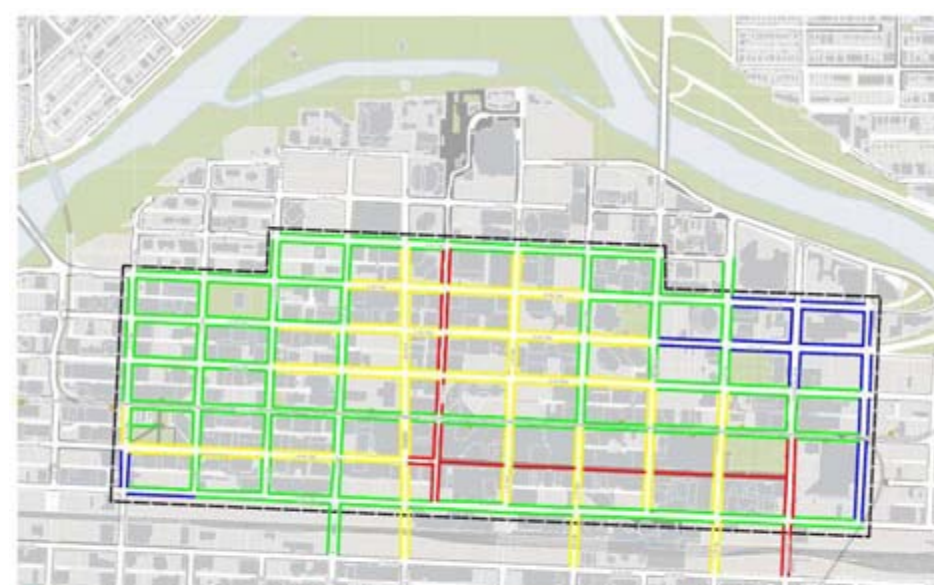
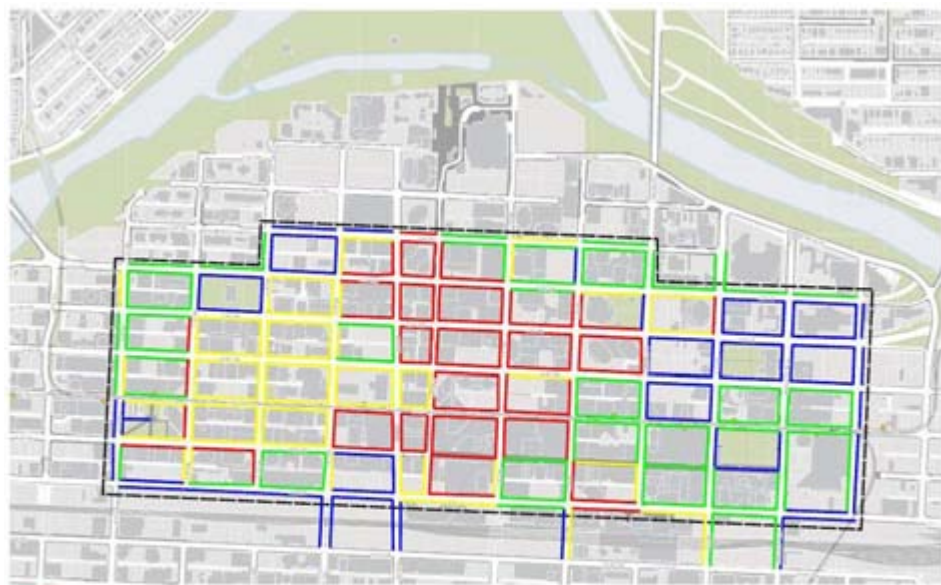
Maps of these variables are shown on the next page.

Pedestrian Modelling for Future Flows

The pedestrian model has been used to test the likely impact of the proposed developments and suggested improvements on pedestrian activity. Plans of new developments were collected (e.g., new buildings, additional C-Train stations and new pedestrian bridges) and the key pedestrian drivers reassessed to see how these changes would affect activity levels. The block height associated with each model was changed to reflect that of the new developments and the street quality raised to reflect the expected increase associated with each new development.

pedestrian movement

Study Context

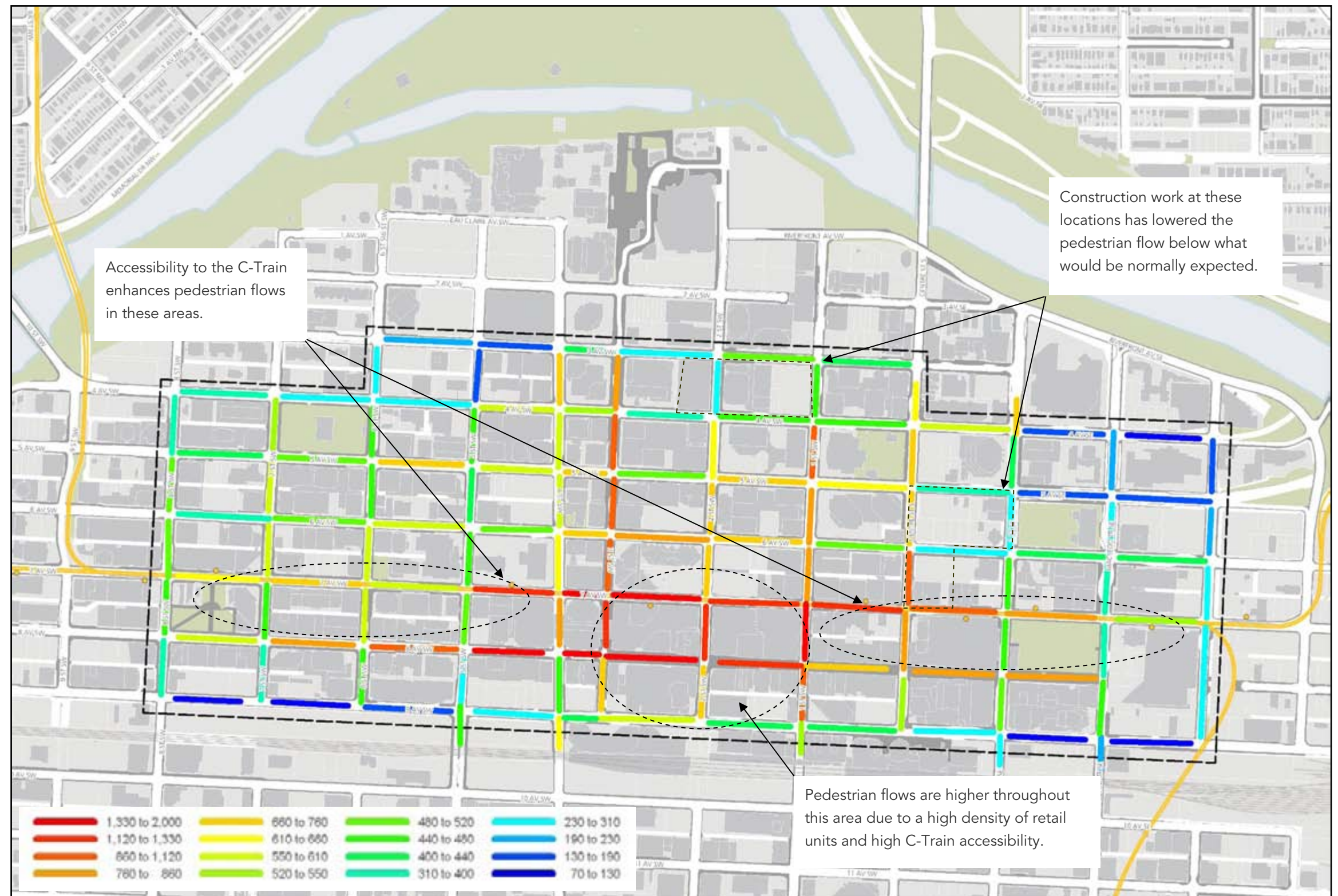


pedestrian movement

Model of existing pedestrian activity

MODEL OF EXISTING ACTIVITY

The map on the right shows the modelled average weekday flows per street segment for downtown Calgary (in pedestrians per hour – PPH) for the existing downtown study area.



pedestrian movement

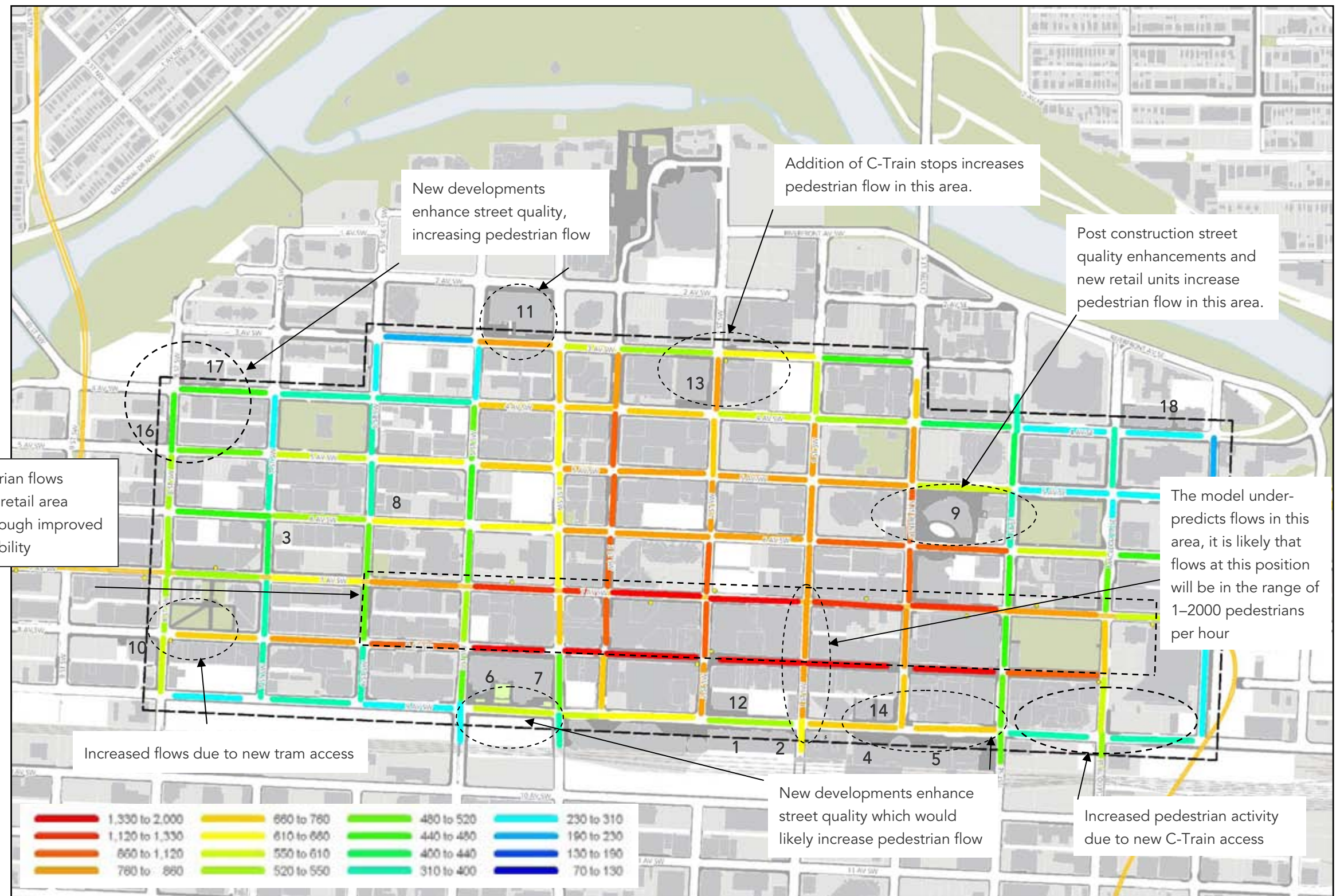
Modelled Pedestrian Flows

MODELLED PEDESTRIAN FLOW

The map on the right shows the modelled pedestrian flows for a weekday in downtown Calgary (in pedestrians per hour – PPH). The list below corresponds to the developments included in the revised model along with revised C-Train station:

1. Penn West Plaza East
2. Penn West Plaza West
3. 608 (Condo) - Genco
4. Palliser West
5. Palliser East
6. Eighth Avenue Place West - Penny Lane
7. Eighth Avenue Place East - Penny Lane
8. 634 (Condo) - Genco
9. The Bow
10. 8 West
11. Centennial Place
12. Bankers Court
13. Jamieson Place
14. Le Germain
15. CPA Lands
16. Five West
17. Louise Station
18. Riverfront Pointe

All of the above developments changed the block height and density of use which affect the level of pedestrian flows in their vicinity. As block density increases, as does pedestrian activity.



downtowncalgary