

Centre City Plan: Public and Stakeholder Engagement Results



Prepared by

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The City of Calgary**

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The Centre City is a large regional planning area in Calgary that includes the six community districts in the Downtown and Beltline. This report is a consolidation of findings analyzed from the input received during the public and stakeholder engagement process used in the development of the Centre City Plan. It has been prepared by Business and Market Research, The City of Calgary for the Centre City Planning and Design group of Land Use Planning and Policy, in conjunction with Community and Neighbourhood Services and the Engagement Resource Unit.

Cover Photo: Bookmark distributed at public engagement events. The reverse side listed the project website and contained information on how to submit ideas about the Centre City by telephone, email, and regular mail.

Executive Summary

The Centre City is of vital importance to all Calgarians because it is the economic, social, cultural, and environmental heart of the city. The Centre City Plan, which is currently under development, will be a comprehensive plan that applies to both the Beltline and the five community districts in the Downtown core. It will combine a broad vision with a range of action strategies to promote a dynamic, welcoming and accessible environment for all those who live, work, study, and play in the Centre City. It will also identify the actions needed in both the short and long term to make the Centre City more *livable, thriving, and caring*.

This report describes the public and stakeholder engagement process used in the development of the Centre City Plan and summarizes the findings derived through analysis of all forms of input received from Centre City stakeholders and the public.

The diversity of Calgarians' real life experiences living in our city is reflected in the many ideas offered and the variety of responses received from each Ideas Fair public engagement location, as well as through feedback from the Centre City Plan telephone hotline, email account, and stakeholder workshops. Participants each had their own likes and dislikes about the current Centre City, and many offered thoughtful ideas and suggestions for creating a more livable, thriving and caring Centre City in the future.

Key Findings

Although the diversity of participants was evident, and many different and sometimes opposing ideas for the future Centre City were expressed, Calgarians also shared some common visions for the future Centre City. Specifically, most Calgarians felt that in order for the Centre City to be a more livable, thriving and caring place, citizens must be included in the process of planning their city and all citizens must have equal access to the services and resources available in the Centre City. This will make the Centre City a great place for everyone.

Six dominant issues emerged during the engagement process: safety issues; homelessness and crime; lack of vitality; lack of affordable housing; the need for better transportation and parking; and the lack of public spaces and green space.

Safety: There is a perception amongst the public that the Centre City is unsafe and in need of more safety measures, including increased street level policing and community policing initiatives. In addition, many area stakeholders call for tougher bylaws to crack down on criminal activity and drug use in the downtown core. Many respondents state that a concern for their personal safety is the main reason for not visiting downtown more often.

Homelessness and Crime: Respondents believe there are far too many homeless people in Calgary's downtown core. Many people are deeply concerned for the wellbeing of the homeless and feel that the issue needs to be addressed. Others, however, feel that homeless persons, panhandlers, prostitutes, and drug dealers are annoying, dangerous, and a disgrace to Calgary. Some people commented that they are confronted by panhandlers and homeless people begging for money on a regular basis and, as a result, feel unsafe walking the streets of the Centre City.

Vitality: Most respondents feel that the Centre City lacks vitality, especially in the evening. Some people stated that the streets are dead after hours and, therefore, there is no reason to go downtown in the evening. This issue is closely related to respondents' fear for personal safety, which keeps many citizens off the streets and away from the Centre City, especially at night.

Affordable Housing: The lack of affordable housing in the Centre City – and the lack of available residential housing in general – is a major barrier to increasing the use of downtown services and also is seen to stunt the growth of vibrant and diverse neighbourhoods in the Centre City. Because of this, most respondents believe that, at present, the Centre City is a place for working, not for living.

Transportation and Parking: Overall, people value the current transit system but feel that the service could be improved by extending hours and routes, and increasing safety measures on LRT trains, on buses (due to overcrowding), and on LRT platforms. In addition, many respondents feel that more transit choices should be available such as more shuttle buses, more frequent trains at high use times, more express buses, and more transportation options to encourage walking and lessen the use of personal vehicles. In contrast, many respondents also believe that parking in the Centre City is inadequate, expensive and discourages people from visiting the area.

Public Spaces and Green Space: While people appreciate the public parks and public spaces currently available such as the Devonian Gardens, Eau Claire Market and Olympic Plaza, almost all respondents felt that the Centre City needs even more public spaces and events programming that encourages regular communication, public interaction, and builds a sense of community. Related to this issue is the view that the downtown currently feels cold, sterile and vacant and would attract more people if it was more aesthetically pleasing.

After reviewing the feedback received from all those who participated in the Centre City public and stakeholder engagement process, it is clear that Calgarians feel passionately about the future of their Centre City. While most people felt a sense of responsibility and the need to contribute to making positive changes, some felt discouraged and many felt that this type of engagement process had already taken place in the past, without action in the Centre City by the planning team and City Council. Based on these comments, it is clear that The City must take action and provide feedback on decisions and actions that emerge as a result of public engagement processes such as the one profiled in this report.

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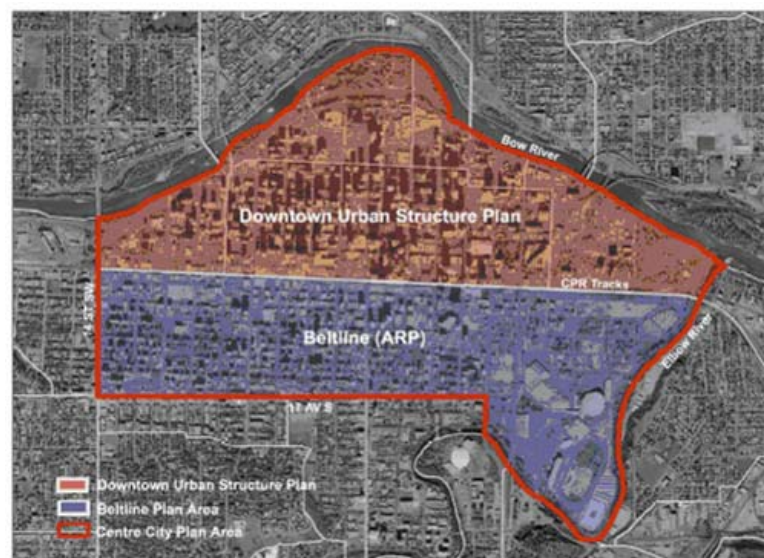
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1.0 Introduction

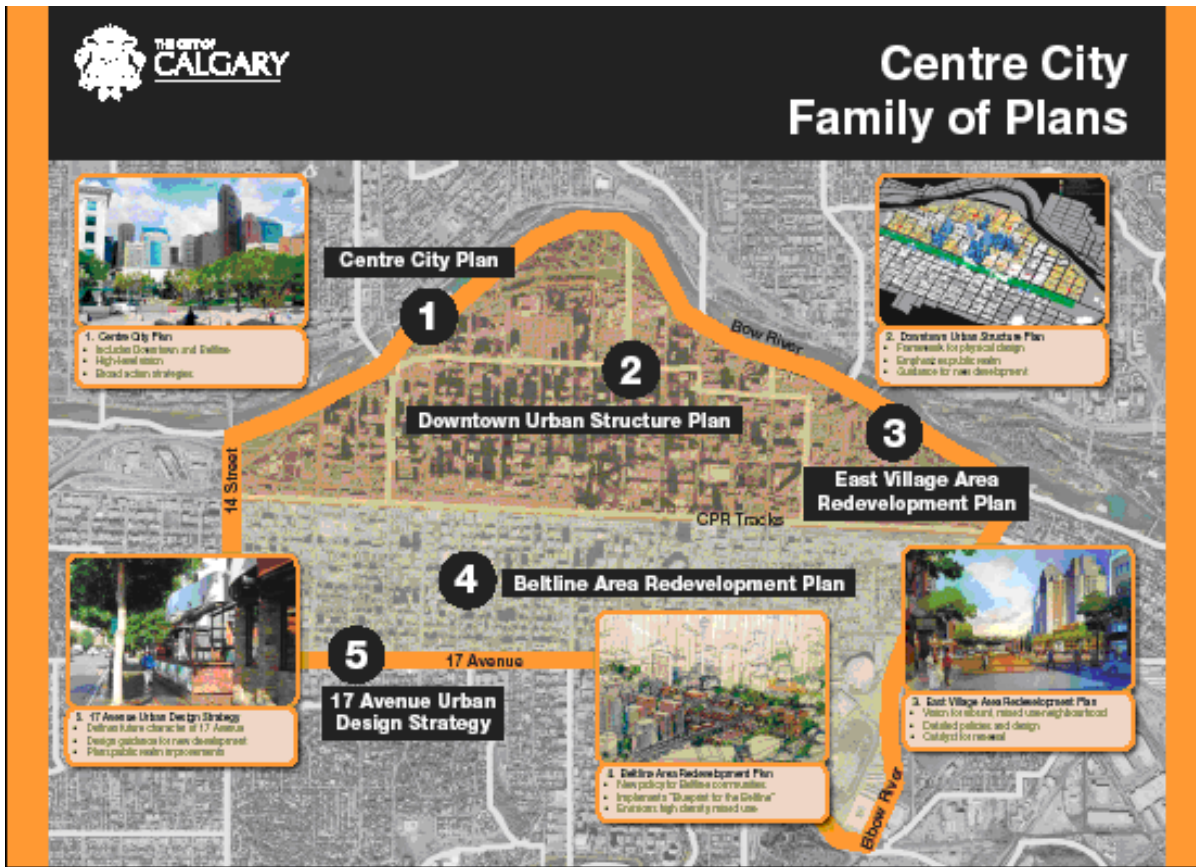
The Centre City is of vital importance to all Calgarians. It is the economic, social, cultural, and environmental heart of the city. Encompassing both the Downtown and Beltline areas (see Figure 1), the Centre City extends from the Bow River on the north (including Prince's Island Park) to 17 Avenue on the south (plus all of Stampede Park), and from the Elbow River on the east to 14 Street SW on the west. Both sides of any roadways on the perimeter of the Centre City are included in its boundary. The community districts in the Centre City are (from west to east, moving north to south) Eau Claire, Chinatown, the Downtown West End, the Downtown Commercial Core, the Downtown East Village, and the Beltline (which is comprised of the formerly separate communities of Connaught and Victoria Park).

Figure 1. Map of the Centre City



The Centre City Plan will be a comprehensive plan that applies to both the Beltline and the Downtown core. Not since the release of the *Downtown Master Plan* of 1966 has there been a comprehensive plan for Calgary's downtown, and there has never been a comprehensive plan created for this larger central region of the city. The non-statutory Centre City Plan is at the top of a "family tree" of interrelated plans and policies for the Beltline and Downtown, as shown in Figure 2.

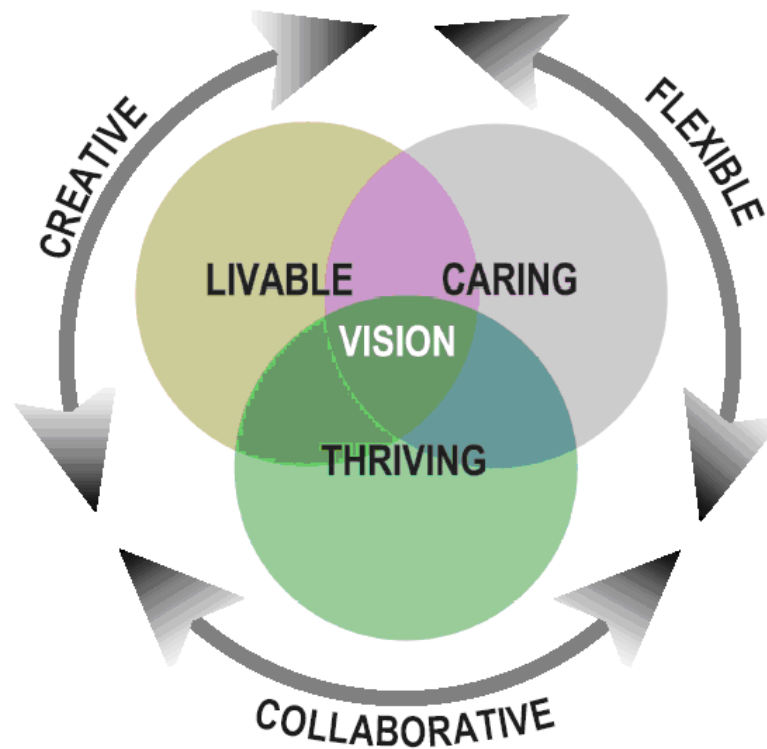
Figure 2. The Centre City Family of Plans



The Centre City Plan will move beyond traditional land use planning and design to include strategies related to arts, culture and creativity; economic development and tourism; safe and caring environments; residential livability; heritage preservation; inspired urban design and architecture; and public streets and spaces that promote walking, cycling and special events. It will combine a broad vision with a range of action strategies to promote a dynamic, welcoming and accessible environment for all those who live, work, study, and play in the Centre City. It will also identify the actions needed in both the short and long term to make the Centre City more *livable, thriving, and caring*.

As shown in Figure 3, the Centre City Plan engagement process sought input from the public and stakeholders around three themes – the **Livable Centre City**, the **Thriving Centre City**, and the **Caring Centre City**. These were simply used as a starting point for gathering input from individuals and groups. All participants brought their own interpretation and meaning to those words.

Figure 3. The Centre City Plan Dialogue Framework



The next sections of this report describe the engagement methodology that was used and summarize the findings derived through analysis of all forms of input received from Centre City stakeholders and the public. The review, analysis, and reporting of all engagement input received was completed by experienced analysts based in Business and Market Research at The City of Calgary. This division is a neutral research body that has no involvement or stake in the Centre City Plan or its implementation.

2.0 Engagement Methodology

The Centre City Plan engagement process was designed to gather comments and ideas from various stakeholders and the general public, which could inform the development of the Centre City Plan. Engagement activities began July 5, 2005 when the engagement process was launched with *Centre City, Centre Stage*, a lunchtime presentation held at the Dutton Theatre in the W.R. Castell Central Library. Speakers included Mayor Dave Bronconnier, Alderman Druh Farrell, Alderman Madeleine King, and Ms. Mary Axworthy, Director of Land Use Planning and Policy at The City of Calgary. Mr. Brent Toderian, Centre City Plan Project Manager, gave a presentation that introduced the Centre City Plan engagement process and explained that it was guided by three objectives:

- To listen, learn from and consult with a cross section of stakeholders and the public in Calgary about their desired future for the Centre City
- To inform stakeholders and the public about the scope, goals and impact of the Centre City Plan, and
- To share with stakeholders the “next steps” planned for drafting the Centre City Plan and announce opportunities for future input on the draft document before it proceeds to City Council.

The public and stakeholders were invited to consult the just launched project webpage (www.calgary.ca/centrecity) and challenged to contribute “big ideas” for the Centre City of the future. Approximately 160 people attended the launch event, which also received extensive media coverage, helping to inform Calgarians about ways in which they could participate and share their ideas. Information was sought on creating a *livable, thriving, and caring* Centre City. Print materials and discussion points for stakeholder meetings centred primarily around three open-ended questions:

What three things do you like best about Centre City?

What three things would you change about Centre City?

Tell us how to create a more livable, thriving and caring Centre City.

Although engagement activities began after the July 2005 launch and continued through December, scheduling challenges meant that events were heavily concentrated in October and November. Appendix A lists all public and stakeholder engagement events and activities combined, in chronological order. Staff resources for all engagement events and activities were drawn primarily from the Centre City Plan Team, the Centre City Social Plan Team, the Engagement Resource Unit, and Business and Market Research. Other staff from Land Use Planning and Policy and from Community and Neighbourhood Services also supported the process as required.

2.1 Public Engagement Events

General information on the Centre City Plan development process was distributed in the following ways:

- A Centre City Plan display booth was staffed by Centre City Plan team members throughout the 2005 Calgary Exhibition & Stampede – from July 8-17, 2005 – in the Round-Up Centre on the Stampede Grounds
- A Centre City Plan display booth, staffed by Centre City Plan team members, was set up at the Beltline Area Redevelopment Plan (ARP) Open House that was held on November 30, 2005, and
- An article providing information about the Centre City Plan and seeking feedback from citizens was published December 23, 2005 in *The Canadian Chinese Times* to reach the majority of Chinatown residents who do not have English language skills (see Figure 4).

Figure 4. Article Published in *The Canadian Chinese Times*

City of Calgary - New Plan for the Centre City(CCP) 卡城市政府 - 市中心新規劃(CCP)

為了迎合卡城人口的增長和工商業的持續發展，卡城市政府為卡城市中心及鄰近社區的未來規劃和發展提出了新的計劃和全面的檢討。CCP會詳細辨識和重新訂定這區域的人口密度、用地、環境、交通及建築等各項標準。以上的各項標準，將直接影響到未來市中心地區的文化、經濟、旅遊、居屋、發展、社區環境、傳統文化保護及道路使用，並同時為提倡步行、踏自行車及日常活動作出適當的配合。計劃書會以一個宏觀的角度去探討上述的問題。

過去的 DOWNTOWN 和 BELTLINE 地區將會重新納入一個新的地區，名為“CENTRE CITY”「中心城市」。「中心城市」將包括EAU CLAIRE, CHINATOWN, DOWNTOWN WEST END, THE DOWNTOWN COMMERCIAL CORE, DOWNTOWN EAST VILLAGE, AND THE BELTLINE COMMUNITIES OF CONNAUGHT AND VICTORIA PARK. 未來的「中心城市」北面以弓河（包括王子島）為界、南至十七橫街、西面至十四街、及東面以肘河（包括牛仔節場地）為界。

我們誠意邀請您提出寶貴的意見：

1. 如何使「中心城市」社區變成卡城的理想居所？
2. 如何使「中心城市」變為充滿關懷和睦鄰的理想社區？
3. 如何使「中心城市」社區變得更有生氣？

熱線：(403) 268-2828

電郵：centrecityideas@calgary.ca

網址：www.calgary.ca/centrecity

卡城市政府在過去數月一直為「中心城市」的新規劃向有關人士和機構會面商討和收集意見，期望能在2006年2月向卡城公眾提交初稿。

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Public Engagement “Ideas Fair Outreach Events”

The targeted public outreach component of the Centre City Plan engagement process was conducted from October 19 to November 22, 2005 and included 20 events at venues located throughout Calgary (see Table 1). Events were held in suburban locations as well as in the Centre City to ensure the process was as inclusive as possible in gathering insights and ideas and reaching out to Calgarians throughout the city. This approach is in line with Council's *engage!* Policy.

Table 1. Ideas Fair Public Engagement Events

Location	Date	Day	Shift Time	Surveyors
Banker's Hall	Oct. 19	Wednesday	1000-1200	BMR & ERU
CUPS	Oct. 20	Thursday	0730-1130	BMR & ERU
Village Square Leisure Centre	Oct. 22	Saturday	0930-1400	BMR
Marlborough Mall	Oct. 22	Saturday	0930-1400	ERU
Eau Claire Market	Oct. 26	Wednesday	0930-1400	BMR
	Oct. 29	Saturday	0930-1400	BMR
Westbrook Mall	Oct. 29	Saturday	0930-1400	ERU
Mountain Equipment Co-op	Oct. 29	Saturday	0930-1400	BMR
	Oct. 30	Sunday	0930-1500	BMR
Kerby Centre	Nov. 2	Wednesday	1030-1500	BMR
Crossroads' Market	Nov. 5	Saturday	0900-1300	BMR
Southland Leisure Centre	Nov. 5	Saturday	0930-1400	BMR
Cardel Place	Nov. 5	Saturday	0930-1400	BMR
Downtown Friendship Centre	Nov. 9	Wednesday	0945-1345	BMR
Chinese Cultural Centre	Nov. 10	Thursday	1000-1200	BMR
Chinook Centre	Nov. 12	Saturday	0900-1300	BMR & ERU
	Nov. 12	Saturday	1330-1630	BMR & ERU
	Nov. 12	Saturday	1700-2130	ERU
Crossroad's Market	Nov. 12	Saturday	0900-1100	BMR
Salvation Army	Nov. 16	Wednesday	1630-2030	BMR
Banker's Hall Main Event, Day 1	Nov. 17	Thursday	0930-1230	BMR & ERU
	Nov. 17	Thursday	1000-1400	BMR & ERU
Banker's Hall Main Event, Day 2	Nov. 18	Friday	0930-1215	BMR & ERU
	Nov. 18	Friday	1000-1400	BMR & ERU
EPCOR Centre Main Event, Day 3	Nov. 19	Saturday	1300-1600	BMR & ERU
	Nov. 19	Saturday	1300-1600	BMR & ERU
Queen Elizabeth High School (grade 11 class)	Nov. 22	Tuesday	1300-1500	ERU

Data were collected by City of Calgary staff from the Engagement Resource Unit (ERU) and Opinion Surveyors from Business and Market Research (BMR). Staff from the Centre City Plan team, the Centre City Social Plan team and others from Centre City Planning and Design also volunteered their time and energy to support these public engagement events.

Each public engagement event was called an “Ideas Fair” to emphasize the goal of gathering “big ideas” for the Centre City of the future. Staff set up display boards and spent time engaging citizens in discussions about the Centre City and what it meant to them. Various print materials were available to collect information on site or to enable members of the public to contribute ideas at a time of their own choosing. Citizens were also encouraged to visit the project webpage and to consider submitting their ideas in ways that would be most comfortable for them, for example, by completing mail back postcards or using the project’s telephone hotline or email account. These tools are described more fully in Section 2.3.

The Public Engagement “Ideas Fair Main Event”

The highlight of the public engagement process was a three-day “Ideas Fair Main Event” held at two prominent venues in the Centre City. It took place in the east lobby of Banker’s Hall on Thursday, November 17 and Friday, November 18 and was held in the lobby of the EPCOR Centre on Saturday, November 19 (see Figure 5).

The Main Event was designed to be a fun and interactive session that would capture the interest of office workers in the downtown during the week, and appeal to area residents as well as a range of families with children on the weekend. The Saturday event began immediately after the Santa Claus Parade in an attempt to draw people who were already downtown into the event. The Saturday venue offered visits with Santa Claus, free popcorn and cotton candy, and activities especially designed for children.

Various print materials were available to collect information on site or to enable members of the public to participate later, as described in Section 2.3. In addition, a number of interactive exercises were set up at “stations” manned by City of Calgary staff.¹ After visiting a station and completing an exercise, participants could collect a stamp which, when combined with at least two other stamps, could be redeemed for free food and beverages and then entered into a prize draw. The Centre City Café was a feature of both Main Event venues. It consisted of a coffee and cookie stand and a designated quiet area with comfortable chairs where people could fill out data collection forms or discuss their ideas with Centre City staff or other citizens.

¹ Additional interactive stations were available to enable people to place a dot over the area where they lived on a giant spherical city map and to work with an urban designer to suggest ways to change the Centre City. These methods of engagement are not analyzed in this report.

Figure 5. Poster Advertising the Ideas Fair Main Event

Food 	Activities for the whole family	Share ideas 	Questions 	Centre City Café FREE	Speakers Corner FREE	Design Corner 
--	--	---	---	--	---------------------------------------	---

You're invited

to The **CentreCity** Ideas Fair

November 17 — Bankers Hall, main level 10 a.m. - 4 p.m.
November 18 — Bankers Hall, main level 10 a.m. - 2 p.m.
November 19 — EPCOR CENTRE for the Performing Arts
 1 p.m. - 4 p.m. (special guest Santa Claus)

For more information or other events in your area visit
www.calgary.ca/centrecity

www.calgary.ca/centrecity call 268-2828
THE CITY OF CALGARY

The interactive exercises designed for the Ideas Fair Main Event were based on the three discussion themes chosen for the Centre City Plan – creating a more *livable*, *thriving*, and *caring* centre city. The exercises were designed to gather people's ideas about and preferences for the Centre City of the future, as described below.

- **A Livable Centre City – Photo Preferences**

Two large display boards containing 39 photos were set up. The photographs represented a variety of urban environments and places, each depicting a different aspect of livability including housing forms, amenities, open space, and so on. People were asked to place check marks on the photographs that they liked or that resonated with them in some positive way. A new set of boards was used for each day of the three-day Ideas Fair Main Event.

- **A Thriving Centre City – Photo Ranking**

This one-page questionnaire showed eight sets of named photographs, each depicting different aspects of a thriving Centre City. The image groupings related to shopping and restaurants; a healthy economy; festivals; arts and culture; people living in Centre City; tourism; nighttime activities; and recreation and play. Participants were asked to rank the images in order of preference and complete one open-ended question.

- **A Livable and Thriving Centre City – Dots on the Map**

This exercise consisted of a large map of the Centre City set up on a display stand. People were asked to place green dots on the areas of the Centre City they liked and to put red dots on the areas of the Centre City they did not like. A new map was used for each day of the Ideas Fair Main Event. This activity was not analyzed for this report.

- **A Caring Centre City – Thoughts on a Scroll**

People were invited to write down their ideas on a continuous scroll of paper about what “A Caring Centre City means...” A new scroll was used for each day of the Main Event. The scrolls were transcribed and the comments were analyzed for this report.

2.2 Stakeholder Engagement Activities

The stakeholder outreach component of the Centre City Plan engagement process consisted of two components – 19 meetings with various stakeholder groups and a series of four workshops held with stakeholders with an interest in the Centre City. Stakeholder engagement activities began following the launch event in July 2005 and concluded with a final stakeholder meeting that was held in January 2006.

Stakeholder-Requested Meetings

At the request of various stakeholder organizations or groups, members of the Centre City Plan team met with them to discuss the project and receive input on the Centre City of the future. A total of 19 meetings were requested by various stakeholder organizations or groups following the launch of the Centre City Plan engagement process on July 5, 2005 (see Table 2).

At these meetings, project team members presented an overview of the Centre City Plan and its engagement process. However, the primary purpose of these meetings was to give participants an opportunity to provide their ideas and comments in answer to the three open ended questions guiding the engagement process:

What three things do you like best about Centre City?

What three things would you change about Centre City?

Tell us how to create a more livable, thriving and caring Centre City.

Centre City staff members took notes and recorded specific comments from these meetings for consideration in the development of the Centre City Plan. Meeting notes are not analyzed as part of this report. However, meeting notes are being reviewed by project staff and the ideas generated at stakeholder meetings will be considered in the development of the Centre City Plan.

Table 2. Stakeholder-Requested Meetings

Meeting Date	Organization
July 6, 2005	Various Downtown Stakeholders
July 28, 2005	Olympic Plaza Cultural District
August 12, 2005	Calgary Urban Initiative
August 18, 2005	Victoria Park BRZ
September 13, 2005	Olympic Plaza Cultural District
September 14, 2005	Stampede Board
September 21, 2005	Calgary Downtown Association
September 21, 2005	Calgary Regional Home Builders Association
October 4, 2005	Calgary Homeless Foundation
October 20, 2005	CUPS [Calgary Urban Projects Society]
October 25, 2005	Calgary Parks Foundation
October 27, 2005	Ethno-Cultural Council of Calgary Event
November 8, 2005	Salvation Army Leadership Team
November 21, 2005	Public Art Board
November 28, 2005	Inner City Coalition
November 29, 2005	Salvation Army Management Team
December 7, 2005	Chinatown Merchants Association
December 7, 2005	Eau Claire Community Association
January 30, 2006	Downtown West End Community Association

Stakeholder Workshops

Three stakeholder workshops were held October 17, October 24, and November 2, 2005 at different central locations. Each was focused, in turn, on creating a more *livable*, *caring*, and *thriving* Centre City. A wide range of stakeholders drawn from the public, private and community sectors were invited to participate because of their interest in and knowledge about certain aspects of life in the Centre City.

Appendix B provides a list of groups or organizations with members who were invited to participate in a Centre City stakeholder workshop. It is important to note, however, that stakeholders were invited as *knowledgeable individuals* and not as representatives of any particular organization or group. A total of 87 individuals attended one of these three workshops as a participant.² Numerous other City staff members supported each event.

² The Livable Centre City Workshop had 18 participants, the Caring Centre City Stakeholder Workshop had 34 participants, and the Thriving Centre City Workshop had 35 participants, for a total of 87 participants from the public, private and community sectors at 'external' stakeholder workshops. An additional 32 stakeholders from the City of Calgary took part in a Caring Centre City Staff Workshop, for a grand total of 119 individuals who took part in all four Centre City Plan stakeholder workshops.

A fourth workshop was held on November 28, 2005 for City of Calgary staff members who had supported the Centre City Plan engagement process at other workshops or public engagement events. City staff members whose work affects or could be affected by decisions made about the Centre City were also invited. This workshop, which also focused on creating a more caring Centre City, was attended by 32 individuals.

All four stakeholder workshops were designed to include full-group plenary discussions as well as “table talk” amongst groups of five to eight people. Each table was provided with a facilitator to ensure that everyone had an opportunity to share their ideas and a recorder, whose role was to capture key discussion points in writing for consideration in the development of the Centre City Plan. Specific questions were used to stimulate discussion on how to make the Centre City more *livable*, *thriving*, and *caring*.

2.3 Data Collection Methods and Tools

Input from stakeholders and the public was collected in a variety of ways and all comments received by December 24, 2005 were included in the analysis provided in the report.³ Each data collection method that was used is described below.

Centre City Plan Telephone Hotline

The Centre City Plan Telephone Hotline (403-268-2828) was activated July 5, 2005, the day the Centre City Plan engagement process was launched. It was promoted on the project’s webpage and at all public and stakeholders engagement events held in the summer and fall of 2005. The telephone hotline gave stakeholders and citizens an anonymous way to provide comments and ideas on the Centre City. A total of 41 voice messages had been received by the December 24, 2005 cut-off date for input analysis.

Centre City Plan Email Account

The Centre City Plan Email Account (centrecityideas@calgary.ca) was also activated on July 5, 2005 and promoted at all public and stakeholders events as a way for the public to submit their ideas about the Centre City to the project team. A total of 42 email messages had been received by the December 24, 2005 cut-off date for input analysis.

Centre City Plan Print Materials

A variety of print materials were used to gather written feedback from participants, all of which are described in more detail below. Information was collected through *questionnaires* and short answer *idea cards* at various engagement venues, and *postcards* were distributed that could be completed off site and mailed in.

³ Comments received after the analysis cut-off date of December 24, 2005 will be monitored by project staff during the spring of 2006 and considered in the development of the Centre City Plan.

As well, *information sheets* and *bookmarks* were also available at engagement events, which explained how to participate in the engagement process by telephone and email, and also directed people to the project webpage (www.calgary.ca/centrecity).

- **Questionnaires**

Questionnaires were available at public engagement events and could be completed on site. Given a single sheet with questions on both sides, members of the public were invited to answer the following questions:

What three things do you like best about Centre City?

What three things would you change about Centre City?

Tell us your ideas of how to create a:

- *More livable Centre City?*
- *More thriving Centre City?*
- *More caring Centre City?*

A total of 312 questionnaires were completed at various Ideas Fair locations throughout the city.

- **Idea Cards**

Short answer idea cards were a popular choice for providing feedback at public engagement events for those who did not have the time to complete a questionnaire. The cards allowed respondents to jot down a word, phrase, or sentence about their ideas for the Centre City. These cards were also used by surveyors or engagement staff to write down responses people gave them during discussion or when someone walked by an engagement booth and shouted out a response. The short answer idea cards posed the following question:

What does your future Centre City look like?

A total of 334 idea cards were completed at various Ideas Fair locations throughout the city.

- **Postcards**

Postage-paid postcards were handed out at public and stakeholder engagement events to allow people to write out ideas at their convenience and mail their responses back to The City. The postcards asked the following questions:

What three things do you like best about Centre City?

What three things would you change about Centre City?

Tell us how to create a more livable, thriving and caring Centre City.

A total of 119 postcards had been received by the December 24, 2005 cut-off date for input analysis.

- **Bookmarks and Information Sheets**

Bookmarks and information sheets were handed out at public and stakeholder engagement events. These contained information about the Centre City Plan webpage (www.calgary.ca/centrecity) and invited people to submit their ideas via the project email address (centrecityideas@calgary.ca) or the telephone hotline (403-268-2828).

Interactive Engagement Tools

Other, more interactive tools were used to gather feedback from participants at some (but not all) public engagement events. These included *children's doodle sheets* and *artists' drawings*, samples of which are included throughout this report.

- **Children's Doodle Sheets**

Doodle sheets were available at the Ideas Fair Main Event held at Banker's Hall on November 17, 2005 where children were invited to:

Draw your future Centre City...

During this event, children completed a total of 18 doodle sheets.

- **Artists' Drawings**

At some Ideas Fair venues that were expected to reach large numbers of the public, professional artists were hired to illustrate the ideas and visions for the Centre City that people described. Artist Erin Brekke worked at Chinook Centre and artist John Bride worked at the Ideas Fair Main Event venues. A total of 11 drawings were made.

2.4 Analysis and Interpretation of Results

Data collected from Calgarians came from written comments on questionnaires, one answer idea cards, as well as through email messages, telephone hotline messages, notes from stakeholder meetings, and recorded discussion points from stakeholder workshops. These collection methods produced responses that ranged from single words or phrases to full paragraphs or even pages of text. ***Analysis of this type of qualitative data is concentrated on giving a voice to the many Calgarians who provided their feedback. Representative comments are presented as bullets throughout the Results sections of this report.***

Data were organized in several ways. First, the pre-established questions on what people liked best in the Centre City, what they would change in the Centre City, and how they would make the Centre City more *livable*, *thriving*, and *caring* became the basis for how data was categorized and provided some direction for building the sub-categories that emerged. These were used in print materials and at Ideas Fair events as well as at the livable and thriving Centre City stakeholder workshops.

Participants at the caring Centre City workshop were asked for ideas towards improving human development, embracing diversity, improving civic engagement, improving community services, and improving living conditions. In addition, City of Calgary stakeholders were asked to provide examples of how they are or will be contributing to making the Centre City more caring, based on their current and planned work projects.

Second, data was organized on the basis of *planning issues* and *social issues* in the Centre City, and any relationships between them. Third, data was organized by location and method of collection, such as email messages, telephone hotline messages, feedback from the public Ideas Fair exercises, and input received from stakeholder workshops. Data from stakeholder meetings were not analyzed for this report but meeting notes are being reviewed by project staff and the ideas generated at stakeholder meetings will be considered in the development of the Centre City Plan.

All data were coded and categorized into key themes or patterns and viewed across all respondents in order to identify any consistencies or differences that emerged. Connections or relationships between questions, words, phrases, suggestions, issues, and events were made, where relevant, and the importance of certain issues was derived by counting the number of responses in regards to certain themes.

2.5 Engagement Limitations

The Centre City public and stakeholder engagement process provided very rich, diverse and in-depth descriptions about Calgarians' vision for the future of the Centre City. However, certain limitations to the public and stakeholder engagement process were noted:

- Limited time and resources had an impact on the ways in which public feedback could be collected. Attempts were made to be as inclusive as possible and to solicit feedback from as many Calgarians as possible. However, certain groups or individuals may have been unreachable or unavailable at the time when engagement events were concentrated, specifically from October 19 through November 22, 2005. In order to address this concern, a telephone hotline and an email account were both activated on July 5, 2005 to enable citizens and stakeholders to provide feedback throughout the summer and fall, even if they could not attend any of the Ideas Fair engagement events.
- Numerous people, many of whom were not at initial project discussions, were involved in the engagement process and in the collection of data. As such, some differences in data collection methods at public events were unavoidable. Differences in data collection styles and knowledge about the Centre City Plan may have contributed to different levels of interaction with citizens, which may in turn have increased the number of responses received from some venues.

- Questionnaire design limitations were identified after the questionnaire had been printed and had begun to be used. The questionnaires did not include an arrow or message on the front page to direct people to turn over the form to continue. As a result, some people did not realize that there were questions on both sides of the form and some questions were not answered. In order to try to minimize the effects of this problem, City staff members who were on site at each venue attempted to let everyone who took a survey know that there were two sides to complete.
- Broad, open-ended questions were asked of the public and stakeholders on surveys and postcards, and at meetings. As a result, many diverse opinions and ideas were expressed. This is not necessarily a limitation of the study questions, but a point to be considered in the analysis of the data. In order to address these issues, similarities as well as differences in responses are discussed in order to try to include and attach meaning to the full range of perspectives offered.

3.0 Results – Questionnaires and Postcards






This section presents the results of written submissions received as part of the public engagement component of the Centre City Plan Ideas Fair. The responses received for both the *questionnaires* completed on site at Ideas Fair venues and the *postcards* returned by mail and received by December 24, 2005 were combined and summarized below. *Representative comments are presented as bullets throughout this section.* The following questions were asked on both the questionnaire and postcards:

1. What do you like *best* about the Centre City?
2. What would you *change* about the Centre City?
3. How would you create a more *livable* Centre City?
4. How would you create a more *thriving* Centre City?
5. How would you create a more *caring* Centre City?

Figure 6. Mail-Back Postcards – Front



Figure 7. Mail-Back Postcards – Back

<p>What three things do you like best about Centre City?</p> <p>What three things would you change about Centre City?</p> <p>Tell us how to create a more livable, thriving and caring Centre City?</p> <p>centrecityideas@calgary.ca 268-2828 www.calgary.ca/centrecity</p> 	    <p>Centre City Ideas Location # 8116 P.O. Box 2100, Stn M Calgary, Alberta T2P 2M5</p>
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3.1 What do you like *best* about the Centre City?

Respondents valued many things about the Centre City, many of which provide for convenience, entertainment, cultural diversity, comfort and beauty.

Amenities: Comments often referred to liking the wide range of choices in shopping malls, restaurants, and amenities available in the Centre City.

- Stephen Avenue Mall
- TD Centre
- Scotia Centre
- Eau Claire
- The wide variety of shops and stores
- 17th Avenue restaurants
- Unique shops and restaurants

Multiculturalism and Diversity: While respondents tended to focus on the convenience of amenities and services in the Centre City, they also valued the multicultural aspect of the Centre City, which provides for the unique downtown experience. Respondents valued the diverse character neighbourhoods such as Chinatown as places to experience food, entertainment and culture.

- Chinatown
- Diversity
- The culture

Green Space: Respondents felt very passionately about city parks, pathways, the rivers and all the green spaces in between. Some respondents also linked the pathways and green spaces with contributing to the overall health of the population.

- Prince's Island Park
- There are lots of parks
- Devonian Gardens
- Eau Claire paths are beneficial for physical activity and a healthy population
- The existing bike trail along the Bow River

Figure 8. Well-Lit Green Space in the Centre City



Artist: Erin Brekke.

Public Transit: Public transit was also one of the top things people liked about the Centre City. Many respondents felt that The City should expand public transit to attract more people to the downtown core.

- Easily accessible transit
- Free LRT downtown

3.2 What would you *change* about the Centre City?

Safety: Overall, increasing safety is a major concern with the vast majority of respondents, with some people commenting that safety could be improved by making several changes. Some ideas included better lighting, more police presence, and cracking down on crime and violence around nightclubs and other entertainment venues, as well as on the streets.

- Attack the drug sales and usage that is openly displayed
- [Change] the amount of crime that occurs in and around the nightclubs in the inner city
- Increase the lighting and visibility so people feel safe walking in downtown areas at night or early morning
- Enhance safety after dark

Homelessness: While, for the most part, respondents care about the social issues involved with the homeless in Calgary, they also feel that it is the responsibility of The City to find a solution for the problem.

- Less homeless people wandering the streets
- There needs to be consideration for people living in poverty
- Get rid of panhandlers
- Shelters for animals and homeless people

Some ideas proposed for decreasing homelessness include more government funding, more social services, and more affordable housing options.

Amenities: Respondents also desire increased amenities, specifically more convenience in shopping hours as well as a greater variety of stores and services downtown.

- More unique stores
- Longer shopping hours – stay open later
- More stores, small shops, grocery stores, delis, etc.

Arts and Culture: More arts and culture in the Centre City was linked with adding more beauty to the inner city and adding vitality to the city. Some respondents also felt that displaying more public art and providing support for local artists encourages more artistic venues to open, more art events to take place, and entices more people to visit the downtown core to view art.

- More kinetic, functional, and mechanical art downtown
- Enjoyed the art of the “Famous Five Women.” Build more meaningful art.

Figure 9. A Vibrant Glenbow Museum



Artist: John Bride.

Entertainment: Overall, respondents feel there is lack of vitality in the Centre City, with most businesses closing down by 6:00 p.m., resulting in very empty streets and leaving people feeling lonely, and fearing that streets are unsafe in the evening. The perception of most respondents is that the Centre City is mainly a place to work and do business, with little in the way of daily entertainment.

- Need lots of artists performing on the streets
- More evening events

Affordable Housing: Having more affordable housing options was a very important issue with all respondent groups. The availability of more affordable housing is linked with improving living conditions for Calgarians in many ways such as increasing vitality by bringing more people to the inner city, providing more shelter for the homeless as well as those with low income, and also providing more transitional housing for those who need it.

- Cheaper housing, rent is too much
- Build more affordable housing. It is too expensive to rent an apartment, and the waiting list is too long for affordable housing.
- The Beltline area and East Village should provide more low-cost housing.

Transit, Transportation and Parking: People appreciate the current public transit system, but feel that it can be improved by extending service routes, extending service times, offering more frequent transit and providing more variety in the types of public transit available. In addition, most respondents feel that heightened safety measures, such as more transit police are needed on C-trains. Many respondents spoke of the need for increased or improved transportation, as well as for additional and affordable parking to attract people to the downtown core.

- Safer C-trains
- Downtown needs more parking for the Devonian Gardens and the Science Centre
- C-Train system downtown should be redesigned as an underground system
- More multi-level affordable parkades
- More short-term parking downtown

Urban Development: The changes suggested by respondents in regard to urban development are very similar to ideas brought forward to create a more livable, thriving and caring Centre City. Overall, people want to see land used more wisely. Examples include fewer surface parking lots; more mixed use buildings developed; better maintenance of existing land and structures; as well as planning for new and improved spaces that can accommodate Calgary's changing weather. In addition, many respondents referred to the need to plan for more residential housing in the inner city to truly make it more livable. Better design and maintenance of buildings were also seen as important.

- Have older buildings refurbished
- More public spaces
- Better inner-city housing options

Green Spaces: One of the things that respondents like best about the inner city – its green spaces – is also something people would improve upon. People in Calgary appreciate public green spaces and feel that more flowers, trees and green spaces in general should be included in plans for the Centre City. Some of the more frequently mentioned ideas suggested includes more buildings designed similar to the Devonian Gardens, more open air walkways in the summer, and more greenery inside and outside buildings.

- Increase hours for Devonian Gardens to midnight
- More greenery
- Need more trees, gardens, and green spaces

3.3 How would you create a more *livable* Centre City?

Safety: Again, increasing safety is a major concern across respondent groups and is related to fears for personal safety, exposure to aggressive panhandling and criminal activity, as well as the perception of downtown as unsafe due to lack of lighting in certain areas and lack of security or police presence in and around buildings.

- Address the criminal issues – drugs
- More police security patrolling downtown
- Safety is ultimately important, I don't like to be out after dark

Amenities: Respondents value lots of choice in amenities and the convenience of having amenities close to home. Mainly, people felt that the Centre City needs more in the way of 'everyday' amenities including grocery stores, movie rental shops, and health services, as well as an increase in the variety of shopping centres or specialty stores.

- Amenities – restaurants, retail, services
- More grocery stores
- Discount clothing store

Transit, Transportation and Parking: Respondents shared the same values and dislikes about the current transportation and parking options in the city. Overall, people feel that traffic should be decreased in the Centre City to encourage more walking, cycling, and the use of public transit. However, many people are also not ready to give up the use of personal vehicles. Most people feel that parking is too expensive and should be more affordable to encourage more people to use the Centre City.

- Get cars out of downtown, promote alternative transportation
- Cheaper parking
- More parking spaces
- Eliminate all vehicles in right hand lane of 5th Avenue and use as bus lane

Urban Development: There was a wide range of ideas related to better land use and new land use ideas expressed by respondents. Some of the most frequently mentioned ideas were focused on better use and mixed use of public spaces and buildings already available. In addition, many people felt that there should be an increase in affordable housing and revitalization of older neighbourhoods to bring some vitality back into the Centre City.

- Extend 8th Avenue mall further west
- Continue the residential push in the core
- Revitalize some of the older neighborhoods

Figure 10. Designated Bike Lanes in the Centre City



Artist: John Bride.

Green Spaces: There was overwhelming agreement among respondents that the Centre City needs more public green spaces. Many comments referred to having greener walkways, greenery added inside and outside of buildings, and more public green spaces designed similar to the Devonian Gardens and Olympic Plaza. Respondents often talked about wanting green spaces and public gathering places situated together to encourage interaction and relaxation.

- Build community gardens
- Access to water and parks
- West end needs more trees
- Build more Devonian Gardens areas in other buildings

3.4 How would you create a more *thriving* Centre City?

Entertainment: Most respondents agreed that a more thriving Centre City is a more active and entertaining city full of day and evening events year round. In addition, the majority of respondents linked a thriving city with more cultural events, and with more choice of diverse venues that celebrate diverse cultures such as restaurants, cultural centres, festivals and museums. Some respondents also identified more public events and cultural celebrations as ways to increase partnerships in the inner city as well as ways in which to build stronger communities.

- More noon hour activities. Stampede time is great.
- More activities (art, music, theatre)
- More interest – cultural events especially on weekends and evenings
- Increase the number of festivals, promotions, and increase tourism numbers
- Cooperation to create special events

Figure 11. Theatre in the Park and Trolley Train



Artist: John Bride.

Amenities: Other respondents identified specific amenities that would make the Centre City more thriving.

- More 24 hour restaurants, bars, and lounges
- Shops and banks in the redevelopment area
- More unique and diverse shops

Transportation and Parking: Respondents to this question again identified the need to improve transportation and parking.

- Get rid of traffic
- Reduce parking fees, ridiculously high
- Affordable parking in the core
- Create more north to south routes especially over the CP tracks

3.5 How would you create a more *caring* Centre City?

Care for the Homeless: The majority of respondents felt that a more caring Centre City would offer more support and care for the homeless. A related issue brought forward by a few respondents was the economic and social disparity that exists and needs to be addressed in a city of such great wealth and resources as Calgary.

- Make more programs that can help the homeless, don't act like they don't exist.
- It [a caring Centre City] provides support for those who need it. ... There are no homeless people because the economic gap between rich and poor has been managed. There is no crazy crack addict panhandler attacking you for money because the city implemented a drug rehab program that found job placements ... (need to address social and economic disparity now)
- More places for homeless people to spend the day, especially in the winter
- Provide more places for homeless people to go, learn skills, get a job, and get off the street
- More and better places like CUPS but larger facility. CUPS needs to be improved.
- Too many homeless people on the street not cared for. Does not reflect well on such a giving and caring city.
- More housing for co-op living

Social Services: Respondents also felt that a caring city provided support for a diverse population with diverse needs. Ideas included offering more health care centres, addiction centres, and services for the disabled, as well as more services directed towards specific groups such as abused women, teens, seniors, and immigrants new to the city.

- Need more centres for elders and teenagers
- More resources for those addicted and seeking help
- More help for people new to the city
- Methadone clinic, women's shelters
- More shelters for the homeless
- More services for people with disabilities
- Everyone has access to services, resources and opportunities
- Improved accessibility to services/information for new immigrants that first reside in the Downtown/Beltline when coming to Calgary

Figure 12. Amenities and Services in the Centre City



Artist: Kelly C., a youngster who completed this "doodle sheet" at the Ideas Fair Main Event.

Safety: A caring Centre City is a safe Centre City. Almost all respondents felt unsafe in the downtown core and mentioned that fear for personal safety is one of the most important reasons they did not regularly visit the Centre City, especially in the evening.

- Safer – won't go downtown without my husband
- I want to feel safer at night. More lights
- Get rid of the drugs
- Security should be more visible
- Better bylaw enforcement officers
- Kiosks at every corner for safety and help

Amenities: Having the necessary amenities for living, working and playing downtown is also a characteristic of a caring city. Many respondents felt that offering all the conveniences and services that people need within walking distance was important for people who live in the Centre City, as well as those visiting.

- More public washrooms
- More grocery stores
- Variety of health care centres for diverse needs
- Recreation facilities

Urban Development: Similar to ideas for making the Centre City more thriving, respondents mentioned that a caring Centre City is one with plans to make better use of existing land, as well as the structures already available. A caring Centre City also means a city with a variety of character neighbourhoods and small villages for mixed uses – a variety of retail, office space, and people.

- Build stronger communities within the downtown; each having a mix of businesses, residents and themes, e.g., Warehouse district, East Village. ... Strengthen each with a mix and variety of components: residential, retail, office and a mix of people too.

Green Spaces: When it comes to planning for a caring city, respondents ultimately felt that planning for more beautiful, green, walkable public spaces and places to cycle was very important and contributed to an enhanced quality of life for people in the inner city.

- Bike paths in city centre
- More park pathways
- Build some “people places” and more greenery
- More trees
- More greenery, flowers, trees, and parks
- More places to sit and relax

Transit, Transportation and Parking: Respondents agreed that providing more transportation options is necessary to care for large city like Calgary. Ideas put forth included more shuttle buses, street cars, bicycle lanes and more pedestrian bridges. Some people mentioned the need to provide extended transit routes, as well as safer transit. On the extreme end of the parking issue, some people suggested that the downtown core should be free from cars. However, most people view decreasing traffic as a gradual process and most are not willing to totally give up the use of personal vehicles.

- Provide more free transport downtown
- People first always, not cars
- Safe transit
- More walkable
- Less traffic
- No cars

Figure 13. Illuminated Bike Paths with Map Kiosks



Artist: John Bride.

4.0 Results – Telephone Hotline and Email

This section presents an analysis of the input received by telephone and email as part of the public engagement component of the Centre City Plan Ideas Fair. Voice mail recorded on the Centre City Plan telephone hotline and written submissions sent to the project email account are summarized below.

4.1 Telephone Hotline Ideas

Calgarians could choose to leave their comments and ideas about the future of the Centre City via the Centre City Plan Telephone Hotline (at 403-268-2828). A total of 41 telephone calls were made to the hotline, although two were from staff (testing the line) and two others were hang ups. Therefore, a total of 37 telephone messages were analyzed. Several people left their names and telephone numbers in case the Centre City Plan team wanted to discuss their ideas further, suggesting that the Centre City Plan is of great importance to some callers. Despite the small number of calls received overall, some clearly defined issues emerged.

Table 3. Telephone Hotline Results

What is your future Centre City like?	Issues
Total Social	27
Public safety and health	10
Homelessness	8
Diversity/culture	3
Recreation and other activities	2
Clean city environment	2
More law enforcement	2
Total Planning	29
Transportation and parking	7
Urban development (infrastructure / planning)	7
Increased parks and green spaces	6
Promote business	5
Affordable housing	3
Increased / better bike paths	1
Other	4
Grand Total	60

Public Safety and Homelessness: Overall, public health and safety, along with homelessness, were the issues concerning most callers in regards to social planning for the Centre City. Many callers spoke of too many homeless people on the streets, and the need and responsibility of The City to provide more places for the homeless to live. Homelessness was also related to concerns for individual safety and the safety of others in the downtown core. In addition, an overall feeling that the Centre City is an unsafe area was expressed by many callers.

- Beggars and aggressive panhandlers, it's a disgrace for the City of Calgary, having those people mulling around... its very dangerous at night to be downtown.
- I feel that my safety is at risk downtown. I even got mugged across from the police station right in the middle of the day. My concern is definitely security down there.

Transportation and Parking: Transportation and parking, as well as urban development, were tied as the most important issues for caller responses. Parking comments revolved around the expense of Centre City parking as well as not enough parking to accommodate the people who live, work and play in the Centre City. Some respondents commented that parking is too expensive and not available and is one of the main reasons for not regularly visiting and spending time in the Centre City. In addition, people also commented that C-trains should be safer, stop more frequently, and have extended service routes for people who do not live in the downtown core. Many people also commented that C-train safety is a major concern.

- The downtown is not a secure place, and it is unsafe for the people riding the C-train. The C-trains need more protection. The people have to be rounded up who are causing the problems – they can't be molly-coddled, take them in, get them off the streets, and you will find you will have a revitalized downtown. You have plenty of history, plenty of buildings, nice museum, nice clean streets, international people coming to our city. Get these drug addicts and trouble makers off our streets and people will come.
- I think that if in the downtown core cheaper parking was available, I think more people would shop downtown, go to restaurants, go to movies, the whole bit, parking downtown is just little bit too much, should be lowered, or actually taken out in some places.

Urban Development and Infrastructure: Comments and ideas relating to urban development were mainly focused on making the Centre City more easily accessible by allowing increased parking in different areas close to restaurants and shopping, and developing open markets, as well as late night business and activities. Respondents' ideas often cited other city planning examples, such as Vancouver or Toronto, and believe that what works well in those areas could also work well in Calgary, providing that special provisions were made for our weather conditions. In addition, some callers suggested removing the existing CP Rail tracks and making better use of the area by making it more of an attraction as well as an access route for transit that included some pathways or bridges for pedestrian to access the Centre City.

- We don't have hot evenings like Toronto or Rio de Janeiro, or other cities that might have vibrancy after hours. So what we need to do is to focus on the kind of environment that takes into account the fact that after 5:00 pm on most week days except for the heat of the summer, we don't have temperatures that are conducive to outdoor areas such as Stephen Avenue Mall, and we need focus on addressing things around that.

Figure 14. Canopy Over Stephen Avenue Mall



Artist: Erin Brekke.

- I just want to say that we need to open the mall at 6:00 pm every night for cars. People love to drive down the mall park their car, go into a restaurant into a lounge or whatever. When you look at Kensington Market in Toronto, it's a potpourri of people, cars, [and] cars can park on the sidewalk. That's why people love it.

- I have a suggestion of taking the CP Rail tracks out of the downtown. I know that would be extremely expensive, not any more expensive than all of the interchanges they are putting in right now. Either creating that as a thoroughfare for traffic to come on downtown, which would also include mass transit system that could go down the same rails perhaps. Perhaps if that can't be done, for whatever reason, take out the tracks and just turn into a green space with either water or pathways, ways that people can get into the downtown from outer areas of the city without using all the roads, hopefully reduce traffic and lower pollution.

4.2 Email Account Ideas

Information about the Centre City Plan was available on The City of Calgary website, with a link encouraging citizens to provide their comments and ideas by email. A total of 42 email messages were received. Stakeholders who sent in email responses were from many different backgrounds and included members of community organizations, business revitalization zones, social service agencies, recreation providers, City of Calgary employees, concerned citizens, professors, and business owners, as well as many other Calgarians who did not state a particular affiliation. Despite the small number of messages received overall, some clearly defined issues emerged.

Table 4. Email Account Results

What is your future Centre City like?	Issues
Total Social	18
Public safety	8
Clean city environment	4
Community building	2
Diversity / culture	1
Recreation and other activities	1
Adequate social services	1
Homelessness	1
Total Planning	44
Urban development (infrastructure / land use)	19
Transportation and parking	16
Affordable housing	3
Increased parks, green spaces and pathways	1
Increased efficiency of services	1
Diverse / mixed housing	1
Tourism	1
Other	2
Grand Total	62

Public Safety: The major area highlighted on the social side was public safety. LRT lines and stations were targeted as being unsafe and in need of being cleaned up. Some public parks were labeled as unsafe after dark and respondents suggested the use of increased policing in these areas.

- Take a page out of NY. Mayor Rudy Giuliani took a tough stance against crime giving tickets and prosecuting people for even minor offenses. Guess what? It worked.
- More policing on 17th avenue (Mount Royal Village Park is full of druggies...get rid of them).
- Regarding the comments about the core becoming a ghost town after 6 pm, perhaps take a look at what goes on in Banff, that keeps people out and about in the evening and see if some of what they do can be incorporated into our downtown. I know as a resident in the area, I won't go for a walk anytime after 8 pm, as it is not safe.

Urban Development: This category includes a wide variety of issues related to city planning and land use such as store front signage, condominium developments, suburban expansion, placement of commercial development, and ideas for the East Village.

- My husband and I were on holidays in Quebec City this fall. One thing I really appreciated was the lack of huge ugly advertisements and signs. Personally, I am sick of signage and advertising plastered in every conceivable corner of my world. I would like there to be more control over these things in the downtown and everywhere else in Calgary. It would add a lot to our esthetics.
- Having lived in Toronto, Vancouver and New York the tendency to try to revitalize areas through the overuse of high-rises (regardless of the attempt to provide an aesthetically pleasing building) can quite literally destroy the character, charm and uniqueness of a neighbourhood. A neighbourhood can lose its soul, and high rises by their very nature bring a degree of detachment, no matter how well they are designed.
- Don't let developers destroy the great places that people go to for a Shoppers Drug Mart. The loss of places like the Mercury and the Mortal Coil are devastating to the community. These are the few places that people go to from outside the core because they are really great places to hang out.

- With the renewed interest in commercial development for the downtown and high demand for residential, the lots on either side of the tracks make an ideal location for a fusion of both uses. Similar to proposed projects from the 80's, I would like to see buildings flanking both sides of the tracks with a public sky park bridging the tracks. Similar incentives could be used to encourage developers to put in this type of amenity, such as what was used to build the plus 15 system. Over several decades, a full build-out of the lots around the tracks could yield a long public park nested between high rise development, effectively burying the CPR tracks and providing a bridge between the commercial core and the beltline.

Figure 15. The Calgary Tower Surrounded by Green Space



Artist: Erin Brekke.

Transportation and Parking: This was another very prevalent issue related to city planning. Transportation and parking ideas include recommendations for pedestrian, bicycle, automobile and public transit (including LRT) modalities for downtown and around the city, as well as ideas on how to improve or expand parking facilities within Calgary.

- Consider improving transit within the zone which would encourage people to remain and travel within and use the city centre, e.g., a circular city centre bus route? Make it free?
- Free parking on weekends. Why do we charge for parking downtown on Saturdays? People will only be motivated to come downtown if it offers something that the suburbs don't. For shopping it doesn't. If I can go to Market Mall for example (which is closer) and not pay for parking, why would I go downtown (which is more out of my way) and then pay to park so that I can shop there.
- I believe the four parking lots bounded by the Princeton development to the north, Canterra and E and Y building to the east, Shaw Court to the south, should focus on high density mixed use development. 5th Street and 2nd Ave which constitute the axis of these four lots could be partially blocked off to traffic in a similar style to Stephen Avenue to create a pedestrian friendly environment. The center of the four lots should see a significant piece of art to create a focal point, possibly a public square. 2nd avenue should also be transformed into a boulevard that links Chinatown with the westend of downtown, creating pedestrian flow between the two neighbourhoods.

Figure 16. Plaza with Fountain in the Centre City



Artist: John Bride.

5.0 Results – Main Event Exercises

The Ideas Fair Main Event was held at two venues over three days – at Banker's Hall on Thursday and Friday, November 17 and 18, 2005 and at the EPCOR Centre for the Performing Arts on Saturday, November 19, 2005. This section presents an analysis of the input received through five interactive exercises that were conducted during the Main Event: (1) A Livable Centre City – Photo Preferences; (2) A Thriving Centre City – Photo Ranking; (3) A Livable and Thriving Centre City – Dots on the Map; (4) A Caring Centre City – Thoughts on a Scroll; and (5) Children's Doodle Sheets.

5.1 A Livable Centre City – Photo Preferences

Over the course of the three-day Ideas Fair Main Event, the 39 photographs provided as part of this display were viewed by numerous Calgarians. Participants placed a total of 1,396 checkmarks by the pictures that represented the type of *livable* Centre City they would prefer to see (See Figure 17). Two photographs received no checkmarks during the entire Main Event. Table 5 shows the overall ranking of the photographs and indicates the planning dimension each photograph represented.

Figure 17. Livable Centre City Photo Preference Display Board



Table 5. Livable Centre City Photo Preference Rankings

Rank	Description	Photo Number	Planning Dimension	Number of Checkmarks
1	Restaurants with patio	18	Amenities	114
2	Formal park	27	Parks	113
3	Formal park	10	Parks	96
4	Transit Street	19	Mobility	76
5	Urban plaza with water feature and shopping	2	Parks	69
6	Bikeway street	38	Mobility	67
7	Downtown retail	25	Amenities	67
8	Recreation park (i.e. open play area)	20	Parks	62
9	Church within streetscape	12	Amenities	56
10	Row of townhouses surrounding park	37	Residential	55
11	Urban Plaza	29	Parks	50
12	High-rise with townhouse podium	7	Residential	44
13	Streetscape with buildings close to the sidewalk and trees	1	Public Realm	43
14	Walkways both urban and riverfront	30	Mobility	37
15	Inside of the +15	23	Public Realm	32
16	Park with tot lot	33	Parks	32
17	Walkways both urban and riverfront	28	Mobility	31
18	Grocery Stores	35	Amenities	31
19	Urban plaza / park with artwork – screen and crowd	5	Parks	31
20	Nice 3,4,5 storey new urban apartment type	36	Residential	31

(continued)

Table 5. (continued)

Rank	Description	Photo Number	Planning Dimension	Number of Checkmarks
21	Nice 3,4,5 storey new urban apartment type	17	Residential	28
22	Streetscape with treed boulevard and/or median	11	Public Realm	24
23	High-rise with townhouse podium	26	Residential	24
24	Streetscape with buildings close to the sidewalk and trees	9	Public Realm	23
25	School	34	Amenities	21
26	Streetscape with buildings close to the sidewalk and no trees	24	Public Realm	21
27	Urban Plaza in front of office tower	32	Parks	20
28	High-rise with no podium	22	Residential	16
29	Row of urban single family homes (i.e. new urbanist project)	4	Residential	16
30	Vehicular urban streets	13	Mobility	15
31	Row of townhouses	8	Residential	15
32	Grocery Stores - local	3	Amenities	9
33	Vehicular urban streets	14	Mobility	7
34	Mid-size big box	16	Amenities	7
35	Streetscape with buildings close to the sidewalk and trees	6	Public Realm	7
36	Vehicular urban streets	15	Mobility	5
37	Transit Street	39	Mobility	1
38	Urban park with water and kids, primarily hard surfaces	21	Parks	0
39	Urban walkway, primarily hard surfaces	31	Mobility	0
Total				1,396

5.2 A Thriving Centre City – Photo Ranking









Over the course of the three-day Ideas Fair Main Event, eight categories of photographs selected for this exercise were viewed by numerous Calgarians. Each cluster of photographs was named to reflect one possible aspect of a thriving Centre City. A total of 194 people completed a questionnaire to indicate the type of *thriving* Centre City they would prefer to see, based on the named photo preferences they chose. Directly under the set of pictures was an open-ended question that asked:

In your opinion, what else makes a “thriving Centre City”?

Figure 18 shows a completed photo preference questionnaire. Table 6 shows how the 194 respondents ranked the eight photographs overall during the entire three-day Main Event. Table 7 provides an assessment of the responses to the open-ended question.

Figure 18. Thriving Centre City Photo Preference Questionnaire

PLEASE RANK WHAT A “THRIVING CENTRE CITY” MEANS TO YOU
IN ORDER OF RELATIVE IMPORTANCE : 1 - HIGHEST 8 - LOWEST

 SHOPPING & RESTAURANTS	3	2	 ARTS & CULTURE
 HEALTHY ECONOMY	4	6	 TOURISM
 FESTIVALS	8	7	 NIGHTTIME ACTIVITY
 PEOPLE LIVING IN CENTRE CITY	1	5	 RECREATION & PLAY

IN YOUR OPINION, WHAT ELSE MAKES A “THRIVING CENTRE CITY”?

*not bars + red mile way
People are on the streets normally - day + night*

CITY OF CALGARY
CENTRE CITY PLAN
IDEAS FAIR

Table 6. Thriving Centre City Photo Preference Rankings

Activity Depicted	Number of Time Activity was Ranked 1 through 8 (highest to lowest priority)							
	1	2	3	4	5	6	7	8
Shopping and Restaurants	24	48	36	18	14	23	19	12
Healthy Economy	64	15	12	24	24	13	22	20
Festivals	5	13	26	18	32	32	32	36
Arts and Culture	20	35	32	34	21	20	20	12
People Living in Centre City	45	26	15	16	16	17	19	40
Tourism	4	10	18	31	34	32	37	28
Nighttime Activities	12	23	27	30	27	24	25	26
Recreation and Play	20	24	28	23	26	32	20	21
Total	194	194	194	194	194	193	194	195

A total of 194 questionnaires were completed over the three-day Ideas Fair Main Event. Looking at the columns in Table 6, the images depicting a *healthy economy* were ranked as the highest priority (column marked #1) by a total of 64 respondents, which also is the highest number of votes received in any category. The photographs labelled *people living in the Centre City* received the second highest number of first place votes, at 45, followed by the images of *shopping and restaurants*, with 24 first place votes. The second highest priorities (column marked #2) for a thriving Centre City were *shopping and restaurants*, with 48 votes, followed by *arts and culture*, with 35 votes. The third highest priorities (column marked #3) for a thriving Centre City were *shopping and restaurants*, with 36 votes, followed closely by *arts and culture*, with 32 votes. The fourth highest priorities (column marked #4) identified by respondents were more evenly split between the images representing *arts and culture* (34 votes), *tourism* (31 votes), and *nighttime activities* (30 votes).

By examining each activity depicted (by row) as a spectrum across the eight priority levels, a *healthy economy* is a top priority for a majority of respondents. However, *shopping and restaurants* and *arts and culture* were also solidly near the top of what people thought made for a thriving Centre City. Both *nighttime activities* and *recreation and play* received priority rankings spread fairly evenly across the spectrum, suggesting no clear consensus among respondents as to their relative importance in contributing to a thriving Centre City. However, the images depicting both *tourism* and *festivals* were seen as lower priorities, shown by increasing numbers of votes on the low priority end of the spectrum. Interestingly, while 45 respondents ranked *people living in Centre City* as the most important priority for creating a thriving Centre City, an almost equal number (40 people) saw this as least important for achieving this end, which was also the highest number of responses in the lowest priority position (column marked #8).

Table 7. Thriving Centre City Open-Ended Question Results

In your opinion, what else makes a “thriving Centre City”?	Issues
Total Social	49
Safe streets	11
People on the streets	7
Art/culture	6
Activities day and evening	6
Clean	5
Work and play	4
Drug free	3
City pride	3
Total Planning	29
Better public transportation	8
Wider choice of amenities	8
Accessible Centre City	6
Walkable Centre City	4
More green space	4
Urban development	4
Affordable housing	2
Other	7
Grand Total	85

Not all respondents answered the open-ended question on the photo preference questionnaire. However, of those who did, many identified multiple themes. There was some crossover between social and planning issues and ideas, as both have an impact on each other in creating a more thriving Centre City.

Safety: Overall, from a social perspective, safety was the main concern with respondents. Respondents felt that safety meant not only feeling safe but also increasing the perception of safety in the Centre City. Typically the respondents felt that four main planning initiatives could improve safety in the Centre City: (1) increased police or security presence, (2) increased lighting, (3) planning for safer pedestrian walkways and buildings, and (4) increased crime prevention measures including actions to control and punish drug and prostitution infractions.

- Safety-feeling safe
- Safe and pleasant pedestrian areas
- Safety -13th avenue and 4th street-prostitution and drugs.
- Lights, people don’t want to be afraid of the dark

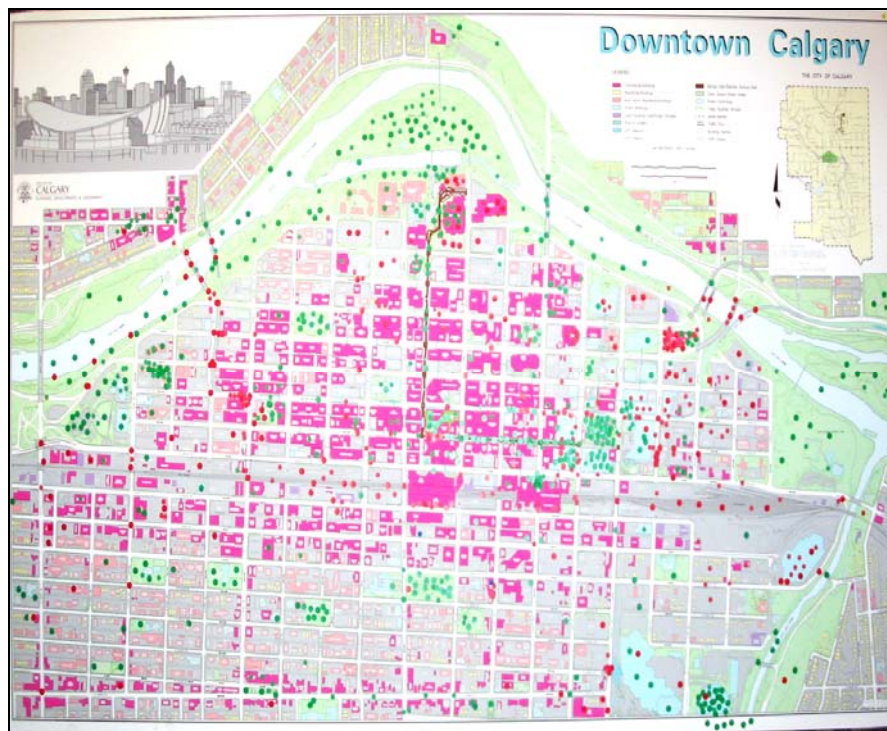
Transportation: Transportation planning was thought to be very important in creating a more thriving Centre City. Responses centred around four main issues: (1) increased access to the Centre City from all communities, (2) safer access to transit, (3) increased space on the LRT to accommodate more people, and (4) planning for a variety of transportation options such as more pedestrian walkways and bridges, provisions for cyclists, as well as more shuttle buses.

- Better safer access to C-trains and more space available on transit
- Good transportation system
- Multi-mode transportation – provision for pedestrians, cyclists and public transportation.

5.3 A Livable and Thriving Centre City – Dots on the Map

On each day of the three-day Ideas Fair Main Event, a large map of the Centre City was set up on a display stand. People were invited to place green dots on the areas of the Centre City they liked and to put red dots on the areas they did not like. A new map was used for each day of the Main Event. Although this activity was not analyzed for this report (i.e., the dots were not counted), as Figure 19 shows, green space and public gathering places were especially valued. Project staff spoke with participants to ensure they understood why people liked and disliked various aspects of today's Centre City.

Figure 19. Dots on the Map Exercise Showing Likes and Dislikes



5.4 A Caring Centre City – Thoughts on a Scroll

During the three-day Ideas Fair Main Event, people were invited to write down their ideas on a continuous scroll of paper to describe what “A Caring Centre City means...” to them. A new scroll was used for each day of the Main Event. Extending over 40 feet in length each day, the completed scrolls were transcribed and the comments were analyzed for this report. Figure 20 shows examples of what the scrolls looked like and Table 8 summarizes the ideas shared.

Figure 20. Excerpts from the Caring City Scrolls



People who shared their ideas generally believe that a caring city encourages public interaction, has more public gathering places, enjoys a vibrant street life, and is active all the time. It provides all the amenities that people need in order to live, work and play, including affordable housing for everyone, green spaces for people to enjoy, as well as cafes, shops, services and supports.

Participants believe that a caring city has less traffic, more walkways and parks, and is accessible to all. A caring city encourages love and respect among neighbours, fosters social inclusion for all people, celebrates diversity, and believes in humanity (“we are all human no matter what we look like on the outside”). It takes care of all of its communities and people, as well as the environment. A caring city embraces culture and supports multiculturalism through events and festivals. It also respects the needs of its youth and encourages education of the younger generation.

Table 8. Caring Centre City Scroll Results

A Caring Centre City Means...	Issues
Total Social	121
Public safety and health	36
Adequate social services	20
Homelessness	19
Diversity / culture	18
Recreation and other activities	17
Clean city environment	8
Sense of community	3
Total Planning	145
Transportation and parking	56
Increased Parks, green spaces, and pathways	36
Urban development (infrastructure / land use)	23
Affordable Housing	12
Increased / better bike paths	8
Increased efficiency of services	6
Diverse / mixed housing	4
Other	23
Grand Total	289

The dominant social issues raised involved public health and safety, adequate social service provision, and homelessness. The planning issues that were mentioned most often related to transportation and parking, and to parks, green spaces and pathways. A selection of representative comments follows.

Public Safety and Health:

- Safety, C- train stations, good lighting, police/security plus 15 (patrolled)
- Lower crime (gangs, kids at large)
- Make Calgary (and Canada) smoke free
- Police to crack down on polluting vehicles
- A caring city has more bathrooms
- Get the drug dealers, panhandlers and hookers off the streets
- Suggest that the city hire people to clean the streets, bus depots etc.

Social Services and Other Amenities:

- Everyone has access to services, resources and opportunities
- Appropriate housing and support for those with mental illness
- Integration of social housing into entire city centre & city as a whole
- Grocery store in Victoria Park
- Community services – kids programs / day camps
- Programs for the homeless or underprivileged
- Affordable housing – 100 units a year is not enough! – 1000 a year would be a start

Homelessness:

- We should do something for the homeless for their sake, not for the sake of others
- Enlarge the Drop in Centre so they are not over capacity and [have] people sleeping on mats
- I agree, so homeless don't need to be sleeping in the park, underpasses, etc.
- More daytime facilities for the homeless
- Find a way to increase centres for the homeless to avoid people begging on the street
- Treat less fortunate people better than you do – they are people!! When they approach you and ask for money buy them a coffee rather than being rude or mean. Most people are just two pay cheques away from being homeless themselves...

Diversity / Culture:

- Accept diversity – social – economic
- Improved accessibility to services / information for new immigrants that first reside in the Downtown / Beltline when coming to Calgary
- Having more opportunities for gathering – free entertainment, interactive art where people would have a chance to interact with strangers
- More arts and culture for people to participate
- Spaces for contemplation – river side pathways is great – spaces for public art
- More free educational cultural events
- More low cost festivals – accessible to all Calgarians
- Things for Grandma & Grampa to do

Transportation & Parking:

- Should have focus on public transportation, not roads, in terms of infrastructure, more LRT
- Underground transportation system (less traffic)
- More and safe parking lots
- Bicycling land and parking downtown
- When riding the LRT the view into the downtown core is very bad for the street people and garbage also people on the LRT with bike's

- We need more bike paths in the City Centre!
- Require more parkades on 17th Avenue, SW (rather than parking on 15th Avenue/ 14th Avenue – we have zero parking) thx!
- Free downtown parking!!!
- Need more express buses
- Do what they do in Europe: buy a 3 month / 6 month / or 1 year pass and transit invests those \$\$

Increased Parks, Green Spaces, and Pathways:

- More parks for families and walking paths
- Cleaner bike paths more people would walk or bike, motivation is the key
- City lacks green areas / more parks in downtown – more character!
- More green and calming spaces!
- More pedestrian walkways – a safer place to walk and MORE RECYCLING ON EVERYTHING!
- More trees!
- Unstructured spaces where people can pursue their own interests
- Publicity accessible open spaces
- Community Gardens! Edible landscapes

Urban Development:

- Density is critical to caring. It ensures that we are all citizens together, in a shared experience.
- Build over railway lands because they currently create a big barrier
- Inviting avenues and means of movement throughout the core (including interesting visuals – greenscapes – architecture), human activity and interaction
- Re-develop the beltline area now! Make it more of a people place! Housing, parks, clean it up! – give the street people a bathroom!
- Every garbage can should have the option of recycling paper and bottles (more garbage cans too)

5.5 Children's Doodle Sheets

Doodle sheets were available at the Ideas Fair Main Event held at Banker's Hall on November 17, 2005 where children were invited to:

Draw your future Centre City...

Each page had a pre-drawn picture of two buildings and the Calgary Tower in the bottom left corner of the page and a sun in the top left corner. Children completed a total of 18 doodle sheets. Figure 21 provides an example of a completed doodle sheet and Table 9 provides an analysis of the content of the drawings children made.

Figure 21. A Child's Futuristic View of the Centre City



Artist: Rachel C., a youngster who completed this "doodle sheet" at the Ideas Fair Main Event.

It is clear that the children who drew their vision of the Centre City of the future have big ideas for Calgary's Centre City. Most pictures included very tall buildings,¹ as well as people, green spaces, nature, and scenes showing activity. It is interesting that many of the pictures included people, buildings, and trees together, which may indicate the awareness children have and the importance they place on the need for balance between urban development, business development, and the creation and preservation of great public green spaces. Growth and technology also emerged as a key theme. Twelve of 18 children drew very tall buildings, eight drew a very tall tower (in some cases extending off of the page), and four drew one or more vehicles that could fly. These drawings may indicate the participating children's awareness that Calgary is still growing and has the potential to be very large in many ways, including through people who contribute to and use advanced technologies.

¹ While children were most likely influenced to draw the Calgary Tower and tall buildings because of the pre-drawn tower and buildings on the doodle sheet, it is interesting that many of the buildings they drew were much larger and taller than the pre-drawn examples.

Table 9 Children's Doodle Sheet Results

Draw your future Centre City...	Issues
Total Social	11
Amenities	4
People	3
Recreation	2
Entertainment	1
Environmental concerns(smoke)	1
Total Planning	46
Greenery & nature	13
Tall buildings	13
Calgary tower	8
Innovative/futuristic transportation	5
Roads	3
Houses	2
Car	1
Bike	1
Other	0
Grand Total	57

6.0 Results – Stakeholder Workshops

This section presents an analysis of the input received at three workshops held with Centre City stakeholders drawn from the public, private and community sectors who were knowledgeable about the Centre City, and a fourth workshop held with Centre City stakeholders who work for various departments within The City of Calgary. Notes taken by facilitators and recorders at each workshop were transcribed and are analyzed for each question discussed. The results are presented for each workshop, by question. Representative quotes are included as bullets throughout this section.

6.1 The Livable Centre City Stakeholder Workshop

What words or phrases come to mind when you think of what is needed to create a truly *livable* Centre City?

Table 10. Things Needed to Create a Livable Centre City

What Words or Phrases Come to Mind When You Think of What is Needed to Create a Truly <u>Livable</u> Centre City?	Issues
Total Social	197
Safe to live, work, play	44
Diversity / social inclusion	33
Sense of community / place / ownership of the Centre City	25
Access to services / support systems / social inclusion	19
Clean	16
Vibrant / vital	15
Education / school vitality	12
Economic inclusion	11
Building partnerships within communities / joint ventures and facilities	10
Arts and culture	8
Sense of history / heritage	4
Total Planning	224
Urban development / land use – walkable / pedestrian friendly	44
Urban development / land use – general	42
Amenities (lots of choice)	37
Transportation / parking	24
Urban development – environmentally sustainable	22
Increased green spaces / maintenance	20
Urban development / land use – CPR tracks	15
Urban development – inclusive	12
Extend business operation hours (night life and convenience)	8
Other	0
Grand Total	421

Social Dimensions

When respondents talked about social issues that were of most importance, safety in the Centre City as a place to live work and play was a main concern. Acceptance of and support of our diverse Centre City was also very important, as was the provision of social services that are accessible to all.

Safe to Live, Work and Play: The ideas expressed were centered around having increased police presence, more lighting on the streets and inside buildings, and better walkways and connections to buildings (such as +15s). Also important was increasing the perception of safety by having more late night business and activities, and making safety initiatives a priority through policy and planning and building more partnerships with the Calgary Police Service as well as others in the community. Ideas related to creating strong partnerships and having a sense of place in one's community were expressed often, frequently in relation to other ideas such as building community, being a good neighbour, and taking ownership of and having pride in the Centre City.

- Safe and secure through good lighting and natural lighting
- Perception of safety-positive perception for homeless people
- Safe (police bylaw) i.e. Park destinations, walkability
- Safe, secure connections to destinations

Diversity / Social Inclusion: Many participants mentioned ideas centering on social planning for diversity and inclusion such as increased support for new immigrants through community centres, partnerships, and welcoming programs; being more sensitive to other cultures; offering more diverse cultural programming and events; and increased education for people living in the Centre City about diversity issues as a way to increase awareness and understanding. In addition, many participants also called for action on the part of government in creating planning policies for more diverse / mixed housing in the inner city neighbourhoods to foster social inclusion and encourage cultural understanding amongst neighbours.

- Social sustainability – includes 'cultural' – social inclusion plan
- Support of ethno-cultural community (including marketing the city as accepting and embracing diversity)
- Consult a representative sample of Calgarians on what would create appropriate and successful living conditions
- No ghetto based on race, income, age or disability
- Welcoming (an environment that makes people of all cultures feel welcome / accepted)
- Centre City must be inclusive for all, young and old, working poor and rich. We need more people in Centre City. Enable a more sustainable living cycle (living in Centre City from birth to retirement).
- Affordable housing for new immigrants

Access to Support Services: A livable Centre City must also include access for all to support services and offer inclusive social services to meet the changing needs of all the people in the Centre City. Ideas that were mentioned included increased number of shelters, increased health care centres, special services and programming for people with disabilities, services for low-income families, recreation facilities, and more services for seniors and new immigrants.

- Core / central / community health and wellbeing centres – outdoor space, buildings that are affordable, not just for elite
- Access to service – health care, food, transportation
- Community facilities – dispersed

Planning Dimensions

In regards to planning issues, urban development / land use, increased amenities, transportation and parking and planning / infrastructure were the most frequently discussed issues for further developing the Centre City to be more livable.

Urban Development / Land Use: When participants gave their ideas for urban development and land use, they almost always talked about more effective use and maintenance of existing structures and green space as well as mixed use developments. For example, schools that should be closed and used as social service agencies, increase use of park / garden space from closed school yards, buildings that could be used as recreation facilities as well as revitalizing existing parks to make public spaces more attractive and popular, just to name a few. It was also recognized that Centre City schools should be retained and new schools need to be built in the Centre City in order to offer residents more convenient access, and encourage more vitality. Some specific ideas included:

- Revitalizing existing places – Tompkins Park, Memorial Park – perceptions. Feel comfortable, sit in public places
- Mixed use developments – it is more expensive, but creates vibrant, urban environment; 24/7 use can only be achieved in truly mixed neighbourhoods
- Build and retain schools / public institutions
- Mixed use along Bow River versus only recreational – restaurants, coffee shops, more accessible, and affordable
- Fort Calgary – provide a recreation centre there; do not need all that open space

Increased Amenities: Many people felt that a truly livable Centre City should be able to offer all the essential amenities within an eight-block radius without having to leave the area. This would include health centres, grocery stores, affordable housing, schools, cultural centres, as well as amenities for entertainment. Additionally, participants felt that if the Centre City offered all the amenities residents wanted, as well as amenities for others coming from other parts of the city, many people would regularly play downtown and those who already lived there would stay downtown, contributing to an increase in Centre City vitality.

- City step up – put in infrastructure to attract population to get funds – park infrastructure level of amenities – and make it livable city
- Variety of services for all income levels – retail, food, entertainment leisure
- Amenities for families; social infrastructure, including schools and other infrastructure for kids

Transportation / Parking: Transportation and parking were key issues discussed at each of the five workshop tables. When transportation was discussed, most people felt that more efficient public transit should be the focus, including incorporating an inner and outer loop within the City Centre that connects surrounding communities to bring people in and out. Other ideas included better transit service, including more frequent service, extended routes where there are gaps in service in newer communities, as well as free fare zone extensions to encourage people to come to the Centre City from surrounding communities. Participants also mentioned that there should be alternate transportation options, such as use of street cars, Centre City shuttle buses, road lanes dedicated to bicycles, and more connecting bridges for less traffic congestion.

When participants talked about parking, three main issues were brought forth most often – high cost, available space, and limitations. Most people agreed that parking downtown is too costly and not available when they need it. Related to this is the fact that surface parking lots are located on prime land, taking up much space that could be used for green space, business and transportation corridors. To combat these issues, people suggested making transportation more pedestrian focused by allowing less parking, not allowing surface parking lots, providing incentives for carpooling, offering more bike racks, and providing wider sidewalks for cycling and skating. One of the most innovative ideas was to offer water taxis that could transport people across the river, like in Venice.

- Transportation options – pedestrian oriented; design city to minimize transportation needs; to balance transportation modes Centre City must be bicycle friendly
- Improve public transit downtown – limit parking
- Kill the parkades
- Water taxis

Urban Development / Infrastructure and Land Use: Participants mentioned several ideas that would make for a better planned and livable Centre City. For the majority of workshop participants, livable means planning for spaces that are pedestrian friendly, environmentally sustainable, climate accommodating, affordable, inclusive to allow access by all people, architecturally interesting, and provide a mixed use of structures for office, retail and residential space.

- Accessibility / walkability – very important: sidewalks must have trees, and furniture that relate visually to the environment
- Attention to street level: integrate elements that would allow full accessibility for the physically disabled

- Sustainability (environmental), but quality / better notion of green buildings, building design, reuse of buildings, water treatment, energy efficiency – on lifestyle. Low flush toilet – cost saving
- Microclimate – design of public spaces must respond to local climate. Weather protection for all, including homeless

What real, implementable short, medium and long-term actions or ideas would be effective in making the Centre City more *livable* in the future?

Social Actions – Short, Medium and Long-Term

A total of 111 social issues were identified – 62 relating to short-term actions, 28 for actions in the medium term, and 21 long-term action areas. When short, medium and long-term actions and ideas were discussed, participants expanded on ideas expressed earlier, but tended to concentrate on the short-term and medium-term actions that could be taken to make the Centre City more livable now. The theme of planning for environmental and social sustainability was mentioned very frequently by participants, who generally expressed the need for long-term planning and identified some of the long-term social implications of current initiatives and actions being taken. Many short, medium and long-term actions and ideas are overlapping and include some similar steps at all three stages.

Table 11. Short-Term Social Actions to Create a Livable Centre City

What Real, Implementable <u>Short-Term Social Actions</u> or Ideas would be Effective in Making the Centre City More Livable in the Future?	Issues
Total Short-Term Social Actions	62
Inclusive programming / policy development	14
Increase safety initiatives / partnerships (i.e., with CPS)	10
Social programming compatible with urban lifestyle / environment	7
Centre City marketing / communications plan	6
Support arts / public art in public spaces	5
Create Partnerships in community	5
Increase funding for social programs / initiatives	4
Increase vitality – more activities / festivals / recreation	4
Sense of community / ownership / include community	4
Post occupancy reviews	2
Access to support services	1

Ideas expressed under short-term social actions relate to and expand upon ideas mentioned in the first question, but include some examples of best practices as well as ideas to enhance people's quality of life, which are in line with the Centre City Social Plan goals.

Inclusive Programming / Policy Development:

- Increase funding for social programs
- Keep providing services necessary for a diverse population
- Diversity – including socio-economic plans
- Diversity – recognize diversity of Calgarians and need for co-existence
- Recognizing the realities, livable for all, align services for diverse groups that include medical and dental.

Increase Safety Initiatives: Once again, improving safety measures and increasing the perception of safety is an immediate concern for short term planning in the Centre City as many Calgarians feel unsafe downtown and therefore do not live in or visit certain areas because of this. Participants generally felt that in order to bring people to the Centre City, people need to feel and perceive downtown as safe. While many safety initiatives are already in place and in the planning stages, increasing safety will continue to be an action required at the medium and long-term planning stages.

- Budget for safety initiatives, partner with CPS on safety issues
- Not just law and order, feeling of safety
- Improved perception of safety

Increased Social Programming for Urban Lifestyle: Supporting the urban lifestyle of those living downtown is frequently mentioned under short to medium-term action items. Participants felt that the Centre City should be a unique urban centre, offering some main stream as well as specialty stores, and events and services that are only available in the Centre City. Overall, there was a feeling that the Centre City needs to be more lively and entertaining place for all who experience it.

- More art exhibits
- Public art
- Social planning for diversity
- Chinook Festival – celebrate our winter time – heated patios, etc.
- Winter festivals on Prince's Island Park

Centre City Marketing and Communications Plan: According to participants, unlike other major urban centres, Calgary lacks an identifiable, vital, branded Centre City. Some participants suggested looking at the marketing and branding of other urban centres such as Montreal, Toronto and Ottawa to get ideas for a Calgary marketing and communications plan.

- Market a Centre City lifestyle; address social issues
- Perception is reaction, social marketing needed
- Dedicated and interactive communication tools – newsletters
- Links to economic and tourism development to market naturally – we are an urban, big city – Cosmopolitan
- A city needs a lively, creative, identifiable centre

Table 12. Medium-Term Social Actions to Create a Livable Centre City

What Real, Implementable <u>Medium-Term Social Actions</u> or Ideas would be Effective in Making the Centre City More Livable in the Future?	Issues
Total Medium-Term Social Actions	28
Planning for social events / festivals all year around	12
Access to / increase of support services	8
More amenities	6
Review tax policies for residents Centre City	2

Medium-term actions influencing social planning would include some of the next steps somewhere between solidifying partnerships and policies and then taking actions on the plans introduced in earlier planning stages. Medium-term actions could be seen as actions that can be taken once the immediately needed action items / goals are met from the short-term planning stage. Ideas such as year-round events and festivals, an increase in amenities, increased access to services, and reviewing the Centre City tax policy are mentioned here.

Table 13. Long-Term Social Actions to Create a Livable Centre City

What Real, Implementable <u>Long-Term Social Actions</u> or Ideas would be Effective in Making the Centre City More Livable in the Future?	Issues
Total Long-Term Social Actions	21
Diversity / inclusion planning	8
Governance and partnerships	7
Diversity education	4
Needs assessment study of new immigrants	2

While long term social planning ideas were mentioned less frequently overall, some important long-term action items were introduced. Main ideas were centred on increasing diversity planning, funding and education as well as increasing partnerships with all levels of government and community participants to promote and plan for Calgary's growing diverse population. While only two participants mentioned conducting a needs assessment for new immigrants as an action item; this could involve partners in many different service agencies in order to offer more culturally responsive and inclusive services.

Diversity / Social Inclusion Planning: Planning for diversity and social inclusion were important issues to participants at all stages of Centre City planning and continued to be important as long-term planning ideas.

- Long-term planning to accommodate growth in new immigrant population
- Planning for diversity – newcomers, people with disabilities, and visible minorities
- Democracy school
- Social sustainability includes cultural social inclusion plan
- “Festival of neighbourhoods” as event to get village communities coming together

Governance and Partnerships: A range of issues emerged related to governance and leadership, as well as working with partners.

- A livable city supports a diverse population – this statement has to be delivered politically
- City charter needed – governance (city-province relationship)
- Private / public partnerships on city owned land – e.g., Fort Calgary, Memorial Park, St. George’s Island, Tomkins Park

Planning Actions – Short, Medium and Long-Term

More planning actions and ideas than social actions were brought forth when participants discussed a more livable Centre City. This is not surprising, given that people often think of livable as relating to their lifestyle including their city’s infrastructure, urban design, land use, housing, and public spaces. A total of 226 planning issues were identified – 93 relating to short-term actions, 85 for actions in the medium term, and 48 long-term action areas.

Table 14. Short-Term Planning Actions to Create a Livable Centre City

What Real, Implementable Short-Term Planning Actions or Ideas would be Effective in Making the Centre City More Livable in the Future?	Issues
Total Short-Term Planning Actions	93
Urban development / land use	28
Affordable housing development / inclusive	9
Increase parks / green spaces / maintenance	8
Walkable – pedestrian first in development and policy	8
Centre City vitality / destination places	8
Transportation	7
Increase amenities in Centre City	6
Adopt / promote environmentally sustainable development / practices	5
Create new partnerships for / land use / development	4
Parking	3
Clean Centre City	3
Calgary tax dollars spent in Centre City	2
Incentives / tax breaks schools, businesses, developers	2

Similar to the short-term social actions; short-term planning actions also expanded on the top of mind ideas expressed in the first question, but include more crystallized ideas and actions that can be taken immediately.

Urban Development / Land Use: Development and land use is important at all stages of planning. However, participants felt that actions should be planned and lobbied for now in order to keep up with the growth of the city expected geographically and by population, and with the large number of new immigrants expected. Other important issues concerning urban development include speeding up processes for permits and development, making the Centre City more accessible, establishing more flexible land use policies, making better use of existing lands and structures, and making better use of the CP Rail track area for a more attractive and accessible Centre City.

- Better use of existing structures, public spaces
- Better use of existing public spaces – organize more community driven activities and festivals
- Develop comprehensive public space plan
- Encourage sunlight standards (protect sunlight)

Affordable Housing: Although affordable housing is important and a main theme throughout all stages of planning; participants generally felt that affordable housing issues cannot wait and must be addressed immediately. Action items mentioned by participants often included new policy development and increased support from government.

- Policy for affordable housing, percent of new homes to be built affordable
- Adaptive re-use of older office buildings into socially responsible housing
- Develop policies that support existing rental housing and encourage construction of new rental housing

Increase Parks and Green Space: Planning for increased parks and green space is seen as a short to medium-term action item by most participants, with long-term environmental sustainability and quality of life enhancement for citizens as the main goals. Planning for short-term green space included ideas about increasing the maintenance of existing parks and spaces, and the potential for better use of spaces not currently being used, such as school grounds that have closed. Medium-term ideas for parks and green spaces are more related to urban planning initiatives in new areas in the city and green spaces surrounding residential areas, office spaces, and walkways throughout the downtown core.

- Revitalize existing parks like Central Memorial Park
- Create more green public spaces
- Landscaping which recognizes terrain and climate
- Develop a comprehensive urban forest plan

Urban Planning – Walkable: All participants agreed that a more walkable Centre City is key to livability now and in the future.

- Pedestrian is king
- Pedestrian connections across rail tracks
- Pedestrian mobility / connecting
- Sidewalk width – using sunny corners for people to sit, take advantage of environmental assets

Table 15. Medium-Term Planning Actions to Create a Livable Centre City

What Real, Implementable Medium-Term Planning Actions or Ideas would be Effective in Making the Centre City More Livable in the Future?	Issues
Total Medium-Term Planning Actions	85
Urban planning – sustainable / affordable / better use	24
Increased amenities	9
Increase green spaces	8
Transportation standards / focus on public transit	8
Affordable housing development	7
Environmentally sustainable LEED policies	5
Urban planning – walkable / cyclable (pedestrian is king)	5
Parking	5
Master, comprehensive development plan	4
Support culture diversity / promote awareness	3
Support arts / culture through planning	3
Partnerships city and private sector for development	2
Revenue spent in Centre City	1
Support small business	1

Urban Planning: While many of the same actions and ideas are included in short, medium and long-term planning initiatives, participants continued to focus on the areas of urban planning and increasing green spaces.

- Look at the Vancouver model of urban planning
- Plan for residential, business / education / retail spaces in inner city
- Create more and sustainable plans and policy for more and better use
- Change policies for open green spaces
- Avoid fragmentation of open green spaces – plan comprehensively
- Create more public green spaces

Increased Amenities: Participants also expressed an interest in increasing amenities over the medium term.

- Ensure amenities / service are appropriate for Centre City population – shops, schools, parks, etc., recognizing a diverse population and families
- Hospital needed downtown
- Educational facilities

Public Transportation: Participants also offered many ideas for improving public transportation standards as important areas for action in the medium term.

- City departments, APEGGA, UDI, CRHBA, architects and urban designers need to review standards, requirements in other cities – how do they do it? Set up special Centre City Standards Team – look at this issue. List which ones are really causing problems now as a start.
- Bring back two-way streets
- No limited term or surface parking lots

Table 16. Long-Term Planning Actions to Create a Livable Centre City

What Real, Implementable Long-Term Planning Actions or Ideas would be Effective in Making the Centre City More Livable in the Future?	Issues
Total Long-Term Planning Actions	48
Urban development / CPR track area	8
Urban planning / land use	5
Transportation / planning	5
Planning for diversity / affordable housing	5
No cars in Centre City	4
New system for property assessments / taxes	4
Urban planning – LRT underground	3
Walkable – pedestrian first development and policy	3
Urban planning for character areas / neighbourhoods	2
More government policy / funding for Centre City development	1
Other planning issues	8

Urban Development: Long term planning mainly focused on urban development and land use issues, with the development of the CP rail tracks being mentioned most frequently.

- Create green linear area along CP tracks (over top of the railway)
- Get rid of existing open parking lots along Cp tracks. Build land with office space and provide structure parking within
- +30's over tracks
- Pedestrian bridge from Olympic way to 4th street S.E.

Transportation Planning: Long-term transportation ideas focus on larger projects that will involve substantial funding from government as well as tax payers, such as LRT modifications. Many of the ideas were focused on further developing streets to make them more pedestrian friendly by the use of overpasses and bridges connecting to character areas and buildings. While many people stressed the importance of pedestrian designs, it was clear that many also wanted streets that provided quick, easy access to popular destinations.

- LRT should go underground
- Central city transit loop
- Convert all Centre City streets to two-way

Affordable Housing / Diversity Planning: Although affordable housing and planning for diverse housing to meet the needs of a diverse population were mentioned as important at all stages of planning, some of the longer-term ideas are listed below.

- Adaptive re use of older office buildings into socially responsible housing
- Diversity of seniors housing – economies
- Spend money on affordable infrastructure
- Mixed income housing

6.2 The Thriving Centre City Stakeholder Workshop

What words or phrases come to mind when you think of what is needed to create a *thriving* Centre City 24/7?

Generally participants saw social elements as crucial to making a more thriving Centre City. However, a few significant planning initiatives were also suggested. On the social side, there were three key action areas: recreational activities; diversity, culture and the arts; and creating an exciting downtown destination. Very broadly, the social suggestions tended to focus on events and opportunities for participation in a wide variety of social activities. These are ‘action’ suggestions to actively engage the public as well as visitors to Calgary.

Recreation and Other Activities: Participants identified specific as well as a broad range of recreation and activity opportunities they believe to be important to creating a thriving Centre City.

- More outdoor activities
- More theatres
- More venues for creative events
- Bike rentals / nodes
- Soccer and hockey, bring facilities downtown for summer and winter
- Sports – professional and amateur
- Active living – playgrounds

Table 17. Things Needed to Create a Thriving Centre City 24/7

What Words or Phrases Come to Mind When You Think of What is Needed to Create a Thriving Centre City 24/7?	Issues
Total Social	193
Recreation and other activities	61
Diversity / culture	49
Exciting downtown destination (buzz)	37
Public safety	17
Clean city environment	17
Community building	8
Eliminating homelessness	3
Adequate social services	1
Total Planning	115
Urban development architecture / land use	61
Transportation and parking	20
Economic outlook / planning	12
Increased Parks, green spaces and pathways	11
Tourism	3
Diverse / mixed housing	3
Environmental awareness	3
Increased efficiency of services	2
Other	0
Grand Total	308

Diversity, Culture and the Arts: Along the same lines as recreational opportunities, participants want to see downtown become more active in promoting diversity as well as local culture(s) and the arts.

- Artistic arts, art pieces
- Diversity – social, physical, multicultural, e.g., Chinatown
- Culturally diverse and proud
- Culturally reflective – heritage, comfy for all people, and cosmopolitan
- Interest in cultural component
- More museums
- Public art

Creating an Exciting Downtown Destination: Participants felt that the Centre City must create some excitement, some “buzz” and some real attractions. The mentality is simply that if there is nothing going on, the Centre cannot thrive. Many participants pulled in ideas from other cities that attract people to downtown and to stay downtown, cities like New York, Montreal, and Paris.

- Farmers market
- Coffee shops – interaction
- Unique street level stores
- After hours buzz, like Montreal
- Lots of people on the streets – weekdays, weekends, evenings
- Interactive and engaging venues, i.e., a market
- Great cities don't shut down

In terms of planning initiatives to create a more thriving Centre City there were three main areas; urban development (including architecture and land use), transportation and parking, and economic outlook and planning. These are not “action” suggestions like the ones in the social category. These are more like “enabling” initiatives that will allow for some of the more action oriented ideas to take place.

Urban Development – Architecture and Land Use: Participants felt that modern and interesting architecture and the creative use of land and public spaces will draw residents and visitors alike into the Centre City. This in turn could allow recreation and other activities to happen with new buildings and spaces for them.

- Fabulous public spaces and buildings
- Better architecture, less conservative
- Integration of +15s with streetscapes
- Winter friendly streetscape
- Connected – fewer physical barriers
- Balance with density – integrated, natural, and built environments
- Improve aesthetics in all areas – beautified
- No central square
- Remove CPR

Transportation and Parking: Again, this can be seen as an enabling factor to allow the thriving Centre City to emerge. People must be able to not only get in and out of downtown, but also to move freely and easily about it.

- Have to consciously think about where to park and how much
- Ability to get in and out of the city with ease
- Mobility – by own steam or public transportation
- Less road traffic, more pedestrian traffic
- More parking on the periphery to encourage walking in
- Parking shortages and expense
- Mobility – destination to destination, e.g. work – dinner – theatre; work, live and play downtown

Economic Planning: Some participants feel that a thriving Centre City will depend greatly on continued economic success as well as a strong economic plan for the future.

- Commercially diverse
- Model environmentally sustainable economic activities
- Strong economy
- Small independent businesses

What real ideas can be implemented to make the Centre City *thriving 24/7*??

For this question, participants primarily focused on planning initiatives in working towards making a more thriving city 24/7; however, some social elements were also brought forth.

Table 18. Actions to Create a Thriving Centre City 24/7

What Real Ideas can be Implemented to Make the Centre City Thriving 24/7?	Issues
Total Social	96
Recreation and other activities	30
Diversity / culture	22
Public health and safety	17
Create an active downtown atmosphere	14
Promote arts	13
Total Planning	159
Urban development architecture / land use	65
Transportation and parking	46
Increased tourism	14
Increased parks, green spaces and pathways	7
Increased public engagement	5
Environmental awareness	5
Increased / better bike paths	4
Affordable housing	4
Mixed use residential / commercial	3
Economic outlook / planning	2
Increased funding for Centre City events	2
Tax incentives for businesses	2
Other	4
Grand Total	259

Planning Actions

In terms of planning initiatives, three main areas emerged: urban development, transportation and parking, and tourism. These were the top three areas where participants identified opportunities to make the most significant or immediate changes.

Urban Development: Participants put forth ideas for changing the land use bylaw, and for improving and creating themes for downtown architecture. Also offered were ideas on where to put new and existing services and buildings.

- Signature building at CP tracks
- Move the Glenbow Museum to Fort Calgary
- Encourage bold and good architectural design – innovative and functional
- Higher design standards
- More imagination and use lighting in the evening and night
- More flexibility in the Land Use Bylaw – more creative, energetic, innovative

Transportation and Parking: Again, transportation and parking emerged as a top issue. Many participants felt that changes were necessary to bring in more tourists, make transportation more efficient and safe, and ultimately to make downtown Calgary a bigger draw to more people, thus making for a more thriving Centre City.

- Increase the number of LRT train cars
- Free Stampede parking with free LRT into downtown
- More free parking outside the downtown to encourage taking transit into downtown, i.e., park n' ride
- Parking policy that privileges “smart” cars, hybrids
- A north-south transit link connecting to the Beltline – like a streetcar
- Get rid of one way streets (i.e., 9th Avenue)

Tourism: Participants believe that, by boosting tourism, Calgary could produce a more thriving Centre City. There were a wide variety of ways suggested for increasing tourism.

- Not enough convention space to attract big conventions: 60,000, 80,000, 100,000
- Places to “show off” to visitors / tourists – more than the Calgary Tower
- Creating destinations to bring people in
- Encourage more tourism – beauty, create beautiful downtown, i.e., public art, cultural features and events

Social Actions

Social elements were not stressed as much as planning elements; however, there were still some suggestions that centered on social issues. The top three social actions related to recreation and other activities, diversity and culture, and public health and safety.

Recreation and Other Activities: Participants saw recreation and activity opportunities as critical for bringing people into downtown. Quite simply, people need something to do in order to bring them in. These ideas were somewhat linked to the idea of bringing in more tourists as they could also benefit from expanded recreational opportunities.

- Amateur sport facilities
- Bike station with lockers and repairs, located at key nodes or hubs
- River pathway to be more than a bike path, with activities and things to do in the downtown
- Fabulous urban water park in front of City Hall
- Sports – hockey, skiing, hiking – can all bring people downtown
- Define what kids need, open space, nodes, greenways, and areas that aligns with kids

Diversity and Culture: Participants also saw opportunities to embrace diversity and celebrate our culture as a way of making a more thriving Centre City. Participants cited examples of other cities where a wide variety of ages and cultural backgrounds make for thriving centres. Participants also had suggestions on how Calgary's culture might be improved to bring more visitors downtown, visitors not only from Calgary, but also from out of town.

- Residential options – need downtown to be active / cultural, for immigration
- Brand the Centre City as an “energy centre” or “energy capital of the world” – oil and gas, renewable resources, research and development, innovation, etc.
- Help support all forms of diversity – e.g., urban campus
- Outlaw mediocrity in our city personality – we're too serious and boring
- What values do we want to encourage? Inclusiveness, respect for diversity, environmentally friendly.

Public Health and Safety: Participants identified that in order for people to come downtown, there must be a safe and healthy environment that will benefit all visitors.

- Street musicians help to create a safe environment
- More lighting at night
- Ban smoking in the Centre City
- Safety street cameras: police can watch what is happening on the street
- Create a better sense of safety

What are the three most significant ideas to create a thriving Centre City and how can we implement them?

Participants focused and elaborated on the suggestions that they had made earlier, and put forth ideas they felt to be the most important. Again, planning issues were primarily the focus given the forward thinking approach being taken, however some social ideas were also deemed to be of high importance.

Table 19. Three Most Significant Ideas to Create a Thriving Centre City

What are the Three Most Significant Ideas to Create a Thriving Centre City and How Can We Implement Them?	Issues
Total Social	85
Recreation and other activities	34
Branding	25
Community building	11
Diversity / culture	8
Promote arts	5
Safety	2
Total Planning	180
Governmental involvement (municipal / provincial / federal)	67
Urban development – architecture and land use	60
Transportation and parking	14
Tax incentives	12
Increased public engagement	11
Mixed use residential / commercial	7
Increased parks, green spaces and pathways	5
Affordable housing	3
Environmental awareness	1
Other	0
Grand Total	265

Social Actions

Social priorities included focusing on recreation, branding the Centre City, and community building.

Recreation and Other Activities: These ideas were along the lines of the urban development suggestions in the previous sections. Where those responses focused on what and where to build new venues and infrastructure, these ideas were focused on what recreational opportunities could be made available to residents and visitors in the Centre City.

- Family oriented water park
- User friendly access at Stampede Park to the river
- Historic amusement park at the rivers at Fort Calgary
- Enhance activities along the pathway system – e.g. retail, restaurant, at key hubs. Louise Crossing, Eau Claire, Fort Calgary, East Village
- Festivals – Prince’s Island, Olympic Plaza: year round cultural district
- Greater recreational opportunities.

Branding: In this area participants identified ways that Calgary could change the image of the City and the Centre City through branding. Several groups touched on this idea, and one group listed it as one of the top priorities.

- Brand what the city is about
- Centre City is Calgary's energy centre – conventional and alternative
- Calgary's Energy Centre: Calgary as energy capital of the world by 2030
- Stampede to diversify
- New West branding
- Concept of creating definition downtown

Community Building: Although there were not a large number of responses in this area, some participants focused on how the Centre City could come together and create a better, stronger sense of community.

- Collaboration between community groups, e.g., Centre City Community Forum
- Develop / support “communication” materials for entire Centre City, e.g., “community newspaper that reflects the true nature of community
- Develop local “community culture” events, e.g., community garage sale in cooperation with community associations
- People living downtown want more people living downtown.

Planning Actions

On the planning side three areas emerged as priorities: governmental involvement, urban development, and transportation.

Governmental Involvement: Participants identified areas and issues that municipal, provincial, and federal governments need to address or take the lead in. Other actions include policy and procedure elements that need to be initiated, changed, or otherwise modified in establishing the thriving Centre City environment.

- Lobby the provincial government so people can have alcohol outdoors (like in European cities)
- P3 projects
- Address regulatory impediments to mixed use
- City must take greater responsibility for maintenance of existing Centre City infrastructure
- Major review of sign bylaw
- Deal with antiquated regulatory rules which “compartmentalize” businesses, e.g., bars / restaurants
- Sustained leadership and vision

Urban Development: Participants focused on urban development ideas that they felt should be implemented right away. In many cases, participants had ideas about architectural designs and regulations that the City should pursue. Others suggested ways that the City could develop the Centre City to make better use of the areas and amenities it offers.

- Make the new Calgary Public Library a WOW building – maybe through a design competition
- New / additional development on Fort Calgary land – something that celebrates the rivers – a kids park, restaurants, etc., or “maximize” the river bank’s use for people
- Redesign Olympic Plaza
- Review engineering standards / create more appropriate urban standards for public realm (sidewalks, landscape, boulevards)
- Development on east side of river needs an anchor
- Build an attractive police headquarters in Centre City

Transportation and Parking: Although there were far more suggestions for the previous two areas, transportation and parking was also seen as an area for immediate action. Some of the ideas are more long term, but there were a few suggestions for short term action.

- Circular street car system in Centre City (long term)
- Rickshaws
- Parking policy that privileges “smart” cars
- Better transit hours
- LRT or street car loop

6.3 The Caring Centre City Stakeholder Workshop

What is your future Centre City like?

The majority of answers and ideas that were put forth on this question had to do with social planning issues, although there were a number of urban planning ideas brought forth as well.

Table 20. Imagining Our Future Centre City

What is Your Future Centre City Like?	Issues
Total Social	33
Increased safety	6
More amenities	4
Planning for diversity	4
Increase vibrancy / activity all hours	4
Increase citizen involvement in decision making	3
Support / celebrate diversity / arts / culture	3
Address erosion of downtown – social issues need to be dealt with	2
Potential to be great – more action needed	2
Increase education facilities	1
Increase partnerships between social agencies / business	1
Increased sense of community / connections w / neighbours	1
Decrease homelessness	1
Healthy Centre City	1
Total Planning	15
More affordable housing	8
Walkable / pedestrian friendly / bike friendly	2
Increased green spaces	2
New land use ideas	1
Increased public spaces / destination areas	1
Support small business	1
Other	0
Grand Total	48

Social Dimensions

In regards to social ideas, there were four main categories of responses: public safety, increased amenities, planning for diversity, and increasing the vitality and activity in the Centre City 24/7.

Safety: Public safety continues to be the top concern of participants in all groups when thinking of a future Centre City that is more caring, livable and thriving. Responses concerning safety were focused on more than one area and included feeling safe to walk the streets during the day or night, greater diversity of policing including more community policing efforts, as well as some concerns over the safety of seniors living in the downtown core.

- Safe walking environment
- Safe city!
- Greater diversity and feel safer
- More safety for seniors

More Amenities: Another popular response among the caring stakeholder groups was the idea of providing more amenities in the Centre City. Many responses referred to providing more family and child oriented amenities and activities, as well as new public libraries, movie stores and grocery stores that are convenient to access within a short walking distance.

- More amenities for families and children
- new public library for all city to enjoy

Diversity: Supporting diversity and developing inclusive and culturally appropriate programs and services for the diverse Centre City population was also an important issue. Ideas included urban planning to attract more diverse groups to the Centre City, developing more non- traditional learning centres, as well as celebrating diversity through more cultural centres and festivals.

- More culturally diverse
- Diversity in future learning centres
- Culture which celebrates diversity, embracing “grit” – arts counterculture

Increase Vibrancy: Ideas for increasing Centre City vitality and activity were typically focused on social planning for more festivals, activities and fun “people spaces” where people could gather to meet their neighbours, colleagues, and families and connect on a daily basis. Overall, there was a sense that the Centre City should be a place that brings people together to focus on fun, culture and relaxation.

- More vibrancy and more people in the downtown
- More exciting at all hours of the day and weekend
- A place that reflects the “soul” of the city

Planning Dimensions

Planning ideas made up a smaller portion of all responses and focused on affordable housing and increased residential housing in the downtown core.

Affordable / Residential Housing: Often the planning ideas were related to better using current land space as well as buildings to provide more affordable housing, increasing affordable housing options to bring more people into the Centre City, and increase activity and improve the economy, providing more family oriented residential neighbourhood planning as well as creating a more vibrant living atmosphere.

- More density and residential housing in the downtown
- Affordable housing
- Affordable housing and social agencies and businesses to work together
- More people living in downtown – affordable housing

What can be done in the Centre City to ensure that public institutions (e.g. local government, the police system, the justice system, public education, etc.) recognize and positively respond to diverse groups in the population?

The majority of answers and ideas that were put forth on this question had to do with social planning issues, given the nature of the topic of supporting diversity. There were also a number of important urban planning ideas for action in developing more diverse social programs and education initiatives.

Table 21. Ideas for Embracing Diversity in the Centre City

What Can Be Done in the Centre City to Ensure that Public Institutions Recognize and Positively Respond to Diverse Groups in the Population?	Issues
Total Social	86
Develop culturally appropriate community engagement / skills	14
Diversity training / education / cultural understanding for all people	11
More inclusive education facilities / programs – diversity focused	10
Support / celebrate diversity / arts / culture	9
More community safety facilities / measures – community policing	7
Street level frontline / diversity – community outreach staff	6
Government support / funding for diversity programming	6
Inclusive local amenities / services	4
Increase partnerships w / agencies serving diverse groups	4
Diversity employment programs	3
Education for new comers of the political system / participation	3
Diverse representation in government	3
Build community partnership between residents and businesses	3
Diverse police force / sensitive to diversity issues	2
Government support for foreign credentials	1
Total Planning	22
Develop Centre City council coalition – action team	5
Urban planning – for community needs (needs assessment)	4
Culturally appropriate publications – other languages	4
Planning for accessibility	3
Urban planning for inclusive signage / maps / navigation	2
More affordable housing	1
Incentives for diversity programming	1
Decentralized municipal offices	1
Model other cities	1
Other	0
Grand Total	108

Socially-Culturally Appropriate Engagement: The most frequently mentioned idea was developing and using appropriate community engagement skills in the public and private sector and educating the public in general about ways in which to be more sensitive to different cultural groups within the city. Some of the ideas referred to having appropriate engagement skills as tools that are necessary to be an inclusive city as well as be able to work with, serve and show support for culturally diverse groups.

- Sensitivity training for service workers
- Invite representatives from diverse population to provide input
- Culturally competent (versus ethnic-specific)
- Cultural outreach – go to the people

Diversity Training: Many participants felt strongly that diversity training and education for the public as well as all service providers is a main responsibility of a caring city. Some participants also felt that more education would in turn enhance partnerships, provide more understanding, and reduce fear and uncertainty in the city. Some participants also felt that it was important to have a more diverse police force trained with better engagement skills to work with various cultural groups to increase understanding. More diverse government representation was also called for in order to understand diversity issues and provide the best policies and support possible.

- Better education for public institutions around diversity (cultural, ability, economic)
- Building human relationships between institutions and residents / diverse groups
- Cultural diversity education; public institution and public to create understanding
- Diverse language skills in bureaucracy, agencies
- Police educated on social issues
- Diverse representation at decision making levels

More Inclusive Education: Ideas involving education facilities and programs developed specifically for diverse groups were also seen as necessary in order to be as inclusive as possible, while also providing the best opportunity for a full range of cultural groups to become a part of the inner city culture. In addition, education facilities and programs to support diverse groups would also provide the best opportunities possible to groups that may already be struggling due to economic or language barriers, as well as to provide support to those people who are adapting to being in a new city.

- Diversity employment
- Advanced education (or any level of learning) that is programmed to attract diverse learners
- Expression – communication with diverse groups (i.e., area within Centre City website)
- Schools used in City Centre for cultural / language program

Urban Planning for Community Needs: Planning ideas for diversity reflected the need for appropriate services and amenities to meet diverse community needs such as having enough affordable housing, educational facilities, accessible spaces and services, and cultural centres to provide the proper foundations needed for diverse groups to feel welcome and succeed in providing a good quality of life for themselves and their families.

- Accessibility is considered when the city reviews planning
- More diverse use of existing facilities such as EPCOR Centre for Performing Arts

What can be done in the Centre City to promote active participation in local government, community organizations, and civic life?

The majority of ideas that were put forth on this question had to do with social planning issues, given the nature of the topic of civic engagement, although there were a number of planning ideas mentioned concerning improving government processes.

Table 22. Ideas for Improving Civic Engagement

What Can Be Done in the Centre City to Promote Active Participation in Local Government, Community Organizations, and Civic Life?	Issues
Total Social	73
Better engagement / feedback in community about civic affairs	14
More public places / processes to regularly give / receive info.	10
Include citizens / groups in decision making / grass roots action teams	10
Increase community events / make process fun	9
Rewards / incentives for participation in civic engagements	8
Civic education – processes / relevance	6
Increased sense of community / partnership – centres	5
Revisit Ward System / boundaries	3
Increase population in Centre City – community mass participation	2
Penalties – no participation in public engagements / compulsory	2
Clean Centre City – graffiti / River	2
Reduce barriers to entering City Hall	1
Increase hours of operation / access – public service buildings	1
Total Planning	13
Establish housing councils / city to establish partnerships – landlords	3
Re-establish Mayor's Task Force / City Council planning for engagement	3
Reduce barriers to civic participation – parking, child care, time off	3
Urban planning – create identifiable communities	1
Urban planning bylaws – active, vibrant, lively streets	1
Affordable housing	1
Support local business development	1
Other	0
Grand Total	86

Social Actions

The most frequently mentioned social ideas put forth by participants were better public engagement and feedback in the community about civic affairs; more public places and established government processes to give and receive information; establishing a more inclusive engagement process by involving citizens in decision making and providing them with access to civic information; and increasing the “fun factor” to get people interested in the civic process and increase their participating in special events.

Better Public Engagement: Most stakeholder comments in the area of increasing public engagement referred to opening the lines of communication and making civic processes more transparent for the public. Participants generally felt that they did not have much say in decision making. They felt that citizens should be educated more about government processes and provided with regular outlets to communicate with leaders in the community. Citizens should be included more directly in decision making.

- Campaign – inclusive vision, info, image dissemination
- Support for community based communications, e.g., newspaper
- Public awareness – advertising / communication – media tours – door to door canvassing
- Civic engagement generated in within communities – resources required
- Better communication of knowledge of city hall and civic life
- Regular places to get and give info
- Establishing civic responsibility or civic support offices or work stations for local organizations
- Street news boxes
- City TV like “speakers’ corner” – get voices heard
- Public involvement in action committees – high level, Council authorized urban planning, social issues committees, where their action recommendations will be implemented by Council
- Give voice to youth, seniors, single parents, etc. by including them in community government processes
- Devolve decision making processes as close as possible to grassroots level

Increase the “Fun Factor”: Participants agreed that there is a disinterest among many citizens when it comes to participating in civic processes such as voting and attending workshops, open houses and other public gatherings, often because there is little information about them but also because they are not engaging events. Increasing the “fun factor” in community events was suggested to get people interested in the civic process and participating in special events.

- Initiatives to show people they all have the capacity to effect change – friendly, street experiments or friendly entry ways – involve mass media
- In other countries election-day and process is fun!
- Make things fun – exciting

Planning Actions

Planning ideas mainly focused on re-establishing priorities in government and communicating those to the public; revisiting current procedures, policies and government task forces to improve processes (including planning processes); and ways to remove barriers to public participation for civic events such as voting and public meetings.

Government Structure: Some participants felt that the current civic process is in need of reform to revisit agendas and examine community needs and priorities.

- Reform City Council to boost voter turn-out
- Reform City Council / government – provide immunity like legislature
- Re-establish Mayor’s task forces to allow feedback from community

Reduce Barriers to Civic Participation: While only a small number of participants mentioned barriers, the comments suggest that not everyone has equal access or the resources to participate in the civic process. As such, some people find themselves unable to participate due to time constraints, costs, childcare issues, as well as the perception that the whole process is not accessible.

- Barriers can make a difference – “process is not accessible” perception leads to apathy
- Barriers to participate – costs, child care, parking, meeting times, time off from work
- Make getting involved easier

What improvements are needed in public services in the Centre City (e.g. health care services, crisis services, transportation services, etc.)?

Both social and urban planning ideas were seen as equally important in improving community services in the Centre City. These results are not unexpected since many social planning initiatives and services would need support through urban planning, especially in the areas of transportation, parking, and developing new community service amenities.

Table 23. Ideas for Improving Public Services

What Improvements are Needed in Public Services in the Centre City?	Issues
Total Social	38
More coordination / partnerships in community services	8
Safe Centre City / community policing	7
Increased access / availability of health care	5
Health care / community services for diverse needs / population	4
More education / training about community issues	4
Ongoing / inclusive community needs assessments	3
Individual client-centred care – not case-based	2
Inclusive citizen participation / policy development process	2
Alternative safety measures / initiatives (versus policing)	1
Better public engagement	1
Increased government funding / subsidized services	1
Total Planning	39
Transportation and parking	18
More health care / community service amenities in Centre City	8
Walkable / pedestrian / bike friendly streets	4
More schools	2
More recreation facilities	2
Increase in convenient public facilities – washrooms	2
Support small local business development	1
More parks / green spaces	1
More recycling initiatives	1
Other	0
Grand Total	77

Social Actions

Coordinated Service Delivery: The most frequently mentioned social ideas put forth by participants included building more partnerships to better deliver community services, developing a safer Centre City through community policing initiatives, increased access to and availability of community services (including health care), and more education and training about community issues.

- Integrated service teams – social, health, bylaw, police
- Create “bridges” between service agencies or organizations and larger community
- Institutions commit support to citizens to participate in policy development and systematic change process
- Beat cops, community policing, etc.
- Safer transit stations
- Reduce crime / more community police – community warden – transit cops

Community Services for a Diverse Population: Participants also thought it was important to ensure that health and other community services met the needs of an increasingly diverse population.

- Consistent diversity coordination presence in public – NOT HIDDEN
- Need family related social infrastructure: day home, affordable housing, recreation, schools
- Health services – more medical centres needed in the Centre City
- More availability and access to services
- Accept other medical qualifications

Planning Actions

Transportation and Parking: On the planning side, participants felt that having more transportation options as well as extended service to serve inner city communities was very important. In addition, people felt that The City should increase the cost of parking downtown to make parking unaffordable and thereby encourage walking, biking, and other forms of mobility.

- Better east-west public transportation in Beltline
- Free public transit
- Combine bikes with transit
- Parking – increase cost to encourage walking, cycling, etc.
- Transit is too suburban focused; need a local downtown focus

More Community Service Amenities: Participants thought that more amenities would make the Centre City more accessible, livable, and caring for our diverse population. Specifically, ideas involved providing more health care facilities and 24-hour services. Other suggestions included having more public service facilities under one roof so that more than one service could be accessed by the public, which would also create more aligned service efforts to better serve the public.

- Mental health clinics / community resources / sports
- Crisis care 24/7 – walk in, person-to-person, not by phone – follow through with crisis worker
- Create common facilities for police, local health, social services
- Mobile medical / dental services
- More small primary care facilities rather than one large hospital

What is needed to make the Centre City a welcoming place for all people?

The majority of ideas generated on this question had to do with planning issues, although there were a significant number of social ideas brought forth as well.

Table 24. Ideas for Making the Centre City a Welcoming Place for All

What is Needed to Make the Centre City a Welcoming Place for All People?	Issues
Total Social	30
Public safety and health	10
Recreation and other activities	5
More public art	5
Homelessness	4
Diversity / culture	3
Communities	2
Adequate social services	1
Total Planning	49
Urban development – infrastructure / land use	19
Transportation and parking	15
Increased parks, green spaces, and pathways	5
Affordable housing	4
Economic outlook	2
Increased environmental awareness	2
Plus 15 system	2
Other	9
Grand Total	88

Social Actions

In regards to social ideas, there were three main categories of responses: public health and safety, recreation and other activities, and more public art.

Public Health and Safety: These were two key features that participants identified as being very important to create a more welcoming Centre City environment. Safety was cited especially often as being critical to attracting people to the Centre City.

- Emphasize and ensure public safety (real and perceived) on city streets
- Address open drug activity and public intoxication
- Address social / crime issues relating to large scale bars and drinking establishments
- Enforcement of laws and uniformed presence

Recreation and Other Activities: Participants felt that in order to make Centre City a more welcoming place, it is important to have adequate opportunities for recreation and other leisure activities. People need a reason to come downtown and recreation and leisure opportunities provide the reason.

- Community celebrations
- Better distribution of recreational facilities
- More free access to arts and cultural activities
- Block parties / festivals along promenade streets

More Public Art: Participants also put forth the idea that more public art might make the Centre City a nice and more welcoming place to be.

- Murals on all underpasses
- Public art – more than murals
- Strong fun links to key downtown places from the river pathway (modes of public art)

Planning Actions

Planning ideas made up a majority of all participants' responses. Within the planning dimension, three main areas emerged: urban development (infrastructure and land use); transportation and parking; and increased parks, green spaces, and pathways.

Urban Development: Participants identified several key initiatives that The City could undertake to make the Centre City more welcoming. Most of them having to do with how to use City land now, as well as ideas for future use.

- High quality, well maintained public spaces for gathering: markets, streets, parks
- Use tax incremental funding (TIF) to spearhead major public improvements
- Incentive for developing public spaces – both public and private development
- Encourage Chinatown model of character communities
- Density – more people
- Allow for more diverse land uses rather than restrictive limits

Transportation and Parking: As with many of the other questions, transportation and parking was again a key issue. Participants indicated that mobility is very important to bringing people into the Centre City, including working on the existing infrastructure and adding more.

- Disrupt the grid with pathways, mid-block connections – for pedestrians and bikes
- Connecting communities with downtown – pedestrian friendly links to / from Beltline, East Village, Downtown 9th Avenue
- More reasonable parking costs – creation of special districts
- More two-way streets
- More cabs

Increased Parks, Green Spaces and Pathways: Related to the idea of land use, responses were specifically aimed at increasing green spaces, promoting walking, and increasing bike pathways.

- Maintain connection with nature paths – eagles, coyotes, beavers, wild lands
- Visible aesthetics – well maintained parks
- Tree planting

6.4 The Caring Centre City Staff Workshop

What words or phrases come to mind when you think of a more caring Centre City?

When City staff engaged in discussion about what makes for a more caring Centre City, both social and planning issues were seen as important. However, social planning issues were expressed more often by this group of stakeholders.

Table 25. Ideas for Creating a More Caring Centre City

What Improvements are Needed in Public Services in the Centre City?	Issues
Total Social	83
Social inclusion / vision and policy – including diversity policies	22
Opportunity for working partnerships / collaboration to deliver services	14
Increase safety / perception of safety	13
Sense of community / community building priority	9
Increase Centre City vitality	5
Marketing of parks, tourism, shops, events – make Centre City a destination	4
Increase access to services	4
Viability of Centre City schools a priority	3
Economic inclusion / community economic development initiatives	3
Better use of existing buildings for social service initiatives	2
Increase in Social services / capital dollars invested	2
Encourage day and night activity to promote safety and security	2
Total Planning	65
Urban planning / design and coordination of public space	23
Urban planning / residential planning / affordable housing	13
Increased community green space / maintenance of parks	6
Work / live downtown options	5
Increase amenities	4
Urban planning – transit	4
Clean up visible deterioration / street level / buildings	4
Create Centre City management team (internal and external stakeholders)	4
Amend property tax rule for inner city property – too high	2
Other	0
Grand Total	148

Social Actions

Social Inclusion: Of the social ideas expressed, the top issues focused on initiatives such as creating a vision and policy for social inclusion for delivering services, and developing working partnerships internally and within the community to better deliver social services to those in need and to look for any gaps in services. Related to developing a social inclusion policy was the need to develop a culturally appropriate engagement framework to work with new immigrants as well as Calgarians from diverse backgrounds. City Staff also expressed the desire for the Centre City to be an inclusive destination for all including merchants, property owners, corporations, developers, planners, social service agencies, residents and other Calgarians, who all contribute to making the Centre City a more caring and vibrant place.

- Develop a recycling program that includes provisions for persons with disabilities and seniors
- Is there a way to involve homeless people in downtown recycling (i.e., for pay)?
- Integration and inclusion of diverse cultures – would love to see more joy in the area for everyone
- Develop a culturally competent engagement strategy and techniques
- Implement an engagement strategy to measure perceptions of police (to establish trust and safety)
- Create an amalgamated Centre City Community Association

Safety: Increasing safety and the perception of safety in the Centre City was also a top concern with many participants, so people were free to live, work, play and stay in the Centre City. Some expressed the need to partner with the Calgary Police Service and other community service agencies to develop community safety programs to which all stakeholders could contribute. Making simple changes such as adding more street lighting and more security in Centre City buildings were also mentioned.

- Balance between the sky and the ground (planning and action), how to address crime and safety issues (with police as partner), not as the only one addressing it
- Chinatown has requested more lighting

Community Building: Revitalization of the Centre City through community building, marketing and tourism, and providing increased amenities to meet the needs of our diverse population was often mentioned.

- Sense of community is important, need things that tie people together
- Seniors living in the downtown, developing a sense of neighborliness

Ensure Viability of Inner City Schools: While some participants are divided on the issues surrounding Centre City schools – building new schools, maintaining those that exist, and land usage of those that close – City staff workshop participants agreed that overall, inner city schools were very important for Centre City vitality and that certain policies would address vitality issues.

Ideas included developing school land use policies that are transparent and flexible to allow for multi-use school structures as well as more efficient use of land. In addition, some participants felt that The City should buy the land, and use it for parks or other community service amenities, and have the flexibility to lease it back to a school when land is needed. Other common responses included maintaining the existing schools, preserving the heritage school buildings, and attracting more families to the inner city by giving them more school options. Participants in all groups were divided in terms of deciding where and when to build new schools or whether to simply keep the Centre City schools that already exist.

- Schools are essential to community vitality
- School land lost is also park land lost
- Develop a strategy that is inclusive and transparent, including a process of when notification when a school property is for sale.

Planning Actions

Public Space: The design of public space was very important from a planning perspective and also from a social planning perspective. Participants mentioned ideas relating to the big picture, such as planning to improve people's overall quality of life. Often, participants commented that planning for spaces that enhance social interaction, walkability, beauty and safety can, in turn, result in improved physical and mental health for people who live in the downtown core. These spaces can also provide an enhanced quality of the downtown experience for those visiting. A wide variety of issues and ideas for improving public spaces were shared.

- How the physical form affects people that live there – safety, walkability instead of driving, creating security through built form
- Increase walking, increase social interaction, decrease obesity
- Safety and inclusion are challenges, greater pedestrian traffic builds safety
- Provision of public restrooms (e.g., for tourists, street persons)
- Extend +15 infrastructure and hours of operation
- Public art (six murals already completed)
- Clean up and expand sidewalks
- Community gardens

Affordable Housing: Issues around affordable housing were related to making city wide policies a priority to ensure that affordable housing was available and that mixed housing policies are also implemented for the future. Both affordable housing and mixed housing policies meet several needs of individuals as well as the community such as providing housing to people with low income, immigrants new to the city, the working poor, and those who are homeless or about to become homeless. A related benefit of mixed housing development is building stronger, inclusive communities, which allow integration of a range of people into the Centre City.

People who would normally not be able to purchase property, with the high property values and taxes of the inner city, would be able to rent there and become a part of the community. In addition, Centre City accommodations are especially important for the less fortunate and other citizens in need of specific services only provided in the Centre City. Other issues that were mentioned included lowering property taxes in the Centre City, developing partnerships for funding and development, and providing more supplements to landlords who can provide affordable housing.

- Need a city wide policy to ensure housing mix (not just downtown area)
- Change property tax rules to stop penalizing inner city property owners
- How to do affordable housing: (1) City builds and operates, (2), mix of government support to provide supplements to landlords, (3) development industry involvement.

Work-Live Options: When it comes to a more caring Centre City, participants' ideas revealed that a more caring city means a city that offers more choices. Increased choice results in increased vitality and lifestyle options for all people by accommodating the needs of diverse groups, and by offering a wide and inclusive range of services and making them more accessible.

- Make the Centre City more walkable, livable, safe and user friendly
- More integrated neighbourhood planning

Create a Centre City Management Team: A caring Centre City also means having a more organized and accountable management team in place composed of both internal and external partners. A strong majority of staff participants felt that both internal and external parties must be included because together they had more to offer, coming from different experience and areas of expertise. In addition, many felt that open lines of communication in the Centre City meant having all participants "buy in" at the start of the process.

- Could be community driven, not necessarily City driven
- Need political buy in
- Could have shared internal website
- Knowing we're all on the same page

What Ideas are being implemented to create a more caring Centre City?

Many of the social policy and planning programs being implemented, as well as those in the planning stages, were discussed by the City stakeholder groups. The ideas that are currently being implemented are focused on social planning and policy development in the areas of social inclusion, vitality, diversity planning, developing partnerships in the community, collaboration in delivering social services, as well as increasing safety and the perception of safety in the Centre City.

Table 26. Actions Being Taken to Create a More Caring Centre City

What Ideas are Being Implemented to Create a More Caring Centre City?	Issues
Total Social	65
Increase partnerships / initiatives for social services delivery	13
Social planning for vitality	6
Increase safety initiatives / partnerships	5
Affordable housing strategy	5
Increased internal city communication / partnerships	5
Inclusive / fairness policy / initiative development	4
Increased funding for social services / initiatives	4
Programs to support arts / culture / enhance Centre City	4
More community amenities / inclusive	3
Communication plan for public engagement	3
Healthy Centre City initiatives	3
Diversity planning / events	3
Community involvement in issues / sense of community	3
Youth education / recreation focused initiatives	2
Affordable recreation / services	1
Increase communication with Aldermen	1
Total Planning	56
Centre City Plan	8
East Village Area Redevelopment Plan (ARP)	7
Increase partnerships for Centre City development / maintenance	6
Transportation planning / parking	6
Urban planning – walkable	4
Urban planning – for safety	4
School vitality	3
Urban planning (environmentally sustainable)	3
Economic outlook / planning	3
Urban planning – new capital works	2
Centre City public space – a real priority	2
Green space / community gardens / maintenance	2
Increased density – a priority	2
Urban planning – research initiatives	2
Urban planning – for access / inclusive	2
Other	0
Grand Total	121

Social Actions

Partnerships for Delivering Social Services: In order to increase the number and scope of social services to meet the changing needs of the people in the Centre City, it was recognized that increasing partnerships internally at The City of Calgary and within the community was essential keep up with the diverse Centre City population. Currently there are many ideas and programs being implemented through partnerships focused on social planning and policy development. Some of the current projects mentioned by the workshop participants are:

- imagineCALGARY
- Calgary Police Service Safety Partnerships
- Centre City Plan
- Municipal Development Plan
- Urban Youth Program
- Centre City Social Plan Team
- Calgary Housing Company – creating a sense of community within CHC buildings
- User Fee and Subsidy Policy Review
- Youth Mentorship Website
- Sustained Poverty Reduction work with Vibrant Communities Calgary
- 10 year plan to end homelessness
- 3 year work plan to support the Corporate Affordable Housing Strategy
- Seniors concerned with safety
- Fairness Filter tool for Business Units in The City as part of Fair Calgary Policy

Social Planning for Vitality: Vitality was an important issue to City staff workshop participants, as it was with other groups. Participants discussed the current perception of downtown by many as being inactive, dull and unsafe. As such, plans have been introduced to increase Centre City vitality by bringing people to the downtown area and keeping them there, as well as providing all the events and activities that are a part of an everyday lifestyle and experience for residents, business owners, working people, as well as other Calgarians. The ideas being implemented are focused on establishing loyalty, satisfaction, and pride in the Centre City as a community.

Increasing vitality also benefits the city in other related ways by building community. The rationale is that if people are downtown, they will take part in activities, go shopping, take part in cultural events, interact socially, and spend money which puts funds back into the Centre City. In turn, the Centre City economic outlook will improve, social interaction and safety will be increased, and the Centre City will become a more desirable and vibrant destination. There are many Ideas being implemented to increase Centre City vitality, which include partnerships with other agencies. Some of the current projects being implemented are:

- Ethno-cultural events (festivals)
- Seniors resource fair (City Hall)

- Seasonal programs on Steven Avenue Mall
- Graffiti removal program
- BRZ programs
- 2006 wellness strategy (health and fitness)

Safety: Safety was also on the minds of City staff workshop participants. Collectively, they expressed the need to develop more partnerships internally and in the community to increase safety programs and work proactively to combat crime in the community before it begins. With city growth and the changing face of the Centre City area, many participants felt that safety initiatives and bylaws will need to be supported through the Calgary Police Service as well as partner groups in the community, with all Calgarians taking ownership for safety in their neighbourhoods and communities. Current safety initiatives include:

- Safer Calgary
- Anti-bullying in the Calgary Board of Education curriculum
- Child at Risk Response Team (CARRT)
- Downtown Outreach Addictions Partnership

Affordable Housing: Participants recognized that there is a need for more safe and affordable housing development city wide, due to the increase in population, the high price of buying and renting in Calgary, as well as the number of people who may be living in unsafe conditions due to low income or other circumstances. In addition, many Calgarians are among the working poor, people who often have to work more than one job to try to meet basic needs, but who still do not have enough money to provide permanent shelter for their families. Often, these people end up in shelters, staying with friends or family, or living on the streets due to lack of housing and resources. Currently there are some projects in place to increase affordable and safe housing; however, there is much work to be done in this area. Some of the current initiatives are:

- Safe Housing Inspection Program (SHIP)
- Post occupancy reviews
- Calgary Housing Company engaging community service providers to provide social support for tenants
- Developing guidelines for further development in established communities

Planning Actions

On the planning side, many projects and initiatives are currently being implemented which involve the Centre City, planning issues and developing an overall master plan for urban development and for Centre City parks. Many existing projects and initiatives are currently focused on the reuse and multi-use of existing lands and structures within the Centre City as well as developing partnerships with developers, and other participants to use land and develop policies that will better serve Calgarians.

Centre City Plan: The Centre City Plan, which includes a family of plans to develop the Centre City was often mentioned as a way to provide an ultimate vision, direction, communication and action to the community about the future of the Centre City. Although some decisions have been made, the Centre City Plan is seen as a work in progress and will need ongoing public engagement, outcome measurements, increased partnerships (internally and externally), and action to realize its full potential. Some of the current projects for planning developments are focused on urban planning partnerships in order to make the Centre City more walkable, safe, enjoyable, active, green and environmentally sustainable. Some of the partnership projects being implemented currently are listed below:

- Beltline Area Redevelopment Plan
- Mixed housing developments
- Community gardens / green roofs
- Heritage / character preservation
- Safer pathways
- People and Place – a U of C Faculty of Environmental Design and Faculty of Social Work collaboration involving The City's Crime Prevention Investment Plan (CPIP), Centre City BRZs and other agencies

East Village Area Redevelopment Plan (ARP) Implementation: This approved plan focuses on partnerships between The City and developers, businesses, and residents to ensure a vibrant, active and safe Centre City for the future. It also concentrates on rebuilding and preserving some of the history of the East Village area. A large part of this plan is focused on urban planning initiatives but a range of social dimensions are included in the plan as well.

Transportation Planning and Parking: One of the most talked about issues overall is transportation planning and parking. Mainly, the issues are that parking is too expensive and not available; that parkades and surface parking lots are a poor use of prime land; and there is a need to establish a limit on parking downtown to increase public transit use or alternative means of transportation (including cycling and walking). In addition, participants agreed that some new Centre City parking is acceptable but should be located underground or in places where prime land was not being used.

Other responses related to transportation included making the Centre City more pedestrian friendly, providing incentives for using public transit, and making parking inconvenient or unaffordable. On the extreme end of the parking ideas debate are the people who believe that there should be no cars or parking allowed in the Centre City. Some current ideas being implemented for transportation and parking are:

- Limiting downtown parking to encourage walking, transit and cycling
- More walkable downtown
- Urban design promoted for downtown – pedestrian focused
- Transit-orientated development – promoting high density, mixed-use areas and conveniently connected to Centre City

How could we implement the top three ideas your group generated?

Social Actions

Partnerships: Within the realm of social planning, when participants were asked to think ahead to what would make the Centre City more caring, the most frequent response was provision of inclusive social services through partnerships, internally as well as externally. Many participants reflected on the partnerships and programs already in place, while also defining the need to improve services and access. Ideas for additional programs are listed below; some of which are in the planning stages:

- Calgary Police Service and diverse communities – communication / consultation for diverse groups / increase trust and safety
- Calgary Housing Company – link with groups downtown for inclusive strategies, BRZs to be involved; organize walking tours – seniors, newcomers and those who are disabled or low income
- More flex time / hours – promote health and wellbeing – City could lead on this
- Community / City newsletter communication of timelines, changes, plans
- Intergenerational programs to connect families and communities
- Marketing of Centre City, Parks, events, tourism
- Build a Centre City hospital or offer more health clinics
- Promote understanding and support of social issues through political buy-in and lobbying efforts by politicians

Affordable Housing: The growing need for affordable housing was frequently mentioned by participants as one of the most important issues facing Calgary and the Centre City today. Many affordable housing initiatives are already in place and in the planning stages but do require more support from all levels of government as well as private businesses and developers in order to keep up with the growing demand. Ideas for housing included developing more flexible land use and development policies, fostering social inclusion through mixed use spaces and neighbourhood planning, and providing more housing options that were affordable in the Centre City.

- Amend *Municipal Government Act* – require a percent of housing to be affordable (i.e., non-market)
- Landlord rent supplement program – increase scope of for low-income residents

Urban Planning: Ideas relating to planning and land use were focused on revisiting current land use policies and strategies, as well as better use of existing structures and properties such as school land. In addition to these ideas, comments on planning for a more a more safe, walkable and accessible Centre City through better urban design was also frequently mentioned.

- Work with CBE to create better land use strategies to ensure viability of Centre City schools
- Urban planning for safe Centre City, for convenience and access

Transportation and Transit: Investment in transportation was an important topic with this stakeholder group, as with others. Ideas about transportation were multi-themed and related to thinking about better transportation as a means to increasing overall quality of life in several ways. Better transportation was seen as resulting in not only easier access to the Centre City but, with more transit use and access, the more people will invest in downtown core services and make the Centre City their home. As a result, the Centre City will benefit from a better economic outlook, tourism, residential housing market, strengthened community, school vitality, as well as thriving businesses.

- More integrated neighbourhood planning
- Increase work-live options
- Increase housing (mix of housing options)
- Increase amenities – shop, live, work
- Ensure viability of Centre City schools
- Strengthen community associations and link citizens to them

Safety: Participants felt that increasing safety and the perception of safety involves having tougher policies or laws, as well as more visible safety controls such as security cameras, beat police, and community block watch or similar programs.

- Cameras, building security, lighting
- Gun control
- Increase police funding

Centre City Management Team: It was very important for this stakeholder group that the Center City planning team, social planning team and others involved have a master plan for regularly communicating (internally and externally) about the future Centre City. These stakeholders felt that the master plan would help direct projects, identify synergies, and increase partnership initiatives to make for a more efficient process.

- Examine what the city is doing internally in terms of coordinating planning and actions in the Centre City, as well as coordination with external stakeholders
- Team would include internal and external stakeholders – to look for integration and coordination opportunities
- Need a coordinated approach to working in the city centre (internal and external stakeholders) – alignment of initiatives

7.0 Summary Conclusions

The diversity of Calgarians' real life experiences living in our city is reflected in the many ideas offered and the variety of responses received from each Ideas Fair public engagement location, as well as through feedback from the Centre City Plan telephone hotline, email account, and stakeholder workshops. Participants each had their own likes and dislikes about the current Centre City, and many offered thoughtful ideas and suggestions for creating a more livable, thriving and caring Centre City in the future.

Key Findings

Although the diversity of participants was evident, and many different and sometimes opposing ideas for the future Centre City were expressed, Calgarians also shared some common visions for the future Centre City. Specifically, most Calgarians felt that in order for the Centre City to be a more livable, thriving and caring place, citizens must be included in the process of planning their city and all citizens must have equal access to the services and resources available in the Centre City. This will make the Centre City a great place for everyone.

Six dominant issues emerged during the engagement process: safety issues; homelessness and crime; lack of vitality; lack of affordable housing; the need for better transportation and parking; and the lack of public spaces and green space.

Safety: There is a perception amongst the public that the Centre City is unsafe and in need of more safety measures, including increased street level policing and community policing initiatives. In addition, many area stakeholders call for tougher bylaws to crack down on criminal activity and drug use in the downtown core. Many respondents state that a concern for their personal safety is the main reason for not visiting downtown more often.

Homelessness and Crime: Respondents believe there are far too many homeless people in Calgary's downtown core. Many people are deeply concerned for the wellbeing of the homeless and feel that the issue needs to be addressed. Others, however, feel that homeless persons, panhandlers, prostitutes, and drug dealers are annoying, dangerous, and a disgrace to Calgary. Some people commented that they are confronted by panhandlers and homeless people begging for money on a regular basis and, as a result, feel unsafe walking the streets of the Centre City.

Vitality: Most respondents feel that the Centre City lacks vitality, especially in the evening. Some people stated that the streets are dead after hours and, therefore, there is no reason to go downtown in the evening. This issue is closely related to respondents' fear for personal safety, which keeps many citizens off the streets and away from the Centre City, especially at night.

Affordable Housing: The lack of affordable housing in the Centre City – and the lack of available residential housing in general – is a major barrier to increasing the use of downtown services and also is seen to stunt the growth of vibrant and diverse neighbourhoods in the Centre City. Because of this, most respondents believe that, at present, the Centre City is a place for working, not for living.

Transportation and Parking: Overall, people value the current transit system but feel that the service could be improved by extending hours and routes, and increasing safety measures on LRT trains, on buses (due to overcrowding), and on LRT platforms. In addition, many respondents feel that more transit choices should be available such as more shuttle buses, more frequent trains at high use times, more express buses, and more transportation options to encourage walking and lessen the use of personal vehicles. In contrast, many respondents also believe that parking in the Centre City is inadequate, expensive and discourages people from visiting the area.

Public Spaces and Green Space: While people appreciate the public parks and public spaces currently available such as the Devonian Gardens, Eau Claire Market and Olympic Plaza, almost all respondents felt that the Centre City needs even more public spaces and events programming that encourages regular communication, public interaction, and builds a sense of community. Related to this issue is the view that the downtown currently feels cold, sterile and vacant and would attract more people if it was more aesthetically pleasing.

After reviewing the feedback received from all those who participated in the Centre City public and stakeholder engagement process, it is clear that Calgarians feel passionately about the future of their Centre City. While most people felt a sense of responsibility and the need to contribute to making positive changes, some felt discouraged and commented that their suggestions and ideas would not be taken seriously. In addition, many people felt that this type of engagement process had already taken place in the past, without action in the Centre City by the planning team and City Council. Based on these comments, it is clear that The City must take action and provide feedback on decisions and actions that emerge as a result of public engagement processes such as the one profiled in this report.

Appendix A.

All Engagement Events, by Date

Table 27. All Engagement Events, by Date

Date	Event	Location	Description
July 5, 2005	Centre City Hotline set up	–	<ul style="list-style-type: none"> Telephone hotline (403-268-2828) set up to allow public to provide comments and ideas for the Centre City Plan.
July 5, 2005	Centre City email address set up	–	<ul style="list-style-type: none"> Email address (centrecityideas@calgary.ca) set up to allow public to provide comments and ideas for the Centre City Plan.
July 5, 2005 12:00-1:00 pm	Media Launch	Dutton Theatre	<ul style="list-style-type: none"> Lunchtime Presentation by Brent Toderian, Mary Axworthy, and Mayor Bronconnier. Approximately 160 attendees. Kick-off of Centre City Plan Engagement Process
July 6, 2005 8:30-10:00 am	Initial select stakeholder meeting	Municipal building	<ul style="list-style-type: none"> Stakeholder-requested meeting
July 8-17, 2005 11:00 am-11:00 pm	Stampede display	Stampede grounds	<ul style="list-style-type: none"> Centre City Stampede display
July 28, 2005 4:00-5:00 pm	Olympic Plaza Cultural District	EPCOR Centre	<ul style="list-style-type: none"> Stakeholder-requested meeting
August 12, 2005 1:30-2:30 pm	Calgary Urban Initiative	Brent's office	<ul style="list-style-type: none"> Stakeholder-requested meeting
August 18, 2005 Noon-1:00 pm	Victoria Park BRZ	Centre Twelve building 12 th Ave and Centre St	<ul style="list-style-type: none"> Stakeholder-requested meeting
Sept 13, 2005 4:00 -6:30 pm	Olympic Plaza Cultural District	Art Gallery of Calgary	<ul style="list-style-type: none"> Stakeholder-requested meeting
Sept 14, 2005 5:00-7:00 pm	Stampede Board	Stampede head office	<ul style="list-style-type: none"> Stakeholder-requested meeting
Sept 21, 2005 8:00-9:30 am	Calgary Downtown Association (CDA)	CDA Boardroom	<ul style="list-style-type: none"> Stakeholder-requested meeting
Sept 21, 2005 10:30-noon	Calgary Regional Home Builders Association (CRHBA)	CRHBA Boardroom	<ul style="list-style-type: none"> Stakeholder-requested meeting

Table 27. (continued)

Date	Event	Location	Description
Sept 13, 2005 8:00-9:00 am	Imagine Calgary	Municipal Building	<ul style="list-style-type: none"> Stakeholder-requested meeting
Oct 4, 2005 10:30 -12:00 pm	Calgary Homeless Foundation	Calgary Homeless Foundation	<ul style="list-style-type: none"> Stakeholder-requested meeting
Oct 5, 2005 2:30-4:00 pm	Parks	Public Building	<ul style="list-style-type: none"> Stakeholder-requested meeting
Oct 11, 2005 2:30-4:00 pm	Transportation	Municipal Building	<ul style="list-style-type: none"> Stakeholder-requested meeting
Oct 17, 2005 1:00-9:00 pm	LIVABLE WORKSHOP	Hotel Arts	<ul style="list-style-type: none"> All day workshop involving a wide cross section of stakeholders (approximately 35 attendees excluding staff) focusing on specific questions regarding the betterment of the Centre City.
Oct 20, 2005 7:30-11:30 am	CUPS	—	<ul style="list-style-type: none"> Display and surveys
Oct 22, 2005 9:30-2:00 pm	Village Square Leisure Centre	—	<ul style="list-style-type: none"> Display and surveys
Oct 22, 2005 9:30-2:00 pm	Marlborough Mall	—	<ul style="list-style-type: none"> Display and surveys
Oct 24, 2005 noon-6:00 pm	CARING WORKSHOP	La Joie de Vivre (1008, 14 Street SE)	<ul style="list-style-type: none"> All day workshop involving a wide cross section of stakeholders (approximately 35 attendees excluding staff) focusing on specific questions regarding the betterment of the Centre City.
Oct 25, 2005 3:00-4:00 pm	Calgary Parks Foundation	Parks Foundation	<ul style="list-style-type: none"> Stakeholder-requested meeting
Oct 26, 2005 9:30-2:00 pm	Eau Claire Market	—	<ul style="list-style-type: none"> Display and surveys
Oct 27, 2005 5:30-8:30 pm	Ethno-Cultural Council of Calgary	Mennonite Centre for Newcomers	<ul style="list-style-type: none"> Stakeholder-requested meeting
Oct 29, 2005 9:30-2:00 pm	Eau Claire Market	—	<ul style="list-style-type: none"> Display and surveys
Oct 29, 2005 9:30-2:00 pm	Westbrook Mall	—	<ul style="list-style-type: none"> Display and surveys
Oct 29, 2005 9:30-2:00 pm	Mountain Equipment Co-op	—	<ul style="list-style-type: none"> Display and surveys
Oct 30, 2005 9:30-3:00 pm	Mountain Equipment Co-op	—	<ul style="list-style-type: none"> Display and surveys
Nov 2, 2005 1:00-7:00 pm	THRIVING WORKSHOP	Telus Convention Centre	<ul style="list-style-type: none"> All day workshop involving a wide cross section of stakeholders (approximately 35 attendees excluding staff) focusing on specific questions regarding the betterment of the Centre City.

Table 27. (continued)

Date	Event	Location	Description
Nov 2, 2005 10:30-3:00 pm	Kerby Centre	–	• Display and surveys
Nov 5, 2005 9:00-1:00 pm	Crossroads Market	–	• Display and surveys
Nov 5, 2005 9:30-2:00 pm	Southland Leisure Centre	–	• Display and surveys
Nov 5, 2005 9:30-2:00 pm	Cardel Place	–	• Display and surveys
Nov 8 9:30-10:30 am	Salvation Army	Centre of Hope	• Stakeholder-requested meeting
Nov 9 9:45-1:45 pm	Friendship Centre	–	• Display and surveys
Nov 10, 2005 10:00-noon	Chinese Cultural Centre	–	• Display and surveys
Nov 12, 2005 9:00-9:00 pm	Chinook Mall	–	• Display and surveys
Nov 12, 2005 9:00-11:00 am	Crossroads Market	–	• Display and surveys
Nov 16, 2005 4:30-8:30 pm	Salvation Army	–	• Display and surveys
Nov 17, 2005 10:00-2:00 pm	IDEAS FAIR	Bankers Hall	• Major three day public event held at two locations. Games, prizes, surveys, and other interactive activities to engage the public about their opinions regarding the Centre City.
Nov 18, 2005 9:30-2:00 pm	IDEAS FAIR	Bankers Hall	• Major three day public event held at two locations. Games, prizes, surveys, and other interactive activities to engage the public about their opinions regarding the Centre City.
Nov 19, 2005 1:00-4:00 pm	IDEAS FAIR	EPCOR Centre	• Major three day public event held at two locations. Games, prizes, surveys, and other interactive activities to engage the public about their opinions regarding the Centre City.
Nov 21, 2005 5:00-7:00 pm	Public Art Board	Gail's House	• Stakeholder-requested meeting
Nov 22, 2005 1:00-3:00 pm	Queen Elizabeth High School (Grade 11)	–	• Display and surveys
Nov 28, 2005 10:30-4:00 pm	CARING WORKSHOP (staff only)	Municipal Building	• All day workshop involving City staff focusing on staff ideas for the Centre City.

Table 27. (continued)

Date	Event	Location	Description
Nov 28, 2005 7:30-9:00 pm	Inner City Coalition	Cliff Bungalow /Mission Community Association	<ul style="list-style-type: none"> Stakeholder-requested meeting
Nov 29, 2005 9:00-11:00 pm	Salvation Army	Centre of Hope	<ul style="list-style-type: none"> Stakeholder-requested meeting
Nov 30, 2005 12:00-8:00 pm	Beltline community (ARP Open House)	Hotel Arts	<ul style="list-style-type: none"> Display and surveys
Dec 7, 2005 4:00-5:30 pm	Chinatown Merchants Association	Silver Dragon Restaurant	<ul style="list-style-type: none"> Stakeholder-requested meeting
Dec 7, 2005 6:30-7:30 pm	Eau Claire Community Association	Eau Claire YMCA	<ul style="list-style-type: none"> Stakeholder-requested meeting
Dec 23, 2005 (article)	<i>The Canadian Chinese Times</i>	published article	<ul style="list-style-type: none"> Article on the Centre City Plan initiative printed in <i>The Canadian Chinese Times</i> (to reach residents of Chinatown) and included website, email and hotline information.
Jan 31, 2006 7:00-8:00 pm	Downtown West End Community Association	Kerby Centre	<ul style="list-style-type: none"> Stakeholder-requested meeting

Appendix B.

Organizational Affiliations of Stakeholder Workshop Invitees

Home Organizations of Workshop Participants

Alberta Real Estate Foundation
Art Central
Battistella Developments
Beltline Community Association
BKDI Architects
BOMA
Calgary Alpha House Society
Calgary Arts Development
Calgary Board of Education
Calgary Chamber of Commerce
Calgary Community Land Trust Society
Calgary Counselling Centre
Calgary Downtown Association
Calgary Dream Centre
Calgary Economic Development
Calgary Health Region
Calgary Homeless Foundation
Calgary Parking Authority
Calgary Police Services
Calgary Public Library
Calgary Real Estate Board
Calgary Regional Home Builders Association
Calgary Telus Convention Centre
Calgary Tower
Canadian Pacific Rail
Child and Youth Friendly Calgary
City of Calgary – Community and Neighbourhood Services
City of Calgary – Corporate Properties
City of Calgary – DBA Building Regulations
City of Calgary – Environmental Management
City of Calgary – Fire
City of Calgary – Imagine Calgary
City of Calgary – Public Art Program
City of Calgary – Recreation
Cornerstone Strategies
Cost Are Source

Home Organizations of Workshop Participants (continued)

Eau Claire Community Association
ENCORP
Ethno Cultural Council of Calgary
Fairfield Commercial
Federation of Calgary Communities
Formans Fashion Group
Fort Calgary
Gibbs Gage Architects
Government of Alberta
Government of Canada
Guyn Cooper Research Associates Ltd.
Harvard Developments
Independent Developer
Independent Law Firm
Inner City Coalition
Mackenzie Grey Management Inc.
Matthews Southwest Developments
MCC Employment Development
Municipal Counsellors Inc.
Mustard Seed
Native Addictions Services Society
Olympic Plaza Cultural District
Point of View Developments
Poon McKenzie Architects
Resiance Corporation
Scenarios to Strategies
Ship and Anchor Pub
Simpson Roberts Architects
Sturgess Architecture
The Alex Seniors' Health Centre
The Calgary Foundation
Torode
Uptown 17 BRZ
Vibrant Calgary
Victoria Crossing BRZ
Victory Outreach Church
YWCA

Home Organizations of Workshop Invitees Who Could Not Attend

Art of Hardware
Aventa Addiction Treatment for Women
Boardwalk Equities
Calgary Drop-In Centre
Calgary Parks Foundation
Calgary Rivers Valley Committee
Calgary Stampede
Calgary United Way
Carlyle and Associates Landscape Architects
Catholic School Board
Chinatown Cultural Centre
City of Calgary – Urban Development
CMHC
Cohos Evamy
Cove Properties
Downtown West End Community Association
East Village Community Association
Encana
Glenbow Museum
Graham Edmunds Cartier
Heavens Fitness
Inglewood Community Association
Jenkins Architecture
Mount Royal College
Oxford Properties
Remington Developments
Rozsa Foundation
S2 Architecture
Salvation Army
Sears
Streetside Homes
The Bay
Tonko Realty Advisors
Tourism Calgary
University of Calgary
Western Canadian High School