



The Beltline Initiative: Rediscovering the Centre

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“Cities. . . have begun to look more like each other in recent years, and every place is beginning to look like every other place. Stores, buildings and streets are increasingly homogenous, and traffic dominates our lives, even in small towns. As driving has become the main way for get around, walking has become a lost art.

“Imagine another kind of city – one in which walking has been rediscovered, and streets and sidewalks invite people to stroll, linger, and socialize – not just move on through. Imagine locally owned businesses with their own character and style, where you know your retailer by name. . . Imagine buildings that aren’t interchangeable with those built by some other developer in another town, but whose look and functions are related to their place. Imagine parks squares that are the highlight of the city, where the community gathers for its civic, cultural and social functions. These are the types of places that come to mind when we think about a livable community.”

(Project for Public Spaces, p. 13)

Our contemporary notion of planning has largely been shaped by the post-war suburban development experience. Suburban development is characterized by an automotive dependence, low densities and building heights, separation of uses and buildings with large areas set aside for extensive parks and roadways. The dominance of the suburban style is now so great that generations of Calgarians have grown up without ever having experienced life in a truly urban neighbourhood. Yet, the need to move away from suburban development models and increase population in our central city has never been greater. In Calgary, we must “grow up, not just out.”

It is important, when planning for our central city, to challenge our established city planning principles. We must remove the “suburban bias” from our thinking. In the successful central city:

- walking should be the dominant mode of travel;
- high development densities and a fine mix of uses should be the norm; and
- small, intensively used spaces should exist to link, not separate, people and activities.

Calgary’s Beltline communities of Connaught and Victoria comprise the other, sometimes forgotten, half of our central city. While much effort has been directed toward revitalizing our Downtown commercial core and developing new residential areas along its edges in Eau Claire and East Village, we have paid very little attention to the Beltline. The Beltline is our largest, high-density residential community within the city. It continues to grow, becoming denser and more urbane with each passing year. The Beltline remains Calgary’s greatest opportunity to create a large city, urban community. This report tells us how we can make it happen.

The two community associations and three business revitalization zones located in Calgary's Beltline commissioned the Beltline Initiative. Their decision to jointly sponsor and co-author this report is an indication of the strength of their commitment to improving the Beltline communities. The completion of this report is not the end of that collaboration—it is only the beginning.

This work is being carried out at the same time as the City of Calgary is preparing *Blueprint for the Beltline* to review land use and development issues, and will recommend new development guidelines and zoning for the Beltline's residential areas. The Beltline Initiative is more broadly based in its perspective, reviewing a wide range of related community issues and recommending appropriate action.

While each study has involved a separate public involvement process, the processes have operated in a parallel and interlocking manner. The community and business organizations that commissioned the Beltline Initiative strongly support the directions contained in *Blueprint* and look forward to its implementation. Similarly, the communities and BRZs see recommendations contained in the Beltline Initiative as being a blueprint for a much more broadly-based effort that is intended to make the Beltline one of the most exciting places in North America to live and work in.

The Beltline Initiative has also benefited from the earlier work commissioned by the Victoria Crossing BRZ. Their plan, entitled *Revitalizing Victoria Crossing*, is a more extensive review of the Victoria Community, which has been used as one of this report's building blocks.

EXECUTIVE SUMMARY

A longstanding civic objective has been to increase the population of Calgary's Downtown and Inner City. This objective is reviewed and the conclusion is drawn that the greatest opportunities for increasing the Inner City's population exist in the Beltline. A case is then made that by concentrating the Inner City's population increase in the Beltline, we can more effectively achieve our civic objectives of creating a more balanced transportation system and developing a more exciting, cosmopolitan city capable of competing for knowledge-based businesses. A new term, the Central City, is introduced to define the dense urban areas of the Downtown and the Beltline that should be the focus of Calgary's redevelopment activities.

The Calgary Transportation Plan's target of increasing the Downtown and Inner City's population by 34,000 people is reviewed in the context of the higher than forecasted employment and population growth that has occurred over the last five years. A new population growth target of 54,000 persons is called for. A review of Downtown and Inner City redevelopment potential suggests that to achieve this target, the Beltline must increase in population from 17,000 persons today to 40,000 over the next 20 years.

A redevelopment strategy is formulated to not only accommodate this population increase, but also create exciting urban neighbourhoods in the Beltline that would be comparable to those found in Manhattan or San Francisco. Components of that strategy include recommendations to change existing zoning to encourage higher density residential and mixed use development, require more urban-oriented design, reduce the current suburban-oriented parking standards to more appropriate levels, return one-way streets to two-way operation, restore the residential boulevards, better manage commercial streets and public spaces, revitalize the parks and increase public safety.

Central to the strategy is the conclusion that the Beltline is now, and will continue to develop as, an intensely urban space which must be managed with the active involvement of the local business and residential communities. Devising new and innovative responses to the Beltline's problems and opportunities must become the norm if we are to fully realize its potential.

Gazetteer

BELTLINE refers to the area south of the Downtown. It is located between 17th Avenue S and the CPR, the Elbow River and 14th Street W. It includes the sister communities of Victoria and Connaught.

BELTLINE COMMUNITIES OF VICTORIA AND CONNAUGHT refers to the Victoria Community Association and the Connaught Community Associations acting together.

CENTRAL CITY refers to the area comprising the highest density development in the City, i.e. the Downtown and the Beltline.

CONNAUGHT is the district located between 17th Avenue S and the CPR line, 4th Street and 14th Street W.

DOWNTOWN means the area between the CPR line and the Bow River, Fort Calgary and Mewata Armory. It includes the Downtown Commercial Core as well as the predominantly residential neighbourhoods of Eau Claire, Chinatown, East Village and West End.

DOWNTOWN COMMERCIAL CORE means Calgary's main business area. It is located between the CPR and 4th Avenue S, 3rd Street E and 9th Street W.

INNER CITY refers to the planning area that includes the original town site and most of the areas developed prior to the mid-1950s that surround the Downtown. It is generally located between 50th Avenue S and Confederation Park, Crowchild and Deerfoot Trails.

SOUTH DOWNTOWN is a term used in the 1981 Core Area Policy Brief that referred to the area located between 12th Avenue S and the CPR line, Macleod Trail and 14th Street W. The South Downtown is located within the Beltline in the communities of Victoria and Connaught.

THE TRIPLET refers to three parallel commercial avenues in the Beltline, 10th, 11th, and 12th Avenues, which act as an E/W transportation corridor.

VICTORIA is the district located between the Elbow River, the CPR line, and 4th Street W. It includes Stampede Park. The area is also commonly referred to as "Victoria Park," although this name is often used only to refer the portion of the community located east of Macleod Trail.

Definitions

BLUEPRINT FOR THE BELTLINE refers to Calgary Planning Commission Report M-2003-010. This document outlines a new development regime for the Beltline. It grew out of the terms of reference for a Connaught/West Victoria Special Study undertaken taken by the Beltline communities and the City of Calgary's Planning and Transportation Policy Business Unit.

COSMOPOLITAN means having worldwide sophistication, scope or bearing.

URBAN refers to living or situated in a city.

VERVE refers to fantasy, caprice or animation. It is the "spirit and enthusiasm animating from artistic composition or performance."

This section discusses the role that the Beltline can play in shaping Calgary's urban future.

The Need for Intensive Central City Development

Calgary will very soon have 1 million residents. We are already beginning to experience some of the trials of a much larger city. As Calgary continues to grow, we will face new challenges. How Calgarians respond to those challenges will determine whether our city becomes more, or less, livable.

If we are to maintain both a prosperous and livable city, we must reshape Calgary so that it better serves us. Increasing the Central City's density must become an important part of our future urban strategy. Intensive Central City development will have many positive effects but, most importantly, will help reduce future transportation costs and will increase our economic competitiveness.

The Transportation Imperative

Over the last 40 years, Calgary's population has more than doubled and all of that increase has occurred through suburban development. As Calgary spreads ever outward, commuting distances, congestion, and travel time will continue to increase. So too, will the cost of building and operating our road and transit systems. Our ability to keep up with the demand is becoming more and more difficult.

It has now become clear that our over-reliance upon suburban development and an automobile dominated transportation system is the cause of the problem. Calgarians must find a way to change course. We must find a new balance between where we work and live, and how we travel from one destination to another.

The Calgary Transportation Plan

The need to broaden our approach to land use development and transportation planning was clearly anticipated in the *Calgary Transporta-*

tion Plan, approved by City Council in 1995. The problem was characterized as follows:

"Calgary's transportation system was studied in the context of a 30 year planning horizon or a population benchmark of 1.25 million. Technical analysis determined that as the city swells by over 500,000 people over 30 years...most of the new growth will occur in new suburbs on the city's edges. During the previous 30 years, Calgary evolved as one of the more car-dependent cities in North America. If past trends continue, another

Increasing the Central City's density must become an important part of our future urban strategy.

470,000 cars will compete for space on the roads. The increase in traffic from the new suburbs to jobs in the downtown and other parts of the city would create congestion...to simply provide more roadway capacity is not seen as a viable solution in terms of cost or community and environmental impacts." (p. 1-16)

In response to this challenge, the *Calgary Transportation Plan* recommends implementation of an integrated land use and transportation planning strategy. The Downtown would continue to be the predominant employment centre in the city, while smaller, regional employment centres would be created throughout the suburbs. The plan calls for modest increases in suburban development densities and reaffirms the need to significantly increase the Downtown and Inner City population. The plan proposes new investments in public transit for downtown commuters and the 'skeletal' road system for crosstown and inter-suburban commuters.

Central to the *Calgary Transportation Plan* is the concept of matching growth in Downtown employment with increases in Downtown and Inner City population. The plan forecasts that Downtown employment will increase by 26,000, from 86,000 in 1994 to 112,000 by 2024. It also calls for an increase in the Downtown and Inner City population of 34,000 people, from approximately 117,000 to 151,000, during this same period. By matching Downtown's growing employment with increases in Downtown and Inner City population, the need to build additional roadways into the Downtown can be minimized.

Downtown and Central zone commuters are more inclined to avoid the use of a car.

The *Calgary Transportation Plan's* growth projections are, if anything, too conservative. It appears that Calgary will reach 1.25 million people well before the predicted 2024. Between 1994 and 2002, Calgary grew from 738,000 to 905,000 people. This is an average growth rate of over 2.5 per cent per annum. If Calgary maintains this rate of growth, we will reach 1.25 million people by 2015, nearly a decade sooner than expected. That would put the city at slightly more than 1.5 million people in 2024. This is 250,000 more than predicted.

The Downtown employment projections have also proven to be low. In 1994, Downtown vacancy rates were very high—they have since declined to more normal levels. Downtown employment has increased from 86,000 in 1994 to 102,000 in 2002. This is an average rate of growth of 2.2 per cent per annum. While Downtown employment will probably not sustain this high growth rate, even modest employment growth of 1.1 per cent per annum will result in the 112,000 employment projection being reached as early as 2011. Under this more modest growth scenario, we will have 130,000

people working Downtown by 2024. This is 18,000 more than predicted.

Calgary's population and Downtown employment are indeed growing faster than expected in the *Calgary Transportation Plan*. This means the demands upon our transportation system and the costs of alleviating congestion are far greater than previously anticipated. Within in this context, any steps that we can take to reduce transportation demand must be seriously considered.

We should now expect to see at least 130,000 people working in the Downtown by 2024. If we are to match Downtown employment and Downtown/Inner City population growth in similar proportions as that proposed in the *Calgary Transportation Plan*, we should be setting our sights upon an increase of at least 58,000 people—not the 34,000 called for.

The Travel to Work Survey

The *Travel to Work Survey*, published by the City of Calgary in April 2000, offers new insights into the value of matching increases in Downtown employment with Downtown and Inner City population. The survey divides the city into eight zones, including the Downtown, the Centre (which includes the Beltline and other Inner City communities on the south side of the Downtown), and six predominantly suburban zones. The survey describes where people live, where they work and how they travel to work.

The survey's findings demonstrate the current imbalance between where people live and work within Calgary:

- employment remains concentrated in the Downtown and Central Zones; 22 per cent of the city's jobs are found in the Downtown, 16 per cent in the Central Zone and the remaining 62 per cent in the suburbs;
- employment within the Downtown increased by 22 per cent between 1996 and 1999, while employment in the Central Zone increased by 15 per cent and the typical suburban zone increased by 11 per cent;
- population continues to be concentrated in the suburbs. Downtown's share of the city

population is less than 2 per cent, while the Central Zone's share is only 9 per cent;

- residential population growth continues unabated in the suburbs. Between 1996 and 1999, the typical suburban zone grew in population by 14 per cent. The Downtown and Central zones grew by an average of 2 per cent.

The *Travel to Work Survey* describes how the imbalance between home and workplace varies between the Downtown, the Central Zone and the suburbs. Downtown and Central Zone residents generally live closer to their place of work:

- 72 per cent of Downtown residents work either in the Downtown (59 per cent) or the adjacent Central Zone (13 per cent), which is either within walking distance or a short public transit commute;
- 58 per cent of Central Zone residents work either within the Central Zone (30 per cent) or the Downtown (28 per cent);
- only 26 per cent of residents within a typical suburban zone work within their zone. The rest are commuting to the Downtown or crosstown to another suburban zone.

The survey also found that the modal choice for Downtown employees varies considerably with the location of their homes. For example:

- 93 per cent of Downtown residents walk (71 per cent) or take transit (22 per cent) to their Downtown work place;
- 58 per cent of Central Zone residents walk (30 per cent) or take transit (28 per cent) to work Downtown;
- in a typical suburban zone, 39 per cent take transit and no one walks to work Downtown.

Even for non-downtown work trips, Downtown and Central zone commuters are more inclined to avoid the use of a car. While automobiles are used about 87 per cent of the time in a commute between a typical suburban home and a non-Downtown job, the automobile is used only 74 per cent of time by a Central Zone resident and 44 per cent of the time by a Downtown resident.



Successful economic development speaks to where people want to live. This new mode builds on what's already working, celebrates diversity and offers an exciting way of life.

The research clearly demonstrates that increasing the Downtown and Inner City population is key to accommodating Calgary's growth. If new Downtown and Inner City residents can fill most of the new Downtown jobs, investment in our transportation infrastructure will be minimized.

This approach is also consistent with City Council's objectives, outlined in *Looking Ahead—Moving Forward*, which endorse "smart growth" and call for reducing our dependency upon cars and increasing the density of our Inner City.

The Economic Imperative

A Dynamic Economy

Calgary's economic beginnings were very humble. Our city began as a site for an Oblate mission, an outpost for the Royal Canadian Mounted Police and a small agricultural service centre. The coming of the Canadian Pacific Railway changed all of that. Calgary became a service centre for the transcontinental railway and a distribution centre for the region—sending agricultural goods to, and receiving manufactured goods from, Eastern Canada. The discovery of oil, first at Turner Valley and later at Leduc,

changed things once again. Calgary became the headquarters of the Canadian energy industry and a centre for finance, engineering, and trade in energy products. All of this occurred within the first 100 years of our city's history.

In the future, economic prosperity will be based largely upon our ability to attract and keep knowledge-based companies, their owners and employees.

Knowledge Workers and the New Economy

In Calgary's next 100 years, our economic base will continue to change. While we will still benefit from our agricultural, transportation, and energy industries, knowledge-based industries within the service sector will most strongly shape our economy. In the future, economic prosperity will be based largely upon our ability to attract and keep knowledge-based companies, their owners and employees.

The key to attracting and keeping knowledge-based workers lies not in our hinterland's agricultural or mineral bounty, nor in any transportation advantage. Our economic future will primarily rest upon the image of Calgary as an exciting place to live and work. If knowledge-based companies find the city attractive to invest in, and if their owners and employees enjoy living here, Calgary will prosper. If not, our civic aspirations will be unfulfilled.

Over the past 10 to 15 years, the relationship between urban vitality and economic competitiveness in the new economy has become widely accepted. Some of the more recent comments from the Canada West Foundation and Canada25 illustrate current thinking.

The Canada West Foundation, which has conducted extensive research on Western Canada's urban futures, writes:

"Companies in knowledge-based industries value young workers because they are

willing to work longer hours and are comfortable with the latest technology. Due to high turnover rates and an increasingly volatile labour market, knowledge industry companies must regularly recruit young employees. Consequently, competing companies 'cluster' to share a local talent pool. A city that is able to attract young workers is therefore better able to attract and retain knowledge-based companies.

"To attract these young workers, a city must cater to their lifestyle preferences. Young Canadians, aged 20 to 35, are marrying and having children later in life . . . and they are looking for vibrant neighbourhoods in which to live. There is a desire for 'authenticity of place' with unique businesses operating late into the night and recreational opportunities that allow interaction with other creative people. Where they live depends, in part, on the ability of cities to meet these lifestyle preferences. Young workers are highly mobile, willing to move if they are offered a more attractive position in another city or country.

"Such culturally vibrant neighbourhoods are different from most of the suburban developments in western Canada's cities . . . By failing to attract young workers, urban sprawl may be hurting western Canada's ability to attract and retain knowledge industry firms." (*Tightening Our Beltpways*, p. 2)

Canada25 examined the role of Canadian cities and how they can be better economic development engines and more vibrant places to live. The organization conducted an attitude and opinion survey aimed at Canadians between the ages of 20 and 35, held a series of regional roundtables involving young Canadians living across the country, and held a national forum in Victoria. Its conclusions can be summarized as follows:

"Surprisingly, no matter where in the country our discussions took place, or on what topic we were focused, we continually identified the same factors that make a city

great. A terrific city is one that buzzes with energy, one that is full of innovative people doing great things. This city is diverse — in class, income, and colour — and fights to maintain that diversity. It mixes classes and socio-economic backgrounds through innovative provision of social housing. This city has a rich, living culture — in all meanings of that word — not only because cultural activities are supported by government, but also because the citizens recognize the importance that culture plays in their lives. In this city there are also certain common elements of urban design — people live where they work and play. Density is high. Public transit is a preferred choice. Young people can afford to live downtown. Environmental sustainability is a major factor in the design of built space and infrastructure.”



This current project, designed to house a software enterprise, at 14th Avenue E is an example of an architecturally significant mix of office and residential.

Positioning Calgary to Face the Challenge

Calgary is well positioned to compete for knowledge-based industries. We are fortunate that Canada is a safe and tolerant society with democratic traditions and a prosperous economy. Although we remain dependent upon the fortunes of our energy sector, that industry has played a major role in establishing our technological infrastructure. Alberta’s economy is prosperous and our province offers a business-friendly environment for investors.

Calgary is the second largest corporate office centre in Canada and has a reputation as a highly entrepreneurial city. The concentration of office employment in our Downtown has given us an image of being a much larger and more urban city that we actually are. The ability of our companies to compete throughout the world

and our ability to host world class events, such as the Winter Olympics and the G8 Summit, enhance our visibility on the global scene. Our workforce, young and highly educated, is supported by strong post-secondary institutions.

In a study recently completed for the Government of Ontario and the Institute for Competitiveness and Prosperity, North American cities were rated in terms of their talent, technology, creativity, and diversity—four indicators of future success in the new economic era. The method used in the study paralleled the work of Richard Florida and Gary Gates in the United States.

Calgary scored very well when compared to cities of its size.¹ Calgary’s competitiveness declines, however, when it is compared with cities having more than 1 million people.²

On the global scene, however, Calgary remains a small city located in a vast but underpopulated region of a medium-sized country. If we truly seek to compete at a global level for knowledge-based industries, we must build not only a liv-

able city, but a memorable one. We must build a city that young, knowledge workers recognize as having the “buzz factor” or, in more traditional language, we must build a cosmopolitan city that has verve.

We must build a city that young, knowledge workers recognize as having the “buzz factor” or, in more traditional language, we must build a cosmopolitan city that has verve.

No one who aspires to build a memorable city begins in the suburbs. The design of suburban developments is shaped largely by market demand generated by young families seeking safe and affordable accommodation to raise children in the typical North American fashion. Excelling in building suburban communities such as McKenzie Towne may make us a better city, but not a memorable one. Creating intense urban experiences is required for that.

City Council accepts this conclusion as well. In *Looking Ahead—Moving Forward* (p. 10-11), Council identifies “creating a city where people want to live and do business” as a major economic priority. Council also targets maintaining a vibrant Downtown core and working with the business revitalization zones to support shopping and business activities and improved retail and pedestrian environments as activities to be undertaken to support economic development.

City Council has recently committed to the preparation of a new Downtown plan. In the report to Council, *A Framework for Planning the Future of Calgary’s Downtown*, the economic imperative was stated very clearly.

“New research suggests that cities will be competing to attract a particular subset of the workforce, characterized by their creativity, education, ability to perform in ‘knowledge-intensive’ industries, and their influence on public opinion. This group is in high demand, and cities that respond to their preferences have been found to achieve considerable economic success. In most cities, this component of the workforce is particularly attracted to living in an authentic downtown environment, well-appointed with recreational and cultural amenities and the variety of activities that create a 24-hour downtown.

“A vibrant Downtown is also both the cause and the effect of a significant residential population. People living in the Downtown support the services and the atmosphere that create a true neighbourhood. The presence of a neighbourhood in turn attracts more residents.”

In the same way that we have concluded that intensification of the Downtown and Inner City is an essential response to urban growth pressures (such as traffic congestion), we must also conclude that intensification should be an important objective in our quest for economic competitiveness and growth.

Redevelopment Opportunities in the Central City

While we have now accepted the need to increase densities in our Downtown and Inner City communities, we have not made much progress toward achieving this objective.

The Canada West Foundation aptly describes, in this context, our current state of affairs:

“As the city continues to spread, the City Council’s priorities show a commit-

¹ Relative to North American cities with populations between 500,000 and 1 million, Calgary ranked 14th in Talent, 4th in Creativity, 3rd in Diversity, and 3rd in Technology. Only three North American cities within this size range generally had higher rankings than Calgary—Austin, Raleigh-Durham, and Nashville. (Ontario 2002; p. 33-34)

² Relative to other Canadian cities, Calgary placed 4th in Talent; 5th in Creativity; 5th in Diversity; and 5th in Technology. Canadian cities with generally higher rankings than Calgary included Toronto, Montreal, Vancouver and Ottawa-Hull, each with metropolitan populations in excess of 1 million. (Ontario 2002; p. 5-9).

ment to intensifying the population of Calgary's downtown core. The City also hopes to develop the city center as a community that attracts individuals who wish to live close to where they work and take advantage of the lifestyle amenities that are offered downtown. Until these goals are achieved, however, Calgary's downtown will continue to be a predominantly 9-to-5 office locale with the vast majority of workers leaving the downtown core for their increasingly long commutes home." (*Tightening Our Beltways*, p. 7)

Calgary's Downtown population has increased by only 2,000 people over the last 10 years, from 10,000 to 12,000. The Inner City population has increased by only 5,000 people, from 107,000 to 112,000, during this same period.

These increases, however small, do represent a turnaround. In previous decades, the Downtown and the Inner City populations were declining. All of Downtown's population increase has occurred since 1997, and the rate of increase in many Downtown neighbourhoods has been surprising.³ Prospects for the future also look good. There is a significant building boom occurring within the Downtown today. At present, 10 high-density apartment buildings are under construction in Downtown. More are expected over the next few years. A similar construction boom has been occurring in the Inner City.

Downtown Population Targets

The *Calgary Transportation Plan* calls for an increase in Downtown and Inner City population of 34,000 by 2024. Based upon the increase in both Calgary's population and Downtown employment, we have suggested that an increase of 58,000 would be more appropriate. These estimates are derived from a transportation perspective. The next question becomes what level of population increase would be appropriate from an urban vitality perspective.

Urban Strategies Inc., in *Report on the Downtown in the Future of Calgary*, suggests that:

"A minimum population of 10,000 seems necessary to establish a functioning residential market. At 20,000 downtown residents, sufficient services and street-life can be generated to attract beyond the initial pioneers to much broader market segments."

City Council identifies "creating a city where people want to live and do business" as a major economic priority."

Clearly, a thriving and memorable downtown requires many more people than this.

In 2002, Downtown Calgary had 12,000 residents. Urban Strategies suggests that a target of attracting another 10,000 people over the next 10 years be established. Experience suggests that this aggressive target can only be achieved if recent strong demand for Downtown housing continues without interruption. Between now and 2024, the very best we can hope for is another 20,000 people, or approximately 30,000 Downtown residents in total.

Inner City Population Targets

The remaining 40,000 people would have to be accommodated in the Inner City. This is problematic. Except for the former General Hospital lands in Bridgeland-Riverside and the former CFB Calgary site, there are few large redevelopment sites in the Inner City. These two sites could accommodate perhaps 10,000 additional people.

There is limited potential for population growth within the remainder of the Inner City. There

³ For example, the West End's population has increased by 196 per cent and Eau Claire's population increased by 117 per cent, between 1997 and 2002.

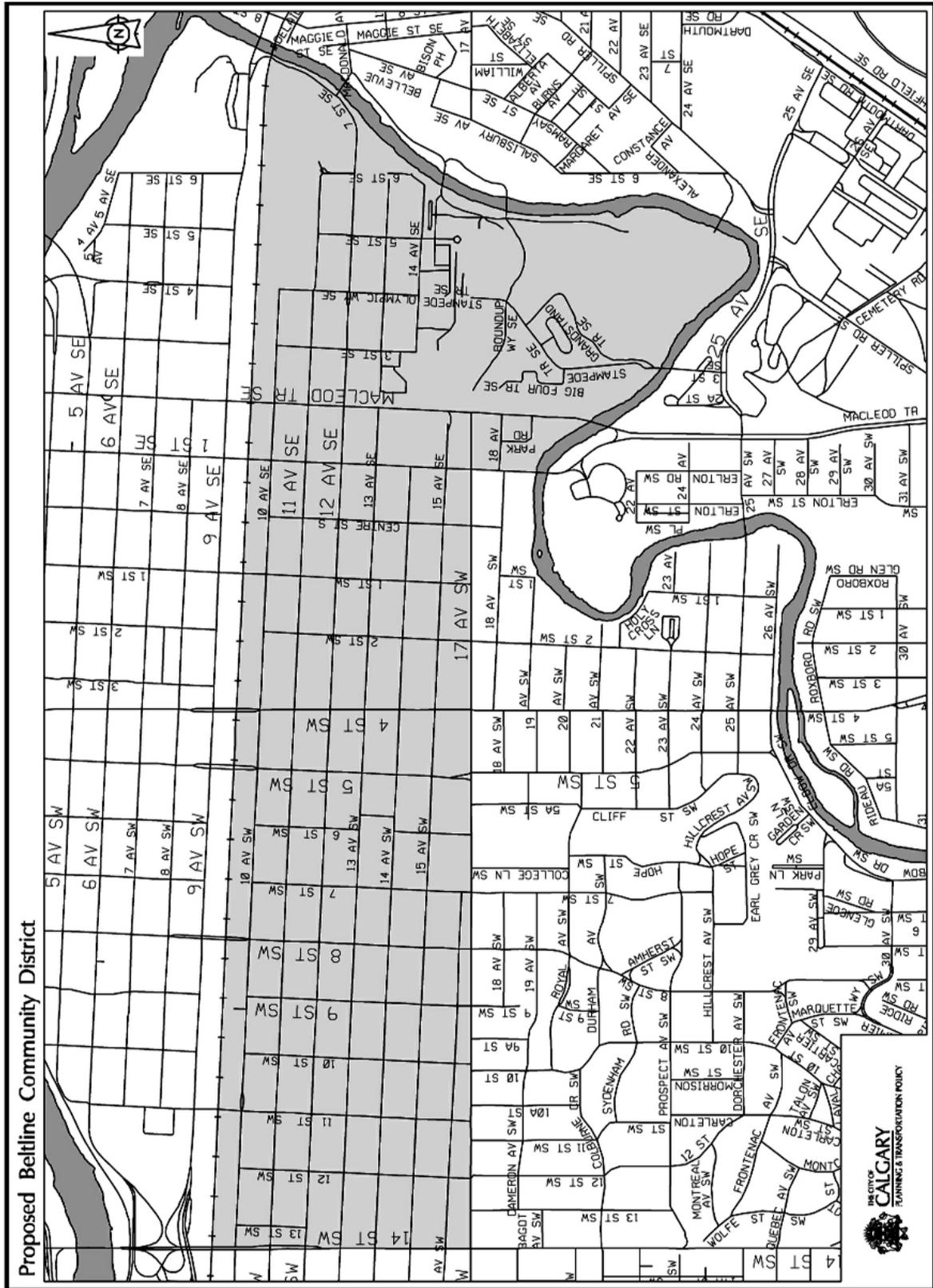
are a small number of communities, such as Mission, where significant multi-residential redevelopment can be accommodated. Beyond these areas, however, the Inner City communities are simply not designed to accommodate redevelopment. Conservation policies intended to maintain the existing housing stock and family-oriented neighbourhoods are the norm. Protecting these lower density communities is important because they accommodate a large proportion Downtown's employees with families. While some redevelopment will occur in these areas, we can only expect a small population increase—perhaps another 10,000 people.

With its high-density zoning and redevelopment-oriented outlook, the Beltline is capable of more than doubling its population.

Beltline Population Targets

Fortunately, we have the Beltline. With its high-density zoning and redevelopment-oriented outlook, the Beltline is capable of more than doubling its population, from 17,000 to 40,000. The benefits of concentrating the Inner City population increase in the Beltline will also be greater than elsewhere in the Inner City because Beltline residents walk to work in greater proportions than other Inner City residents. A doubling of the Beltline's population will also dramatically increase its verve, making the community even more attractive to knowledge workers.

2. RE-INTRODUCING THE BELTLINE





A typical 1980s residential high-rise located along 14th Avenue W.

Development History and Influence

Victoria and Connaught were part of Calgary's original town site. Their early development is linked very closely with the Canadian Pacific Railway. The CPR surveyors laid out the neighbourhoods using their typical grid system, with 66-foot wide rights-of-way and blocks that were 500 feet long and 260 feet wide. The blocks were bisected with a 20-foot wide lane. On each side of the lane 20 lots, 25 feet in width and 120 feet in length, were created. This pattern was repeated consistently in Connaught. In Victoria, laneless subdivision and non-standard lot sizes were more common.

A broad mix of commercial, residential and industrial uses was originally built in the Beltline. Warehouse and industrial uses were concentrated adjacent to the CPR line along 10th, 11th and 12th Avenues. Commercial uses were developed along most of the main north-south streets, including Macleod Trail, 1st, 4th, 8th and 14th Streets W. Seventeenth Avenue was also developed as a commercial strip.

Residential areas were tucked in between the commercial strips. Their development consisted mostly of single-family homes built on 25-foot lots. Some larger homes, rooming houses and small apartments were also built, most often on 50-foot lots. Victoria and Connaught served as "first communities" for many thousands of immigrants of all ethnic origins.

Like many Downtown and Inner City areas, the Beltline began a slow but steady decline following World War II. The 1950s and 1960s were periods of strong growth in Calgary, but that growth was concentrated in the suburbs. Older areas such as the Beltline lost favour with Calgarians. Young families moved to the suburbs and the Beltline began to lose its vigour.

Residential Redevelopment

Redevelopment began in the late 1960s with a mixture of smaller walk-up apartments and eight to 10 storey high-rise buildings. All of these were rental projects designed to attract either younger adults or seniors. The redevelopment pace accelerated in the late 1970s and early 1980s. Fueled by the energy boom and federal government tax credits (MURBs), a large number of rather unimaginative high-rise apartment towers were built.

In 1982, the energy boom ended and redevelopment in the Beltline came to a standstill. By the early 1990s, apartment redevelopment had recommenced, albeit at a much slower pace. Almost all of the new projects were lower-density, wood frame, walk-up or townhouse projects. Units in these projects were sold as condominiums to young professionals and "empty nesters", most of whom worked Downtown.

Since 1997, the redevelopment pace has increased again. More projects with higher densities, in mid- and high-rise formats, are now being built not only on the residential avenues, but also along some of the commercial thoroughfares, such as 8th Street and within the Triplet.

Commercial Development

Significant office redevelopment occurred within the Triplet, between 2nd and 9th Streets SW, during the late 1970s and early 1980s. Office redevelopment ended with the energy "bust"

and did not recommence until the late 1990s. New development is concentrated along the Triplet in Victoria. This includes seven heritage buildings that have been rehabilitated and converted to office use, as well as two new office buildings.

Retail development exists along all of the major streets.

The Triplet has a growing group of retailers offering home furnishings and interior design products. Both major grocery stores are located there as well. Safeway recently built a new store at its 8th Street location and Calgary Co-op is relocating its store to 11th Street. Reinvestment by the grocery stores is seen as a very positive sign for the area—grocery stores are leaving the central areas of most Canadian cities.

Seventeenth Avenue has evolved from a struggling local commercial strip in the 1970s to a nationally recognized pedestrian shopping street. Its renaissance began with the construction of Mount Royal Village in 1978. Mount Royal Village, modeled after Hazelton Lanes in Toronto, brought fashion retailing to 17th Avenue. In the 1980s, other retailers and restaurateurs followed, older buildings were renovated, new compatible infill developments were built, a business revitalization zone was formed and street improvements were put in place.

Fourth Street south of 17th Avenue in Mission-Cliff Bungalow has had a similar renaissance and has become a complement to 17th Avenue. To the north in the Beltline, 4th Street is less well defined or developed. There are substantial office buildings located at both 12th and 17th Avenues. In between, there is a mix of lower density commercial and residential buildings with ground-floor retail.

Eighth Street has developed in a similar manner to 4th Street. The area in between is a mix of lower-density retail and some high-density office development.



Uptown 17 serves both a destination retail market and local residents.

First Street W has evolved into an entertainment area. With the help of the Victoria Crossing BRZ, two blocks of street improvements were recently completed. O'Connor's, a large and popular local fashion retailer, has recently relocated there.

The Calgary Exhibition and Stampede also plays a significant role as an activity center within the Beltline. This includes, in addition to the "World's Greatest Outdoor Show," almost daily events at the Roundup Centre, Big Four Building and the Saddledome. Stampede expansion north to 12th Avenue is expected to bring new attractions to the area.

The Real Estate Market

The Office Market

The Beltline has approximately 3.5 million square feet of office space. This space is capable of accommodating some 12,000 office employees. It generally appeals to businesses that want to be located close to the Downtown but prefer to pay more affordable rents.

Recent Market Performance

In the last year, Beltline office vacancy rates have increased from 10 per cent to 18 per cent. Much of the increase occurred as a result of the relocation of a few large office



IBM relocated its downtown offices into a new signature building at 2nd Street and 12th Avenue W.

tenants to the suburbs. That space should be re-occupied during 2003. The remaining portion of the vacancy rate increase reflects changing conditions in the Calgary office market as a whole. Acquisitions and mergers of major energy companies located in the Downtown have resulted in a large amount of sublease space coming back into the market. This, in turn, has negatively affected the Beltline office market that functions as a "swing space" for Downtown.

New Construction

In the Beltline, net rents appear to be holding. They currently range from \$10 to \$15/sq. ft. range depending upon space quality and location. New construction is also continuing. Almost all of it is located in Victoria. The first phase of the IBM building (120,000 sq. ft.) has recently been completed and construction of the second phase of the Vintage (111,500 sq. ft.) has just begun.

Other developments where construction is expected to begin soon include the Brownstones (45,000 sq. ft.), M-Tech (30,000 sq. ft.) and Phase I of Stampede Station (160,000 sq. ft.) These too are located in Victoria.

Located on Macleod Trail between 13th and 15th Avenues, the Stampede Station Project will have a major impact upon the area. Stampede Station is expected to provide additional office space, retail shopping, a hotel, and an apartment complex. When completed, Stampede Station will have over 500,000 sq. ft. of commercial space.

The Retail Market

There are nearly 1 million square feet of retail space in the Beltline. All but 150,000 sq. ft. consists of street-front retail. Seventeenth Avenue is a nationally known shopping street. Net rents there are now in excess of \$40/sq. ft. Less expensive retail space is generally located on other major streets and avenues.

In 2002, the average retail vacancy rate in the Beltline was 3.6 per cent. Street-front vacancies were running 3.1 per cent, while shopping centre vacancies were 6.2 per cent. Smaller scale, street-oriented retail development continues to occur in the Beltline. Larger projects such as Safeway and the Mountain Equipment Co-op store occur from time to time.

Junior Boxes

The potential exists for significant "junior big box" developments, such as Mountain Equipment Co-op, to be built along 10th Avenue SW. When 11th and 12th Avenues are converted to two-way traffic and 10th Avenue is opened at 14th Street, significant automobile traffic will be diverted to 10th Avenue. This traffic, when combined with the larger land parcels located on the north side of 10th Avenue, creates an opportunity for this type of development.

Big-box retailers are beginning to move into urban areas. Future Shop recently opened a 35,000 sq. ft. store in Mid-Town Toronto and are building stores as small as 3,500 sq. ft. in the central areas of other Canadian cities. Staples operates smaller Staples Express outlets in Downtown Toronto and Montreal and, of course, has a large outlet on the other side of the

tracks on 9th Avenue in Downtown Calgary. Both Future Shop and Staples report that retail sales are between 10 and 30 per cent higher in the “urban box” format.

The Residential Market

The multi-residential market in Calgary has historically been extremely volatile. Dwelling unit starts have in some years been virtually non-existent, while in other years, they have represented as much as three quarters of the total residential market.

Today, multi-residential starts comprise roughly one third of all housing starts in the city, or approximately 3,000 units per year. Current demand in the Downtown and Inner City is ranging from 800 to 1,000 units per year.

All indicators suggest that the Calgary economy will continue to be strong over the next decade, that considerable in-migration will occur, and that the multi-residential share of the market will increase. One of the demographic factors influencing this is the growing proportion of non-traditional families, single person households, and empty nester couples.



Market demand for upscale residential condominiums is strong. The 22-storey Emerald Stone is currently under construction at the foot of 8th Street.

Condominium Developments

New Downtown and Inner City condominium apartments range in size from 500 to 5,000 sq. ft. The average size is just over 1,000 sq. ft. New condominium units sell from \$99,000 to over \$2.3 million. The average sale price is just over \$230,000. One-bedroom units comprise nearly one third, and two bedrooms units comprise nearly two thirds of the market. Nearly 60 per cent of the units sold were in the \$125,000 to \$250,000 range. Sale prices per sq. ft. range from approximately \$200 to \$225, with high-rise unit prices being the greatest.

Rental Accommodation

Almost all of the Downtown and Inner City projects built in the last decade have been con-

dominium in format. The prospects for new rental projects are improving, however. One of the two towers being built by Pointe of View in the West End of Downtown has been acquired by GWL and will be operated as a rental building. The apartment tower to be built in association with the Calgary Co-op project is expected to be a rental building.

In 2002, the average one bedroom apartment rented for \$645/month. This is a 1.3 per cent increase from 2001. The average two-bedroom unit rented for \$832/month, which represents an increase of 1.8 per cent from the previous year. The apartment vacancy rate in 2002 was 2.7 per cent, up from 0.9 per cent in 2001.

Beltline rents are comparable to the Downtown for similar sized units. They are slightly higher than the city as a whole when similar sized units are compared.

The assessed value of the Beltline's real estate is the highest of any community in Calgary.

Property Assessment and Taxation

The market value of the Beltline's real estate is the highest of any community in Calgary.⁴ In 2002, the assessed value of the Beltline was \$2.11 billion.

The Beltline's real estate value is also much higher in relation to its population than most communities. Because the Beltline has such a significant commercial property component, its relative share of property taxes is even higher still. In 2002, while the Beltline's share of Calgary's population was 1.9 per cent, its share of total property taxes was 3.6 per cent.

The People

The Beltline has traditionally had a smaller number of families and a larger number of young adults and seniors compared to Calgary as a whole. As a result, Beltline residents tended to have lower incomes, higher unemployment, been more mobile, and more likely to rent and live alone. Today this picture is changing as increased numbers of adults in the 35 to 64 age group move into the Beltline.

Population

In 2002, some 17,400 people lived in the Beltline, with 12,000 living in Connaught and

5,400 living in Victoria. The Beltline's population has been growing in recent years. Between 1992 and 2002, it increased by 1,800 people or 11 per cent.

Dwelling Units

In 2002, there were 11,300 dwelling units in the Beltline, with roughly 8,000 in Connaught and 3,200 in Victoria. The number of dwelling units has been increasing in recent years. Between 1992 and 2002, some 500 units have been added. This represents a 4 per cent increase.

Density

Density in the Beltline is high by Calgary standards. In 2002, the Beltline had an average density of 20 units per gross acre. Connaught, the more developed community, had a density of 27 UPA. Victoria, with more vacant land, had a density of 12 UPA. Most suburban communities in Calgary have densities in the range of 4 to 6 UPA.

It is important to note that the high proportion of commercial land use in the Beltline mutes the gross density figures. The dwelling unit density in the residential portions of the Beltline is more than twice that described above.

Housing Types

Apartments are the predominant housing type in the Beltline. In 2002, fully 93 per cent of the Beltline's dwelling units were apartments versus 20 per cent in the city as a whole.

Occupancy Rates

Occupancy rates are correspondingly low. The average occupancy rate is 1.65 persons per occupied dwelling unit in the Beltline versus 2.63 in the city as a whole.

Home Ownership

Home ownership rates are low but rising. In 1997, some 15 per cent of the Beltline's dwelling units were owned. In 2002, this number had increased to nearly 22 per cent. This compares to a 69 per cent ownership rate in the city as a whole.

⁴ Only Downtown has a higher market value for its real estate.

Age Profile

The Beltline's population has proportionately less children, more young adults, and about the same number of mature adults.

Some 700 children, aged 0 to 14, live in the Beltline. This represents about 4 per cent of the Beltline's population, whereas Calgary's average is about 19 per cent.

Adults, ages 20 to 34, comprise 46 per cent of the Beltline population, while the Calgary average is 24 per cent.

Increased numbers of adults in the 35 to 64 age group are moving into the Beltline.

3 . WHAT'S WORKING AND WHAT'S NOT

Redevelopment is Happening

The fact that significant commercial and residential redevelopment is occurring bodes well for Beltline's future. High-density residential apartments are not only being built on the residential avenues, but also on the commercial thoroughfares. Retail developments are being built throughout the community. Office redevelopment seems to be focused on Victoria right now, including both the conversion of historic properties and new mid-rise construction.

This significant economic investment by Calgary's private sector must be viewed as a positive sign concerning the prospects for achieving our growth targets. People are coming to the Beltline to work, live and play in far greater numbers than previously anticipated. Developers and businesses are making the necessary investments to accommodate the demand.

The quality of redevelopment has also improved considerably over the past 20 years. While not all redevelopment is as urban-oriented as we would like, more design sensitivity and better building materials are being employed today. With greater direction and encouragement, the quality of redevelopment can continue to increase. Recent experience suggests that developers are both willing and able to accommodate community requests for design improvements.

Commercial Revitalization is Occurring

Something very special is happening on the commercial streets in the Beltline. Seventeenth Avenue has become a nationally recognized shopping street and is active day and night. This



Construction cranes symbolize a growing city. They are an increasingly familiar site in the Beltline.

is a far cry from the 17th Avenue of 20 years ago, which was "anchored" by such establishments as the Prairie Dog Inn and Pepi's Pizza.

Fourth Street, immediately south of 17th Avenue, has become another exciting shopping and entertainment street. Revitalization is advancing quite rapidly as significant infill projects are developed. The expectation is that such revitalization will advance northward into the Beltline.

First Street W is developing its own funky identity. The odd mixture of restaurants and entertainment establishments, located in turn-of-the-century buildings, is broadening as retail establishments begin to locate there. Development of high-densi-



There are places in the Beltline with broken curbs and sidewalks, unattractive utilities, missing boulevards and substandard public amenities and services. These give the appearance of neglect, deter investment and contribute to social deterioration.

ty apartment buildings with ground floor retail uses is also expected along 1st Street W.

The success of 17th Avenue and, to a lesser extent 4th Street, does have some negative consequences for independent merchants. As rents continue to increase, some independents are being forced to relocate to more affordable areas. While a number of these independents are relocating within the area, others are moving outside of the Beltline.

A great deal of redevelopable land exists within the Triplet east of 2nd Street and west of 9th Street. In Victoria, east of 2nd Street, considerable office conversion and redevelopment is occurring. In addition, the prospect of creating an entertainment district in close proximity to Stampede Park exists. The Victoria Crossing BRZ is actively pursuing revitalization here.

There has been some retail infill within the Triplet west of 9th Street. This consists mostly of one- and two-storey interior design and furnishing stores. The Calgary Co-op and its associated high-rise apartment project will, however, have a major impact upon the area. This project should point the way to higher density redevelopment and the area's rejuvenation. An eclectic mix of non-fashion retailing and high-density residential developments can be expected.

The commercial establishments located in the Triplet, to the west of 2nd Street, are not represented by a business association. This is a significant detriment. An area as large and complex as this requires the active marketing and management activities that only organizations like a BRZ can offer.

Revitalization along the Triplet is also hampered by the one-way operation of 11th and 12th Avenues. Retailers, in particular, would benefit from the proposed two-way traffic conversion.

The Public Environment is Suffering

While the private sector has been investing heavily in the Beltline, public sector reinvestment has been minimal. As a young city, Calgary has traditionally relied upon development to provide its infrastructure. While this practice works well in new suburban areas, it is failing in our older urban areas.

The Beltline's parks exist as much as a result of historical accident than design. They rarely provide facilities appropriate for an intense urban environment. What facilities they do offer are often maintained at minimum standards. While these standards may be appropriate for an extensive suburban park system, they are clearly inadequate for a Central City location.

The streets are also in poor condition. A number of the landscaped boulevards have been removed for no apparent reason and those that remain are poorly maintained. Much of Victoria still has overhead electrical wires on the streets. In most of Connaught, the overhead electrical lines are located in the lanes. The lanes are, with few exceptions, unpaved.

All of the Beltline's schools have either closed or recently been threatened with closure. The Calgary Board of Education has offered Victoria School for sale. Connaught School was recently recommended for closure, but has been granted a reprieve. Carl Safran School has been closed and leased to Rundle College. While the Beltline may no longer have a sufficient school-age population to support all three schools, the possibility of having no schools in the neighbourhood is daunting. In addition, the school buildings have considerable heritage character and the schoolyards provide valuable open space.

While school closures and dispositions do present serious challenges, opportunities for area improvement exist even here. The sale of Victoria School, for example, would pave the way for a restoration of the original sandstone school and significant mixed-use redevelopment on the remainder of the block. Loss of the schoolyard, in this case, can be offset by the additional park development proposed in the Stampede expansion.⁵ Our ability to capitalize on these opportunities will be dependent upon the imagination and cooperation of all parties involved.

The other major public institutions within the community, the Central Memorial Public Library and the former Beltline YMCA,⁶ have been threatened with closure at various times over the last 15 years but survive. Both buildings have significant heritage character. The library, for example, was built with a grant from the Carnegie Foundation in 1910. The activities housed in both buildings are considered to be essential to the community and opportunities for reinvestment must be pursued.

We Have Significant Social Challenges

Like the Downtown and other close-in Inner City communities, the Beltline has public safety and order problems. The concerns are both real and perceived. The poor state of the public

environment, especially the low street and park lighting levels, contributes to the public's unease while walking through the area at night.

Public safety concerns are currently concentrated in the area east of 4th Street W. The large number of homeless men that frequent the area and the persistent panhandling that occurs there reinforces that unease. The presence of prostitutes and their clientele on residential streets adds to those perceptions.⁷ The less visible but ever-present drug trafficking occurring in the neighbourhood offers serious cause for concern.

The poor state of the public environment, especially the low street and park lighting levels, contributes to the public's unease while walking through the area at night.

Property crime, whether measured on a per block or per capita basis, is higher than in most suburban communities. Interestingly, property crime rates for residences and offices located above the street level, where building security can be better organized, are surprisingly low.

Violent crime statistics are not available, but all indications suggest that they are comparatively higher in the Beltline as well. Violent crime is also associated with both drug trafficking and prostitution. It is important to note that, contrary to popular belief, drugs and prostitution are not victimless crimes. Drug and prostitution activities can severely affect the health and well being of neighbourhoods, making life difficult for residents and businesses alike. Participation in drugs and prostitution also has an extremely negative impact on youth and families throughout the city.

⁵ A nine acre park is to be developed by the Calgary Exhibition & Stampede on the east side of the Elbow River across from the Victoria Community Association building.

⁶ Now operated by the City of Calgary.

⁷ While their numbers do not appear to be very large, they never seem to be very far away.

4. WHAT WE NEED TO DO TO MAKE IT HAPPEN

“Preserving the urban fabric, weaving together the treasured old and the needed new, not being afraid to think small – that is what genuine revitalization is about.” (Gratz, p. 12)

Our efforts to improve the Beltline should focus upon building urban character. Success will be determined by our ability to enhance a diverse and uniquely urban environment. While redevelopment of private land will play an important role in this effort, much work must be accomplished in the public realm as well. Within this goal in mind, the following recommendations are offered.

Everywhere . . .

Encourage A Finer Mix of Uses

The Beltline’s existing commercial and residential areas remain largely homogenous. A finer grained mixing of the two is called for. Residential developments, preferably with commercial uses at-grade, should be developed along many of the commercial thoroughfares. Commercial uses at-grade, particularly at the intersections of streets, should also be encouraged in the residential areas.

Achieving this finer mix will serve multiple purposes. It will increase the uniqueness and diversity of the area, strengthen the symbiotic relationship between Beltline residents and the businesses that serve them, and increase the number of people on the streets at all times.

The benefits of mixing uses is best described by Jane Jacobs, who writes:

“The district, and indeed as many of its internal parts as possible, must serve more than one primary function; preferably more than two. These must ensure the presence of people who go outdoors on different schedules and are in the place for different purposes, but who are able to use many facilities in common.” (Jacobs, p. 152)

“Workers and residents together are able to produce more than the sum of our two parts. The enterprises we are capable of supporting mutually draw out onto the sidewalk by evening many more residents than would emerge if the place were moribund. And, in a modest way, they also attract still another crowd in addition to the local residents or local workers. They attract people who want a change from their neighbourhoods, just as we frequently want a change from ours. This attraction exposes our commerce to a still larger and more diverse population and this in turn has permitted a still further growth and range of commerce living on all three kinds of populations . . . (Jacobs, p. 153-4).

Success will be determined by our ability to enhance a diverse and uniquely urban environment.

Improve the Social Environment

Beltline residents and visitors must feel comfortable walking on their streets and in the parks during both the daytime and evening hours. Serious efforts should be undertaken to achieve this objective. Our focus should be on four related concerns:

Homelessness

Victoria, in particular, provides a haven for the homeless, who spend much of their time moving between shelters and support services located there and in the Downtown. Over the years, there has been a trend to locate additional shelters in Victoria. As clearly stated in *Revitalizing Victoria Crossing*, we desperately need and support the construction of affordable permanent housing in the area but cannot tolerate any more temporary shelters. Other Calgary communities must come forward and accept tem-



Rising homelessness in the Beltline needs to be addressed.

porary shelters for the homeless. Efforts to develop affordable permanent housing are strongly supported. The flexible use of planning and development regulations, such as lower parking requirements, should also be considered in this context.

Panhandling

Existing legislation and policing priorities make it very difficult to control panhandling in Calgary. Panhandling is largely a Central City problem. While passive panhandling is a public nuisance, persistent panhandling can be a serious public threat. Concerted attempts to control this problem should be undertaken by the Calgary Police Service, civic agencies and the affected

A special crime prevention effort focused on drug trafficking, prostitution and panhandling in the Beltline should be initiated.

BRZs. Further investigation concerning the development of an effective response is required.

Illegal Drugs

The sale of illicit drugs on the street and from dwellings within the Beltline must be strongly policed. This effort requires more effective coordination between the Calgary Police Service, Beltline residents and community groups, and city by-law enforcement officers. The courts and prosecutor's office must also play a role in preventing the spread of drug trafficking in our communities.

Prostitution

Attempts by the Province of Alberta to reduce the amount of child prostitution through legislative change have been very helpful in addressing this issue. While efforts to keep children off the streets must continue in earnest, further attention must be paid to the broader prostitution problem as well. Under no circumstances should street prostitution be tolerated in residential communities

like Victoria and Connaught.

Taking Action

While acknowledging that these problems require significant action at the national, provincial and municipal levels, it is critical that steps be taken at the local level to address the situation in the Beltline.

A special crime prevention effort focused on drug trafficking, prostitution and panhandling in the Beltline should be initiated. A special action team involving the Calgary Police Service, working in concert with local community groups, social service agencies and civic by-law enforcement officers, is proposed.

The purpose of the team would be to:

- identify and measure the extent and severity of the problems;
- formulate ways and means of combating them;
- take effective action;
- measure the success of those efforts;

- refine and improve the methods of intervention; and
- attempt to preserve and protect the public safety gains achieved.

Techniques expected to be used in the project include:

- community-based policing;
- crime prevention through environment design (CPTED);⁸ and
- increased utilization of social service resources.

Beyond this, we must consider using:

- a “broken windows” policy in the Beltline;⁹
- by-law enforcement coordinated with police actions in cases involving “problem” buildings; and
- landlord eviction of home-based drug traffickers to frustrate their illegal activities.

In concert with this action, efforts to increase pedestrian volumes on the streets and in the parks should be undertaken. Over the long run, increasing pedestrian activity can be an extremely effective technique in combating crime. As Norquist writes:

“People have the mistaken perception that their city is safest when everyone is at home at night behind closed shades and locked doors. The opposite is true: there is safety in numbers. Cities are safer when law-abiding citizens sit on their front porches, walk on their sidewalks, and go about the business of their lives.”

By building the Beltline that we envision, we will create a safe community and a more successful city.

In the Residential Areas . . .

Regardless of our attempt to encourage a finer mix of uses in the Beltline, 13th, 14th and 15th Avenues will continue to be predominantly res-



The shelters are coping but overflow into the streets.

idential areas. These residential avenues are characterized by having narrow streets with less traffic, landscaped lawns and treed boulevards. The following strategies are recommended to enhance the character of the residential areas. Many of these issues are addressed in *Blueprint for the Beltline*.

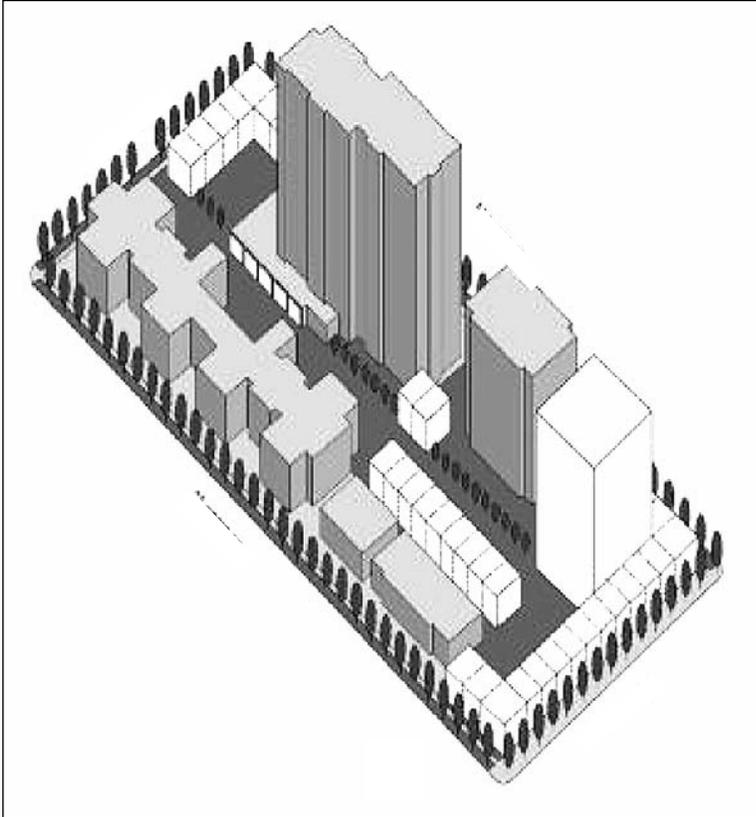
Redevelop at Higher Densities

In the Central City, high-density redevelopment is required to attain our objectives. Jane Jacobs describes very clearly the need for high population densities in achieving urban objectives:

“Dense concentrations of people are one of the necessary conditions for flourishing city diversity. And it still follows that in districts where people live, this means there must be a dense concentration of

⁸ See Crowe 1991 and Zelinka 2001

⁹ A broken windows policy focuses on eliminating signs of physical deterioration in the community (e.g. deferred maintenance, graffiti, etc.). Such deterioration signifies that a place is no longer controlled by the community. Deteriorating places thus become attractive targets for crime (see Kelling 1996). The broken window analogy has also been extended to controlling acts of public disorder.



This Sturgess Architecture case study (Chelsea Block) is from the Blueprint for the Beltline project. It shows how even existing high-density areas could infill.

their dwellings on land preempted for dwellings. The other factors that influence how much diversity is generated, and where, will have nothing much to influence if enough people are not there.” (Jacobs, p. 205)

In response to the question of how high densities should be used to achieve the desired level of diversity, she responds:

“I can find only one city district with vitality that has well under 100 dwellings per acre, and this is the Back-of-the-Yards in Chicago . . . As a general rule, I think 100 dwellings per acre will be found to be too

Development at low densities severely reduces the Beltline’s potential population and should be actively discouraged.

low . . . Obviously, if the object is vital city life, the dwelling densities should go as high as they need to go to stimulate the maximum potential diversity in a district. Why waste a city district’s and a city population’s potential for creating interesting and vigorous city life?” (Jacobs p. 212-13)

The current RM-7 zoning permits development to occur at high densities, for example 321 to 395 units per net hectare (130 to 160 units per acre). In recent years, however, a large number of townhouse and low-rise apartment projects have been built at much lower densities, such as 74 to 210 units per hectare (30 to 85 units per acre). Development at such low densities severely reduces The Beltline’s potential population and should be actively discouraged.

In order to achieve the desired population levels, redevelopment of a significant number of the older two- and three-storey walk-up apartments will be necessary. To encourage such redevelopment, densities exceeding the RM-7 maximum should be permitted.

In a high-density area such as the Beltline, relying on a maximum density calculation expressed in units, as the current zoning does, can be misleading. Our objective should not be to control the number of units on any given site but rather, where necessary, to control the bulk of the structure that houses those units. The current RM-7 density, expressed in units per hectare, implicitly promotes the development of large apartment units. Since a more diverse mix of unit sizes is preferred, any density controls that are to be used in the Beltline should be expressed as a floor area ratio.

Relax Building Height Restrictions

In the Central City, tall buildings are to be expected. The current RM-7 height limit is 17 storeys not exceeding 46 m (150 feet). There is no reason to limit building height in the Beltline to 17 storeys. Increasing the maximum height of

apartment buildings is one way of achieving higher density. Apartments have been built in the Beltline in the 20- to 25-storey range (for example, Hull Estates and the Estates). Developments of this height, if properly sited and spaced, can and should be accommodated in the Beltline.¹⁰

Reduce the Parking Requirement in New Developments

The basic parking requirement for apartments in the Beltline is the same as it is in the suburbs, one stall per unit.¹¹ In contrast, the parking requirement for apartments in the Downtown (including the South Downtown) is between 0.5 and 1.0 stalls per unit.

The lower Downtown parking standard reflects the fact that not all Downtown residents own automobiles. In many cases, residents choose to live in the Downtown to avoid automobile ownership. The same situation exists in the Beltline. Many Beltline residents walk to work, shop locally and use public transit for their infrequent cross-town trips. Automobile ownership is not mandatory.

It is important to note that the city's parking requirements are minimums. All developments have the option of providing more than the minimum parking requirement if they believe that their future residents will require it. In fact, most Beltline condominium projects built today do so. Lowering the minimum parking requirement in the Beltline should not affect parking in these developments in any way.

Rental projects, however, may be more able to take advantage of the lower parking requirements by offering lower priced units to tenants who do not require parking. With the cost of



This example of urban-oriented development comprises retail at base and apartments above.

providing an underground parking space in excess of \$15,000 per stall, elimination of unnecessary parking could profoundly influence the cost of a rental unit.

In recent years, very few rental apartments have been built in Calgary. This has created serious supply problems in the marketplace. The economic viability of building high-rise rental projects is only now being tested. A reduction in the parking requirement may positively influence the economic viability of rental apartment development in the Beltline.

At present, the City of Calgary is considering the possibility of raising the minimum parking requirements for apartments. Any attempt to do so in the Beltline should be strongly resisted. Development of apartment projects with less than one stall per unit of parking should be permitted when circumstances warrant it, such as when the resident profile suggests that parking will not be needed.

¹⁰ It is important to note that building taller buildings is not the only way to achieve higher densities. We are not suggesting that every building should be built in the 20 to 25 storey range, but rather buildings as tall as these should be considered as a viable development option.

¹¹ For apartment developments of 40 units or more, the Inner City parking requirement is 0.9 stalls per unit.



Boulevards lined with mature trees in urban neighbourhoods define a high-quality residential environment. More of them should look like this.

Demand Urban Oriented Development

In the Beltline, urban-oriented development must become the norm. The lower three to four floors of buildings should:

- be built close to the sidewalk;
- utilize high quality building materials with greater texture and colour; and
- employ a greater degree of building articulation and fenestration.¹²

Front, side and rear yards should be significantly reduced or even eliminated. The resulting smaller and more strategically placed yards should be intensively landscaped. The landscaping style employed should be that of an urban garden, not a suburban lawn.

Commercial uses should be permitted at-grade, at the very least on corner sites, to serve resident needs and provide greater opportunities for local interaction. Residential units should be permitted to front onto the lane to take advantage of grade-oriented opportunities wherever they exist.

To accomplish this, the RM-7 rules must be replaced. Beyond this, a high degree of cooper-

ation between developers, community associations, and the approving authority is required. The urban-oriented development bar must not only be set high, but must be implemented using a great deal of flexibility.

Restore the Boulevards

In the Central City, urban life revolves around the street. The urban street must be designed to accommodate not just pedestrian movement, but public interaction as well. As Gratz writes,

“The life of a city begins and ends on the street . . . City functions and people are integrated, not separated, providing a fundamental ingredient for economic and social integration . . .

Contrast, variety, detail, surprise, drama, nooks, compactness, mixture of functions, nothing static, nothing boring—these are some of the things that make up a lively, well-functioning street.” (Gratz, p. 293-4)

While we should not expect them to be as active as those in the commercial areas, The Beltline’s residential streets play an important role in accommodating social interaction. After all, it is on the residential streets that neighbours walk together and pass each other.

The Beltline’s residential streets have the potential to serve as a facility for neighbourhood interaction. They are narrow, accommodating only two driving and two parking lanes. They have an attractive, if not undisturbed, canopy of mature trees. The streets are generally safe and the sidewalks, if not new, are usually in good repair. As more urban-oriented development occurs in the Beltline, we can expect the street environment to improve. There are, however, a few glaring problems existing that must be corrected. These include the boulevards, street corners and lanes.

¹² Fenestration refers to the number and arrangement of windows in a building.

The Beltline is fortunate to have boulevards along its residential avenues—most communities in Calgary do not. The boulevards are usually five to six feet wide. They are grassed and often contain mature trees. Especially, when planted with stately elms, they can be very attractive. They are, however, in a perpetual state of poor repair. The neglect appears to be systemic, for no one claims full responsibility for their upkeep.



Well designed streetscapes include pedestrian friendly improvements that create a more attractive setting.

The boulevards are part of the city-owned right of way, but the City of Calgary does not maintain them. Their maintenance is the responsibility of the adjacent landowners who are not ordinarily allowed to extend their irrigation systems under the sidewalk. In a climate as dry as Calgary's and in an area as intense as the Beltline, grassed boulevards cannot be properly maintained without irrigation.¹³

Developers who attempt to plant new trees in the boulevards are often frustrated by city policies. It can be very difficult to obtain a "line assignment" to plant new trees in the boulevards because of adjacent utilities. Over time, our beautiful treed canopy is being lost.

In some locations, the boulevards have been removed. In these situations, the street has been widened but no additional driving or parking lanes have been created. The extension of the roadway width only serves to increase speed and encourage additional through traffic. This is detrimental to both pedestrian safety and the street environment.

We have an opportunity to restore the boulevards and bring the Beltline's streetscape back to life. As William H. Whyte writes, this is a great and under-utilized resource:

"Cities should take a closer look at what they already have. Most of them are sitting on a huge reservoir of space yet untapped by imagination. They do not need to spend millions creating space. In their inefficiently used rights-of-way, their vast acreage of parking lots, there is more than enough space for broad walkways and small parks and pedestrian places – and at premium locations, at ground level." (Whyte, p. 75)

A boulevard restoration project is proposed which would:

- reclaim the "lost" boulevards;¹⁴
- permit building owners to install irrigation in the boulevards; and
- finance the restoration of damaged boulevard lawns and tree cover trees.

¹³ Restorative work following road repairs is also often lacking. A thin layer of topsoil and grass seed is usually applied to damaged lawns, but on-going maintenance during the reseeded period is lacking. Differential settling of "restored" lawns is also a problem.

¹⁴ This should not only include restoration of the lost boulevards on the residential avenues, but also restoration of boulevards on the north-south residential streets (e.g. Centre, 2nd, 6th, 7th, 9th, 10th, and 11th, and 12th Streets W). Where they exist on these streets, the boulevards are usually smaller, approximately three feet in width. They are too small to successfully sustain natural landscaping. Part of the boulevard restoration project should expansion of these boulevards to six feet in width so they may be grassed and planted with trees.



Overhead utilities detract from the urban landscape.

Put the Overhead Underground

In the Beltline's residential areas, almost all of the streetlight wiring is located overhead. In Connaught, most of the electrical wiring is located in the lanes, while in Victoria much of the electrical wiring is located in the boulevards along the street. Overhead wires are unsightly and wholly inappropriate for a high-density community such as the Beltline.

Elimination of all overhead wires from the Beltline should be an objective of the

Beltline Initiative. In the short term, removal of overhead wires along the streets should occur as part of the boulevard restoration program. Removal of overhead wiring in the lanes should also occur on an opportunity basis as part of the lane-paving program.¹⁶

Extend the Street Corners

With street parking at a premium in the Beltline, vehicles are often parked too close to the intersections. This forces pedestrians to step out into the street, beyond the parked cars, to see oncoming traffic. This is an unsafe situation that should to be corrected. Increased traffic enforcement has been used to address the situation but it provides only a temporary reprieve. Extending the pedestrian area by building corner bulbs would provide a permanent solution.

The corner bulbs would physically restrict cars from parking too close to the intersection. They would also extend the protected pedestrian area into the street to increase visibility and better inform drivers of the approaching intersection. Pedestrian crossing markings, either painted or textured, should also be used to increase safety at the intersections.

The installation of four corner bulbs at each intersection along 13th, 14th, 15th and 16th Avenues in the residential areas of the Beltline is proposed. This should be implemented in conjunction with the boulevard restoration project.¹⁵

Pave the Lanes

Most of the lanes in the Beltline are not paved. They have changed very little over the last 100 years. The only difference today is that many more vehicles use the lane than ever before. The high volume of automobiles and heavier vehicles such as garbage trucks takes its toll. The gravel must be frequently replaced, is unsightly and creates additional noise in the neighbourhood. As it wears, gravel creates dust, creating environmental problems on windy days.

It does not make sense to house as many as 800 people in a block and to service them with a graveled lane that was designed for use before the automobile was invented. Paving all of lanes in the Beltline should be an objective of

¹⁵ One issue related to the construction of corner bulbs is drainage. In order to avoid the expensive relocation of catch basins, use of drainage swales within the corner bulb should be explored.

¹⁶ Apartment buildings almost invariably have half of their dwelling units facing the lane. In the Beltline, therefore, overhead wiring that is located in the lanes has more significant aesthetic effect than in other lower-density communities where all of the dwelling units face the street.

the Beltline Initiative. In accomplishing this, decisions must be made regarding the relocation of the overhead wires, the provision of storm drainage or the use of porous pavement, maintenance and speed control.

In the Commercial Areas ...

The Beltline's commercial thoroughfares vary considerably. Some are retail-oriented, others are office-oriented. Some have a significant residential component, others do not. Some include large parcels of vacant land ready for comprehensive redevelopment, others can only accommodate limited, infill development. Only some are represented by BRZs.

Our objectives for each commercial area will vary accordingly. A number of issues affect each in common, however. These will be discussed at the outset.

Leadership: The Business Revitalization Zones

Calgary's BRZs have emerged as the stewards of their Inner City streets. While these self-supported business associations may lack the financial strength of their suburban competition, such as regional shopping centers, they work hard to improve their commercial areas. BRZs provide services that cannot be provided by the City of Calgary, individual commercial property owners or their tenants. The BRZs are responsible for the entire commercial area and they pay attention to all of the little details. Management, marketing, aesthetics, and public safety are all within their purview. Every Inner City commercial area that has created a BRZ has benefited from it and it is also fair to say that those commercial areas that have not created a BRZ, suffer for it.

New Management Opportunities

The three Beltline BRZs are making great contributions in the areas they are responsible for. They are gaining in both strength and maturity and are ready to take on new responsibilities. The possibility of the BRZs taking on greater public responsibilities under contract from the City of Calgary (in the same way the Downtown BRZ maintains and manages Stephen Avenue and Barclay Malls) should be actively explored. Such arrangements could lead to cost savings for the municipality. More importantly, it will lead to the hands-on management and innovative solutions that are so necessary for our intensively used commercial areas.

"The future of the city lies in becoming more city-like, more pedestrian-friendly, more intense, more urban, more urbane"

(Duany, p. 155)

Creating New BRZs and Expanding the Existing Ones

There are commercial areas within the Beltline that are not represented by BRZs. Such areas include the Triplet (west of 2nd Street W), 8th, 11th and 14th Streets. There is interest in starting BRZs in some of these areas, but this interest has been stymied by changes in provincial legislation that make the creation of new urban BRZs all but impossible.¹⁷

The rules affecting the expansion of existing BRZs are the same as those for creating new BRZs. They have made expansion of the existing BRZs, such as Fourth Street and Victoria Cross-

¹⁷ The revisions to the Municipal Government Act now require 75 per cent of all businesses in an area to sign a petition before City Council can consider an application to create a BRZ. Previously, any 12 businesses could petition City Council to consider establishment of a BRZ. The new requirement particularly inhibits the establishment of large BRZs. Along the Triplet, for example, there are more than 300 businesses. Requiring the signatures of 75 per cent area businesses is too restrictive – particularly given that the typical cost to the business taxpayer in a BRZ levy is only 1 per cent to 2 per cent of business tax, or 2 to 4 cents per square foot. The creation of BRZs and their annual budget process is also overseen by City Council.



Parking regulations foster too much surface parking. This restricts the build-out of urban style developments.

ing, problematic. The existing legislation is too restrictive, particularly given City Council's role in creating and overseeing the BRZs. Change in the provincial legislation is called for.

Efforts to organize the business community in these commercial areas should not be abandoned prior to changes in provincial legislation. A less formal business association could be created as a stepping stone to a BRZ. ¹⁸

Parking

Retail and Office Requirements

Except for the South Downtown (the area located north of 12th Avenue), commercial parking requirements for the Beltline are the same as suburban Calgary. Office and retail developments must provide one parking space for every 46 sq.m (500 sq. ft.) of built space whether they are located in the suburbs or the Beltline. This is ridiculous. Half of the office employees working in the Beltline walk or take transit to work.

During the business week, local office workers and residents patronize the stores and restaurants. It is only after business hours when large numbers of patrons drive to the Beltline for shopping or recreation. During those times, the parking lots in the Beltline, many of which exist to support Downtown commuters, are empty.

In the South Downtown, the office and retail parking requirement is one stall per 90 sq. m (1,000 sq. ft.) of built space. This standard should be applied to the entire Beltline.

Restaurant Requirements

A similar situation exists with the parking requirements for restaurants. The parking requirement in the Beltline is one stall for every 3.5 sq. m (38 sq. ft.) of built space, excluding the kitchen. Once again, this is the same requirement as the

suburbs. Meanwhile, there has not been a parking requirement for restaurants in the Downtown, including the South Downtown, for 20 years. ¹⁹

Restaurants that wish to locate in the Beltline south of 12th Avenue struggle to meet the suburban parking requirement while their neighbours to the north have no parking requirement at all. In many cases, prospective Beltline restaurants fail to meet the parking requirement and locate elsewhere. In other cases, they are forced to pay unnecessarily high amounts into the local cash-in-lieu funds.

The restaurant parking requirement in the Beltline must be reduced. For small restaurants and delicatessens with limited seating, we see no need for a parking requirement at all. For larger operations some parking standard is likely required, but the parking requirement should be reduced from the current suburban standard that is applied in the Beltline. ²⁰

¹⁹ The elimination of the Downtown parking requirement in 1980 was made with knowledge that most restaurant patrons during business hours were Downtown office workers who walk to the restaurants and that, on evenings and weekends, the Downtown already had an almost unlimited supply of available parking.

Theatres and Cinemas

A similar situation exists for theatres and cinemas. The suburban standard of one stall for every three seats applies in the Beltline, while there is no parking requirement in the Downtown. The removal of the parking requirement for Downtown theatres and cinemas was instituted to support arts and culture in the Downtown.²¹ Is it any wonder why theatres and cinemas continue to exist in the Downtown and don't in the Beltline? The parking standards must be reduced here as well.

Heritage Building Requirements

Parking standards should not be used to impede restoration and reuse of heritage buildings. The remaining heritage buildings in the Beltline are one of our greatest assets. In attempting to create a cosmopolitan atmosphere, it is more important to preserve them and bring them back to life than it is to worry about providing parking where no parking existed before.

Cash In-Lieu Parking Policies

The City of Calgary operates cash in-lieu parking policies in the South Downtown and along 17th Avenue and 4th Street (south of 17th Avenue). The cash in-lieu program allows businesses that are unable to provide the required parking to pay into a special cash in-lieu parking fund. The fund is then used to provide additional public parking in the area. In principal, this is a good program and should be extended to the rest of the Beltline. Seventeenth Avenue cash in-lieu funds have been used, for example, to develop the angle parking along 16th Avenue.

In practice, however, the cash in-lieu program has limitations. The fund collects only enough money to pay for the surfacing of at-grade parking.²² The cash in-lieu fund does not have the capacity to buy land for surface parking and



Parking fees collected in the Beltline should enable better alternatives to meet local demand.

surface parking lots do not contribute to the area's pedestrian atmosphere. Opportunities to increase on-street parking such as the 16th angle parking project are extremely limited.

The possibility to use cash in-lieu funds to create public parking in private parkades should be explored. Cash-in-lieu funds could be used as seed money in financial arrangements to increase the number of parking stalls in a private structure, making them available for public use particularly during non-business hours. Other imaginative uses of cash in-lieu monies are possible.

²⁰ Restaurants with 20 tables or less in the Beltline tend to have a local clientele. Office workers patronize them during the business week and Beltline residents patronize them throughout the week. These types of customers usually do not require parking. Larger Beltline restaurants and nightclubs do draw patrons from a much wider area and some parking requirement is necessary to accommodate them. In these instances, however, the parking requirement should be lower than the suburbs – where almost every patron has arrived by automobile.

²¹ This change was also made with knowledge that theatre and cinema peak operating periods were after business hours when the parking lots were empty.

²² \$3,500 per stall at the present time.



Connecting 10th Avenue to the Bow-Crow Interchange would contribute to citywide mobility. As a central city roadway, 10th Avenue is underutilized.

Restricted Pedestrian Access

There are locations throughout the Beltline where certain intersections are closed to pedestrian traffic. The City of Calgary has installed very unattractive gate-like signs telling pedestrians to use another intersection. In a few instances, such as 8th Street and 14th Avenue, one side of the crossing is closed to pedestrians while the other side has been mysteriously left open. As a general rule, pedestrians should have the right to cross the street at any intersection in the Beltline. All such “closed” intersections should be eliminated unless a significant pedestrian safety hazard exists.

Recommendations For Specific Commercial Areas

The Triplet: 10th, 11th and 12th Avenues

The Triplet offers an opportunity to develop pedestrian-oriented commercial streets that include both high-density office and apartment development within. A revitalized Triplet would also provide a stronger connection between the Beltline and the Downtown. The following steps should be undertaken to achieve this end.

Change the Zoning

The developing mix of office, retail and resi-

dential uses in the Triplet is a positive feature. It will increase the patronage of the area and the pedestrian population at all times. Both the pace and quality of redevelopment could be increased, however, if the City of Calgary changed the zoning in the area. The current zoning is a hodgepodge of direct control districts either designed for specific buildings (including many that were never built) or as a temporary transition from previous industrial zoning (which severely restricts the maximum building density and height).

It is recommended that the work of *Blueprint for the Beltline* be extended to include the development of new design guidelines and zoning appropriate for the Triplet.

Restore Two-Way Traffic on 11th and 12th Avenues; Open 14th Street

The Triplet can become a great mixed-use area. Its potential will, however, never be realized without the creation of strong pedestrian streets on 11th and 12th Avenues.

The creation of a pedestrian-friendly environment on 11th and 12th Avenues is hindered by the operation of the one-way couplet system.

Designed as an interim step to a Downtown bypass that was never built, the couplet is not required to accommodate existing or expected traffic volumes. Traffic volume actually increas-

es as a result of the one-way operation as drivers are obliged to circle the block to get to their destinations. Patronage of retail and hospitality establishments is also discouraged by one-way operation as “getting there” becomes more problematic. During rush hour, the two parking lanes on avenues are removed and a four-lane roadway is created. Traffic speed and noise increases, while pedestrian safety and comfort declines.

The conversion of 11th and 12th Avenues to two-way traffic and the opening of 10th Avenue at 14th Street, as proposed in the *Inner City Transportation System Management Study* should be implemented as soon as possible. This would serve to increase the traffic capacity of the Triplet while shifting some of the volume over to the currently underutilized 10th Avenue.²³

With diminished commuter speeds on 11th and 12th Avenues, these thoroughfares can more readily evolve into pedestrian shopping streets. Such an evolution would complement the offices and apartments they will share the neighbourhood with. Tenth Avenue, which from a community perspective is better able to accommodate an automobile dominated environment, may then be able to compete for “urban box” retail projects.

Undertake Street Improvements and Create a BRZ

As the Triplet continues to develop, increased interest in undertaking street improvements should be expected. The ability of local property owners to revitalize their area would be greatly enhanced with the creation of a BRZ or similar business organization for the area.



Two-way traffic in the Beltline will eliminate circuitous routes. On 11th and 12th Avenues two-way will spur mixed-use development, increase pedestrian use and weld the Beltline to the Downtown.

17th Avenue, West of 2nd Street

The current mix of uses along 17th Avenue works well and the Uptown 17 BRZ does an excellent job marketing the area. Many of 17th Avenue’s current problems are actually derived from its success. As 17th Avenue becomes more popular, it struggles to provide sufficient parking, access, public areas and affordable retail space. There are a number of things that can, however, be done to improve the situation, including the following:

Increase Public Parking

Within the Beltline, parking is in shortest supply along 17th Avenue. The BRZ, working with the Calgary Parking Authority, has done much to alleviate the congestion. Additional work, however, is required.

- the angle-parking project on 16th Avenue

²³ Duany’s A/B hierarchy can be used to describe the relationship of 10th Avenue to 11th and 12th Avenues after the proposed conversion. Eleventh and Twelfth Streets would operate as “A Streets,” where pedestrian activity is to be increased. Tenth Avenue would act as a “B street,” i.e. in a supporting capacity by accommodating larger and faster traffic volumes, as well as less pedestrian-oriented but ancillary commercial operations, etc. (See Duany, p. 160-2)

should be extended to the last block, between 12th and 14th Streets;

- innovative uses of cash in-lieu funds to increase public parking opportunities throughout the area should be explored.²⁴

Improve 16th Avenue

Sixteenth Avenue provides an opportunity to address some of the problems associated with the success of 17th Avenue. The following actions are recommended:

- the aesthetics of 16th Avenue should be improved through additional landscaping and tree planting. The Calgary Parking Authority, which receives the operating revenues from the angle parking that was paid for with cash-in-lieu funds, should pay for the improvements;

The provision of retail spaces . . . could provide more affordable accommodation for independent retailers and an “other side” to the 17th Avenue shopping experience;

- the provision of retail spaces at-grade should be encouraged in new redevelopments along 16th Avenue. This could provide more affordable accommodation for independent retailers and an “other side” to the 17th Avenue shopping experience;
- the tot lot located on 16th Avenue east of 10th should be sold and the proceeds transferred to the Beltline Restoration Fund (discussed later in this report) for future park acquisition in a better location within the community. Redevelopment of the tot lot, perhaps in conjunction with the adjacent parking lot, should be encouraged.

Improve Pedestrian Access Across 17th Avenue

There are also a number of changes that should be made to improve pedestrian access along 17th Avenue, including the following:

- there is no legal pedestrian crossing on

17th Avenue between 5th and 7th Streets. Pedestrian crossing restrictions should be removed at 6th Street and College Lane;

- the BRZ request to have a pedestrian crossing light installed at 12th Street was only partially fulfilled. A traffic signal was installed at the intersection instead. The signal only displays the light sequence to 17th Avenue traffic. Pedestrian and vehicular traffic on 12th Street, an offset intersection, must guess at when they have “green time.” This is an unsatisfactory situation. The traffic signal should be replaced with a pedestrian crossing light as originally requested.

Improve the Management and Operation of Public Spaces

There are a number of management issues related to Tomkins Park and the 17th Avenue street improvements that need to be addressed:

- the BRZ takes a special interest in Tomkins Park. It owns and operates the gazebo that is used for concerts. The City of Calgary operates the rest of the park. While both organizations cooperate in managing the park, at times the fit can be awkward. Parks and Recreation maintains and manages Tomkins Park in a fleet style, while the BRZ approach is more custom in nature. The BRZ is obliged to apply and pay for an event permit, even though it operates a weekly “music in the park” program and provides additional cleaning and security in the park every year. A more seamless responsibility system should be created;
- the street improvements along 17th Avenue were built nearly 15 years ago. The local improvement by-law that paid for them will soon expire. Repair of the improvements is the responsibility of the City of Calgary, while local property owners have paid for the majority of their capital costs. The city’s level of maintenance of the fixtures and furnishings has been questioned by BRZ members who wish to extend the life of these improvements as long as possible. The

²⁴ While the circumstances on 17th Avenue have been described here, this situation exists in one form or another wherever street improvements have been undertaken in the Downtown and Inner City. The only area where a concerted effort has been made to resolve them is in the Downtown.

city's position appears to be that the improvements are nearing the end of their life (after 15 years) and they do not wish to pay for the increasing cost of repairs. The question becomes: if the city does not wish to maintain them and this leads to their early demise, who will pay for their replacement? Steps must be taken to resolve this issue soon;

- street cleaning provides another example of the inattentiveness of the current system. The City of Calgary is responsible for emptying the garbage cans that were provided in the street improvement project.

While city staff do remove garbage from bins on the street; their schedule does not adequately fill the need. When BRZ staff lend a hand by removing overflowing garbage containers, it appears that the frequency of city collection declines;

- a similar situation exists with trees along 17th Avenue. The property owners, as part of the local improvement by-law, paid for the original installation of the trees, tree boxes and irrigation. The City of Calgary is responsible for tree maintenance and replacement. Tree replacement has not occurred in the last three years, despite BRZ requests, and now roughly two dozen trees are "missing" from the street. The empty tree boxes send a message to the public that "we don't care what happens along 17th Avenue."

These issues suggest that intensive, pedestrian-oriented commercial streets such as 17th Avenue cannot be managed and maintained using a fleet approach. More intensive care is required. The possibility of the BRZs undertaking these responsibilities under contract from the City of Calgary, as is done by the Downtown BRZ on Stephen Avenue and Barclay Malls in the Downtown, should be explored.



Stampede Station will transform the Macleod Trail corridor as Calgary's major gateway in and out of the Downtown core.

17th Avenue, East of 2nd Street

While Seventeenth Avenue east of 2nd Street W has its bright spots, it currently lacks the commercial intensity that exists on the rest of 17th Avenue. Pedestrian volumes are low and a significant number of parcels are either vacant or underutilized. The solutions for this area are more basic. Redevelopment must be encouraged if revitalization is to occur. Street improvements, for example, can only be built when the local merchants and property owners feel they can afford them.

It appears, however, that redevelopment is coming soon to the area. The development of Stampede Station, located only one block away, should have a positive impact. So too, would the proposed relocation of the Elbow River Casino to the south side of 17th Avenue between Macleod Trail and 1st Street E. There should also be redevelopment pressure coming from the west as the main shopping area on 17th Avenue continues to expand.

Other key redevelopment sites in the area include the lands on the northwest and southwest corners of 17th Avenue and 1st Street W. Ownership of the northwest corner is consolidated and under private control. The Roman Catholic Church owns the southwest corner, next to Rouleauville Square.



One million dollars in two blocks gave First Street a chance to attract developers. The improved aesthetics re-established the former Scarth Street as a great urban place.

The Macleod Trail Corridor

The Macleod Trail couplet, which accommodates over 60,000 vehicles a day, will never become a pedestrian-oriented street. There are things that can be done, however, to ensure that pedestrians are provided for on this high-volume, high-speed road.

Stampede Station

The proposed Stampede Station project provides an excellent example of what can be accomplished along the couplet. In Stampede Station, street retailing is to be concentrated along 14th Avenue away from the couplet. Nevertheless, a wider sidewalk with a double row of trees is to be provided along the couplet. There will also be office building and some retail storefront entrances in an arcade along Macleod Trail.

Stampede Station is being built by private investors as a result of a City of Calgary initiative. The city has owned the site for more than a decade. During that time it operated a surface parking lot on the site catering to Stampede and Saddledome events. A proposal call, initiated by Calgary Corporate Properties, capitalized on new opportunities in the marketplace. Local business

and community organizations participated in the process that led to the recruitment of a private developer. Stampede Station will play a major role in revitalizing the Victoria Community and the city's efforts are greatly appreciated.

Along the LRT Line

The South LRT is located along the east side of Macleod Trail. It runs at-grade northward until 12th Avenue where it goes underground. A concrete sidewalk fronts Macleod Trail and a wire fence has been installed immediately adjacent to the sidewalk to separate it from the LRT tracks. Another wire fence is used to separate the tracks from Stampede Park.

The wire fence creates the equivalent of an unsightly "blank wall." It detracts from the character of the area. The long frontage does, however, provide an opportunity for character building. It could become a "canvas" for public art. A low carved brick wall depicting historical themes related to the Stampede could be built to replace the fence. This would provide a great amenity that would be seen by motorists, pedestrians and Stampede visitors.

Surface parking lots are located over the LRT tunnel north of 12th Avenue. Because drainage is problematic, the lots remained graveled. The tenants of neighbouring heritage buildings use them under a lease arrangement with the City of Calgary.

1st Street W

First Street W is a lightly traveled street (10,000 vehicles per day) connecting the Downtown to 17th Avenue. Street improvements were recently built between 12th and 14th Avenues. They have been well received by the public and are assisting in increasing the area's identity and improving its image. The extension of the street improvements, south to 17th Avenue is contemplated.

There are a number of potential redevelopment sites along 1st Street W. Redevelopments with retail uses at-grade should be actively encouraged. Two potential high-density apartment projects, with retail at-grade, are being considered for 1st Street, near 13th Avenue. They would greatly assist in area revitalization.

4th Street W

Street Improvements

The Fourth Street BRZ is developing a street improvement plan for the area, between 12th and 17th Avenues. The improvements should mark the beginning of the revitalization of this portion of 4th Street north of 17th Avenue. Redevelopment here is expected to involve higher densities than that which has occurred south of 17th Avenue. High-density office and apartment projects, with retail at-grade, can be anticipated in the future.

Parking

Fourth Street has no on-street parking permitted between 12th and 17th Avenue. In addition, there is no significant amount of public parking available in the area. It is proposed that street parking, during off-peak hours, be allowed on 4th Street. It is also proposed that an angle parking solution, similar to that employed on 16th Avenue, be considered for 13th Avenue between 2nd and 5th Streets. The possibility of using future 4th Street cash-in-lieu funds to invest in public parking in privately operated lots or parking structures (as previously discussed) should also be considered.

The Colonel Belcher

The Calgary Region Health Authority is seriously considering moving their Downtown clinic to the former Colonel Belcher Hospital, located on 4th Street between 12th and 13th Avenues. If the clinic does relocate there, it is likely that other medical operations will join them. This would be a boon to 4th Street. The Belcher would act as a pedestrian generator for the area. It should provide greater retailing opportunities and create more demand for office space.

Public Safety Issues

Public safety concerns also exist in the residential areas adjacent to 4th Street. The Fourth Street BRZ sees increased pedestrian activity,

the street improvements and, in the long term, redevelopment as part of the solution to these problems. They also see an opportunity to increase public use of Central Memorial Park, with an associated increase in real and perceived public safety, as being another part of the solution.

Intensive, pedestrian-oriented commercial streets cannot be managed and maintained using a fleet approach.

8th Street W

Eighth Street has the potential to become a special street in the Beltline. It only functions as a major thoroughfare between the Downtown and 17th Avenue. Because of this, traffic volumes on it (17,000 vehicles per day) are substantially less than 14th Street to the west or the Macleod Trail couplet to the east. Eighth Street already has substantial office and apartment development, with more on the way.

What 8th Street lacks is a proper street environment. The sidewalks are aging and narrow. Pedestrian crossings are restricted at a number of points along the street. A street improvements program is proposed for 8th Street. In order to provide adequate space for the improvements, one of the five existing traffic lanes should be closed south of 10th Avenue. The additional space should then be redistributed equally to both sidewalks. New regulations permitting on-street parking during non-peak hours should also be considered.

11th Street W

Like 8th Street, 11th Street provides a connection between the Downtown and 17th Avenue. Traffic volumes on 11th Street (10,000 vehicles per day) are, however, much lower. North of 12th Avenue, only two of 11th Street's four lanes are required for through traffic.

A small local commercial strip is located on 11th Street beginning at 14th Avenue. Originally only one block in length, it has slowly grown southward toward 17th Avenue. Continuation



The 4th Street BRZ is extending its vitality north of 17th Avenue. Streetscape improvements and on-street parking will make it happen.

of this is seen as positive and opportunities to improve the streetscape should be encouraged. If full sidewalk replacement is not affordable, simpler alternatives, such as involving corner bulbs and lighting could be considered.

14th Street W

Fourteenth Street is heavily traveled with between 30,000 and 50,000 vehicles per day. It connects to John Laurie and McKnight Boulevards to the north and to Elbow Drive (via Sifton) to the south.

In the Central City, parks that fail to fulfill their purpose can become part of the problem.

Development along 14th Street is mixed with older retail storefronts adjacent to the sidewalk, newer auto-oriented strip centres set back from the street, and some apartments. Because it is the most removed from the Downtown, the prospects for office redevelopment here are low. High-density apartment development on the east side of the street should be expected in the future. Further auto-oriented redevelopment should not be permitted along this portion of 14th Street.

In the Parks . . .

Like the central areas of many North American cities, the Beltline's parks offer its residents and workers great promise but only limited results. This is not unexpected, as Jane Jacobs writes:

"Parks are volatile places. They tend to run to extremes of popularity and unpopularity. Their behavior is far from simple. They can be delightful features of city districts, and economic assets to their surrounding as well, but pitifully few are." (Jacobs p. 89)

Tomkins Park, across from Mount Royal Village, very successfully fulfills its intended purpose as part of the 17th Avenue shopping district. Long and narrow, it has been redesigned to fit into the urban scene and is used for many public events in spite of its small size. Pedestrians recognize it as a park that was built for them.

The other parks in the Beltline, however, are largely underutilized. Many are perceived to be dangerous at night. Central Memorial Park, Calgary's first and, in many ways, its most soulful park, is actively avoided by many Calgaryans and Beltline residents alike.

What is the impact of such parks? Jacobs continues:

"Unpopular parks are troubling not only because of the waste and missed opportunities they imply, but also because of their frequent negative effects. They have the same problems as streets without eyes, and their dangers spill over into the areas surrounding, so that streets along such parks become known as dangerous places too and are avoided." (p. 95)

In the Central City, parks that fail to fulfill their purpose can become part of the problem. We need to make them part of the solution. A serious review of the Beltline's existing parks addressing their location, purpose, size, config-

uration, design, use, management and maintenance must be undertaken. Bold new steps should be taken to revitalize The Beltline's parks, to make them truly urban, safe and enjoyable places, and to ensure that they are managed and maintained in a proper manner.

Restore Central Memorial Park to its Former Glory

Central Memorial Park was Calgary's first park. Located between 12th and 13th Avenues, and 2nd and 4th Streets, it comprises a full city block, or approximately three acres.

The park has office uses located to the north, residential uses to the east and south, and the former Colonel Belcher Hospital to the west. The Memorial Park Library, built with a Carnegie grant in 1910, is located on the eastern third of the park. A veteran's cenotaph and Memorial Plaza is located on the western third. The centre of the park contains landscaped areas arranged a radiant style. The park is reasonably maintained, but significant improvements have not been undertaken for many years.

Central Memorial Park is beautiful but under-used. Beltline resident's and office workers avoid it. Library patrons enter from 2nd Street—they do not walk through the park. Very few events occur there. The park appears to be most popular with Calgary's homeless, who see it as one of their resting stops.



Central Memorial Park: Calgary's premier public event space was a centre of activity and ceremony for early 20th century residents.

The park lacks activity. It desperately needs a new *raison d'être*. A recent proposal to develop a restaurant on the west side of the library, facing the centre of the park, provides an excellent example of what can be done. Nothing attracts people to urban parks like good food. The River Café in Prince's Island Park provides an example of the contribution food service can bring to a park. This proposal should be strongly supported.

The park requires a thorough review of its role, function, current design, safety, maintenance and management. This review needs to be undertaken with the active involvement of the Beltline Communities of Victoria and Connaught, the Fourth Street and Victoria Crossing BRZs, and the Calgary Public Library. Bold new initiatives should result from the review including new capital investment, uses and activities, and increased safety, as well as improved management and maintenance practices.²⁵



Reconfiguring Haultain Park and completing its urban edge will prompt 'natural surveillance' and make the park more useable.

Bring Eyes to Haultain Park

Haultain Park is located within a block of Central Memorial Park between 13th and 14th Avenues, and 1st and 2nd Streets W. It comprises two acres of the former Haultain School grounds.

The former cottage-sized school still exists. Located in the northwest corner of the park, it has been recently renovated by the Calgary Parks Foundation and serves as its office. A tot lot is located next to the school. Tennis courts are located in the southwest corner of the park and a small informal playfield is located in its centre. Commercial buildings are located on the eastern third of the block, facing onto 1st Street W. Their loading and parking areas are located to rear of the buildings, adjacent to the park.

Haultain Park is very active in the summer months during the daytime. The tennis courts are well used and families bring their children to use the tot lot and playfield. At night, however, the park is perceived to be unsafe. Between the large numbers of homeless who frequent the area in the daytime and the youth who frequent

1st Street's drinking establishments at night, there is cause for concern. Poor lighting levels and the presence of used needles only contributes to these concerns.

Haultain Park must have eyes on it to make it safe. One idea that has emerged from the *Blueprint for the Beltline* process involves the development of townhouses on the most easterly third of the park. This land would be subdivided and sold by the City of Calgary for redevelopment. Proceeds from the sale would be retained for future parks and recreation development with the Beltline (see Section 5). The townhouses would extend the full width of the block and be built so their front entrances face the park, thus creating the public surveillance required.

This proposal should be actively pursued. The reduction in the size of the playfield will not affect the tennis courts, nor will it affect the use of the park by families with young children. The current playfield is too large for young children who use it and too small for adolescents attempting to use it for field sports. "Right-sizing" it could be a positive benefit in this case.

Building the townhouses and adding pedestrian lighting within the park would improve the real safety situation in the park as well as changing public perceptions.

Urbanize Humpy Hollow

Humpy Hollow is a small park, approximately one acre in size, located at 17th Avenue and Centre Street. Its name derives from the small hillocks created when the park was built. It is well treed and grassed, and contains a tot lot used by local day-care centres. The park is fenced right up to the sidewalks and has no direct relationship to the street.

²⁵ Progress is already being made to this end. Local and municipal commitments to fund the study have already been made and an application for provincial funding has been submitted.

The park is well placed to serve 17th Avenue area, east of 2nd Street. As the area revitalizes, however, a more urban treatment for the park should be considered. The tot lot and mature landscaping should be retained, but the fences should be moved inward so that pedestrian amenities can be added adjacent to the sidewalk. *Blueprint for the Beltline* also explored the idea of closing Centre Street to expand the size of the park. This should be actively considered.



Tomkins Park: an early land donation has become one of Calgary's most successful urban parks. Here and elsewhere, a public-private partnership could improve the management of ongoing issues.

While the name, Humpy Hollow, may be appropriate for a children's tot lot, more appropriate names for an urban park exist. The park is located on the site of a former roller rink operated by the Sherman family. The Sherman rink was as popular in its day as the Crystal Pool in Eau Claire was. Renaming the park and commemorating the rink should also be considered.

Find A Better Way To Manage Tomkins Park

As previously discussed, Tomkins Park is an excellent example of urban park space. The redesign and improvements undertaken by the City of Calgary a decade ago have significantly improved its operation. Its more intensive use, however, has created management issues that must be resolved. As suggested previously in this report, more active involvement by the Uptown 17 BRZ could assist in this regard.

Sell the Tot Lot on 16th Avenue and 9th Street

The tot lot on 16th Avenue is underused and inappropriate for the area. It should be sold and the proceeds held for future park and recreation investment in the Beltline.

Redevelop the Lawn Bowling Block

The north side of 15th Avenue, between 11th and 12th Streets, is used as park space. The site is about 1.5 acres in size. A tot lot has been built on the easterly third of the site, facing 11th Street. The remainder of the space has been leased for many decades to the Calgary Lawn Bowling Club.

The tot lot is underused and in an inappropriate location. If a tot lot is necessary in the area, it should be relocated to the nearby Connaught Park where it can be located off of 11th Street.

While the Lawn Bowling Club provides visual amenity to the neighbourhood, the facilities are not heavily used nor are they readily available to the public.

Blueprint for the Beltline explored redevelopment options for this block that would involve a dramatic restructuring of the open space provided. This idea should be given serious consideration. In the event that such a project is not possible, sale of the tot lot for commercial development should be considered with the proceeds held for future park, recreation and community investment in the Beltline.



After a prolonged struggle to maintain its viability, Memorial Park Library has re-emerged as an important asset. Readers have returned and the Alliance Française offers French language and culture to the district.

In a number of instances these institutions provide significant open spaces that are not formally part of the City of Calgary's open space inventory. Any attempt to close or dispose of these facilities must take into consideration the relative value of both the heritage character of the buildings and the open spaces associated with them.

The Memorial Park Library

The Memorial Park Library is a grand old building and cherished local institution. While its immediate future appears to be secure, there have been proposals advanced in the last 10 years to close the facility. The library is small by modern standards and is located close to the main W.R. Castell Central Library in the Downtown.

Make Minor Improvements to Connaught Park

Connaught Park is located along 14th Avenue, east of 11th Street. Located next to St. Stephen's Church, it is a landscaped passive park, about one acre in size, used by area residents. There is a meandering pathway through it that is hard surfaced with asphalt and should be improved and lighted. The possible relocation of the 11th Street lot to Connaught Park should also be considered if there is sufficient demand in the area for it.

In The Halls . . .

Maintaining and enhancing the Beltline's public institutions is essential to the strategy. Our public institutions are cultural assets that give our community character. They make our world more cosmopolitan. Like our parks and public spaces, our institutions have been under duress. Many suffer from declining financial support and, in some cases, declining patronage. Steps must be undertaken to not only sustain them, but to help them prosper.

To some extent, the library suffers from the public safety problems that exist in Central Memorial Park. Re-energizing the park should help re-energize the library. In this context, proposals to improve the park and build the restaurant should be strongly supported.

Until recently, the Muttart Art Gallery occupied the library's second floor. The gallery recently relocated to the Downtown and has been renamed the Calgary Art Gallery. Alliance Française now occupies the second floor and is very enthusiastic about the new location. Park programming opportunities are being discussed and the community is very excited about the prospect of Alliance Française's participation in the effort revitalize of Central Memorial Park.

Maintaining and enhancing the Memorial Park Library requires sustained commitment from both the Calgary community and the Library Board. Funding must be found to enhance the library's resources and operation, as well as retain its historical integrity. In this instance, it may be appropriate to solicit private funding. After all, we are dealing with one of the few remaining Carnegie libraries in Canada.

The Beltline Fitness Centre

This facility is owned and operated by the City of Calgary. Located on 12th Avenue, between 1st and 2nd Streets, it comprises two separate buildings: the original YWCA and an associated recreation facility. The original YWCA is a building of significant historical importance that currently houses a number of social service agencies. While the Beltline Fitness Centre has been considered for closure in the past, it appears to have a new lease on life. As the Beltline's population increases, expansion of the facility should even be considered. Once again, private fundraising may be required to help make this happen.



To attract families, the Beltline needs a public elementary school. The community will fully participate in decisions about the future of Connaught School and the site.

Address the Possible Closure of Connaught School

Connaught Elementary School is located on a full block (three acre) site between 12th and 13th Avenues, and 10th and 11th Streets. Built in 1910, it is a category B potential heritage building. A playfield is located to the west of the school building.

In 2002, the Calgary Board of Education identified Connaught School for possible closure but has since removed it from the current closure list. The CBE owns the land and building in a fee simple estate. If the school is closed in the future, the CBE may choose to lease (perhaps to a charter school) or sell (as they are with Victoria School) the property.

The most important consideration involved in any future closure discussions is what is best for the children. The school has a low utilization rate and the CBE faces the difficult task of closing underutilized schools in older neighbourhoods in order to qualify for provincial funding to build new schools in the suburbs. Connaught School is, however, the only public elementary school in the Beltline. Its elimination would

hinder efforts to revitalize the community and double its population.

If Connaught School were to be leased to a charter school, very little change in the current physical situation would be anticipated. If, however, disposition were to occur, considerable cooperation between the community, the CBE and the City of Calgary would be required to manage the transition. The playfield provides an amenity to the community—it is one of the few larger spaces available. Acquisition of this part of the site by the City of Calgary would have to be considered. Community consultation concerning the fate of the building and future use of the site would also be necessary if the building were to be sold for a non-school use.

Think Big! When It Comes To Carl Safran School

Carl Safran School is located on a full block between 12th and 13th Avenues, and 8th and 9th Streets. Built in 1907, it is designated as a category A potential heritage building. The school building is located toward the centre of the block, a playfield fronts 9th Street and a surface parking lot fronts 8th Street.



The Calgary Collegiate Institute building is an architectural treasure. Its location and the open space on the site make it a prime candidate for creative re-use.

Originally the Calgary Collegiate Institute, the building has not been used as a public school for a number of years. It is currently leased to Rundle College. There has been some discussion concerning the possibility of the CBE moving some of its administrative functions into the building and operating a model school from it. In this scenario, it may be possible that the children from Connaught School could be relocated here.

Also discussed has been the possibility of the Calgary Parking Authority constructing an underground parkade along 8th Street in front of the school. After completing the parkade, the grade level would be landscaped as a more formal park. The Parking Authority has done a number of similar projects like this in the Downtown, including McDougall School and James Short Park. The parkade would replace the existing surface parking lot and provide additional parking for the area. The school site is adjacent to the Downtown cash-in-lieu parking zone

(which includes the South Downtown) and civic policies regarding providing additional parking in this area are more relaxed than they appear to be in the Commercial Core.

This is a wonderful idea that requires a concerted effort to bring about. In this instance community leadership must be provided to start the process. Provincial funding may be available for the project and pursued.

Recreate Victoria Park

Stampede Park was originally named Victoria Park. The community around it acquired the name and has retained it for over a century. The Calgary Exhibition and Stampede has, working with the community, obtained approval to expand northward to 12th Avenue.

The nature of the expansion will be very different from those of the past, because the Stampede intends to build an urban edge to the park along 12th Avenue. This idea was explored in *Revitalizing Victoria Crossing*, approved in principal by City Council in 1998, and is being implemented by the Stampede Board, which is actively acquiring land in the expansion area.

While the planning for the area is a dynamic process, three significant developments can be anticipated. These include expansion of the Roundup Centre in the western third of the area and development of a youth campus and park to the east of Olympic Way (4th Street E). In addition, the Stampede plans include the development of a park along the east side of the Elbow River across from the proposed youth campus and park. The youth campus is intended to house many of the youth groups that work with the Stampede, including the Young Canadians and 4-H Clubs. It could also include an extension facility for Olds College.

The Stampede expansion proposal is an exciting project that should greatly improve the area east of Macleod Trail. Roundup Centre expansion and development of the youth campus would increase the number of people on the streets. Development of the parks along the Elbow River would provide a far superior community open space compared to what is being lost with the disposition of Victoria School.



Victoria Park is one of Calgary's original historic names. An extensive park on both sides of the river would maintain the legacy, honour the Victoria Community and create a beautiful green space along the Elbow.

The community should continue to work closely with the Calgary Exhibition and Stampede to ensure that the expansion proposal is implemented. In doing so, the Stampede Board should honour both the community and its own heritage by naming one of the new park areas Victoria Park.

The Victoria Park Community Hall

The Victoria Park Community Hall is located on city-owned land next to the Elbow River and south of 12th Avenue. The building is approximately 15,000 sq. ft. in size and has four main meeting rooms. The Victoria Community Association built it 20 years ago.

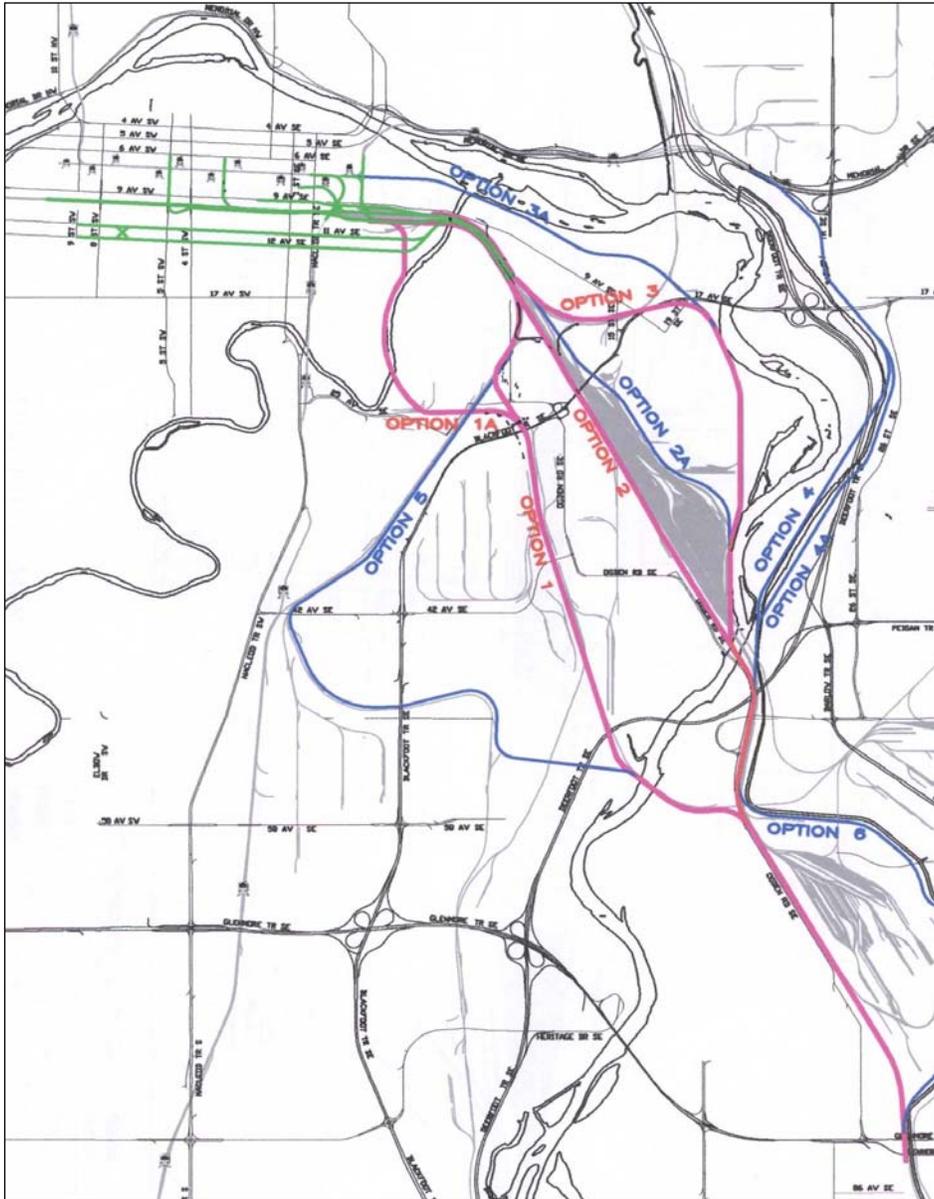
The hall is located adjacent to the Stampede expansion area. It may continue to be operated by the Victoria Community Association or it may be purchased for use by the Stampede Board. The Community Association is reviewing its options and may very well decide to relocate to a more central location within the Beltline.

The Churches

There are dozens of churches located in the Beltline. Many of the churches were built at the turn of the century and have considerable character and historical importance. Unfortunately, some also have declining congregations who struggle to maintain their membership and the buildings.

The best stewards for these historic buildings are the parishes that built them. Every effort should be made to assist them in continuing on. In some cases, the churches own property such as church halls or modern annexes that is no longer required. Where this land can be redeveloped, additional funding may be obtained to support the continued parish operation of the main church building.

In some instances, reinvestment in the churches is just not possible for the existing congregation. When congregations of a particular denomination merge, sale of the oldest facility often results. When church buildings are sold to



The Calgary Transportation Plan identifies a possible transit corridor that would connect the Downtown with the southeast industrial area and suburbs.

Southeast Transit Corridor

The *Calgary Transportation Plan* identifies a possible transit corridor that would connect the Downtown with the southeast industrial area and suburbs. A former rail right-of-way that passes through Inglewood and Ramsay has been retained for this purpose. If the Southeast Transit Corridor is created, it could accommodate dedicated bus lanes or an LRT line.

The City of Calgary is currently conducting a study to determine the possible route for the Transit Corridor. The city is trying to determine, among other things, whether the corridor should cross the Elbow River north or south of the CPR tracks. If it were to cross the Elbow River south of the CPR, it would have to be located on 10th, 11th, or 12th Avenues. The route would then presumably move north into the Downtown at some more westerly point.

another denomination with greater financial resources, things can work out for the better. What we must avoid is the loss of our historic churches through redevelopment

On the Streets ...

Most of the proposed changes to the transportation system have been previously discussed and will not be repeated here. Issues not previously discussed are as follows:

The community's initial response to the prospect of the corridor passing through East Victoria is positive. The transportation planners are reviewing the possibility of using a more flexible system than the current one. If the LRT cars can operate in normal traffic without raised platforms, location of the line along either 11th or 12th Avenue adjacent to the Stampede could be seriously considered.

Connecting Olympic Way (4th Street E) to the Downtown

In *Revitalizing Victoria Crossing*, considerable attention is given to improving the northern access to Stampede Park, redeveloping the CPR lands and the Calgary Bus Barns (when they are eventually relocated). As part of that process, the extension of Olympic Way (4th Street E) into East Village is proposed. This proposal has been on the books at City Hall for more than 20 years. The City of Calgary has proposed the construction of an underpass, but the high cost and the limited system benefit, particularly in relation to that cost, has stymied its implementation.

What is different in *Revitalizing Victoria Crossing* is that it proposes an at-grade crossing. The cost of an at-grade crossing would be much lower and the relative merits of the connection more easily justified. The City of Calgary can apply for permission to contract an at-grade crossing, but will require the CPR's support.

Until very recently, the CPR owned a 10-acre site in Victoria located immediately east of Olympic Way. It also owned the lands on the south side of 9th Avenue adjacent to 4th Street E. These lands have very recently been sold to Remington Developments, which intends to undertake their comprehensive redevelopment. Construction of a rail crossing at 4th Street SE would greatly assist in advancing redevelopment of the area.

Improving Access to Stampede Park

In addition to supporting the proposed extension of Olympic Way across the CPR tracks, the Stampede Board is searching for ways to improve its automobile access to Stampede Park. The CES operates parking lots within the grounds that are available for most Stampede Park events. Transportation consultants hired by



Despite Olympic upgrades, 4th Street E fails to connect the Stampede Grounds to 9th and 6th Avenues in the Downtown. Doing so would alleviate peak use traffic jams and maximize development opportunities in both Victoria and East Village.

the Stampede Board have proposed construction of an access from the parking lot adjacent to the Big Four building, west to Macleod Trail. The access would, however, cross the South LRT line.

If the access can be built and operated in a safe manner, it should proceed. After all, roadways in scores of locations – most notably the Downtown, cross LRT lines. The creation of a new access point along Macleod Trail would dramatically improve the situation and would relieve pressure on northbound exiting through East Victoria.

Pedestrian Corridors

The north/south streets are heavily used as pedestrian corridors into the Downtown. Improvements to the underpasses should be undertaken to make them safer and more attractive. The City of Calgary, in association with the Calgary Downtown Association and the Victoria Crossing BRZ, is currently completing a pilot project on 1st Street W.

Improvements to other corridors should be considered.

Calming 12th Street Traffic

Twelfth Street is a local street in Connaught that is being used for short cutting. As traffic on 11th and 14th Streets becomes congested, drivers have begun to use 12th Street as an alternative. This practice should be actively discouraged.

demolish the entire building, the city could recoup some of its investment costs by developing the parking lot.

The intersection at 16th Avenue should be reconfigured to discourage north/south movement on 12th Street.

There are a number of things that should be done. The boulevards should be restored and corner bulbs should be constructed at each intersection. A four way stop should be installed at 14th Avenue. The intersection at 16th Avenue should also be reorganized to discourage north/south movement on 12th Street. If these steps fail to correct the problem, closure of 12th Street at 16th Avenue should be considered.

17th Avenue and 14th Street

Fourteenth Street becomes a bottleneck at 17th Avenue. Traffic volumes are well beyond the capacity of the intersection. Fine-tuning of the traffic signalization has not produced any further benefits. Left turns are not allowed from 14th Street onto 17th Avenue to provide for reduced the traffic signal cycles. Many motorists use 16th Avenue to make these turning movements.

A long-term solution to this problem could involve the purchase and demolition of at least part of the Condon building, which is located on the northwest corner of the intersection. The building fronts 14th Street between 16th and 17th Avenues. A low-rise office building fronts onto 16th Avenue, while a one-storey retail podium extends southward to 17th Avenue. Acquisition of the building and demolition of the retail podium could free up sufficient land for additional traffic lanes that could used to facilitate the predominant turning movements.

The City of Calgary also owns the surface parking lot located immediately to the west of the Condon building. If it became necessary to

5 . W H E R E D O W E G O F R O M H E R E ?

Community revitalization takes more time than contemporary expectations usually permit. All too often our impatience leads us in search of a single all-encompassing solution. More often than not, these single focused interventions fail and precious time, money, and commitment are lost.

Community revitalization can take a generation to be truly successful. Substantive change rarely occurs overnight. Communities are complex social, economic and political entities. Very few problems exist or can be solved in isolation. Opportunities often will not be fully realized until tangible progress on many fronts occurs.

It is within this context that implementation proposals are offered. When viewed *en mass*, the proposals are broadly based. They focus on root problems and opportunities. Ample room should be left for improvisation at the implementation stage.

Key Players In the Revitalization Process

It must also be assumed that no single entity is capable of revitalizing a community. In the Beltline, we have two community associations and three BRZs. If anything, we need more community and business organizations to assist us in our efforts. Without the significant efforts of other key players, however, revitalization will not occur.

Key players in the revitalization process include the following.

The Beltline Communities of Victoria and Connaught

The Connaught Community Association has been re-invigorated over the past few years. The association has a large number of new and enthusiastic members. Many of them work as professionals, own condominiums in the community, and have experience on their condo-

minium boards or other not-for-profit organizations. The association publishes the *Beltline Outlook*—a growing and very professional community newspaper. The *Beltline Outlook* is positioned to play a major role in the implementation phase of this project. The easiest way to get excited about the Beltline is to read the *Beltline Outlook* and find out everything that is happening.

A merger of the Victoria and Connaught Community Associations is expected soon.

The Victoria Community Association is the eldest community group in the Beltline. While it has traditionally been focused on East Victoria and the issue of Stampede Expansion, it is assuming its new role representing the interests of its new residents in West Victoria. The Community Association operates the Victoria Park Community Hall, a significant asset.

The two community associations are cooperating very closely in their efforts to improve the Beltline. A merger of the Victoria and Connaught Community Associations is expected soon.

The Uptown 17 Business Revitalization Zone

Uptown 17 is the oldest BRZ in the Beltline. It is a very competent organization that promotes and improves its business area very well. Uptown 17 is expected to play a leading role in dealing with many management and operational issues in the community, such as parks, street improvements, cash-in-lieu parking policies, etc. Uptown 17 will also play a major role, along with the Connaught Community Association, in steering change along 16th Avenue.

The Fourth Street Business Revitalization Zone

The Fourth Street BRZ has recently returned to the Beltline. It is working with its members to promote and improve the area. The BRZ is a strong organization that has successfully managed the revitalization of 4th Street south of 17th Avenue. The BRZ will focus on street improvements, public parking issues, increasing vitality along 4th Street and public safety in the area.

The BRZs can be expected to continue their individual marketing programs but also to establish common themes to market the Beltline as a whole.

The Victoria Crossing Business Revitalization Zone

Victoria Crossing, the youngest BRZ in the Beltline, has been a leader in the revitalization effort, accomplishing a great deal in a very short period of time. It commissioned the first comprehensive planning exercise in the Victoria Community in nearly 20 years: *Revitalizing Victoria Crossing*. That work is paving the way for Stampede Expansion and revitalization in East Victoria. The Victoria Crossing BRZ also initiated the street improvement project on 1st Street W. Victoria Crossing can be expected to play a major in area revitalization and public safety efforts.

The Triplet Business Association

This business association doesn't exist yet, but it is only a matter of time. There are a number of businesses in the Triplet that wish to start a BRZ or similar organization and the Connaught Community Association wants to help them get started. Given the onerous BRZ petitioning requirements, it may make sense for a smaller number of businesses to come together to create a BRZ involving only part of the area. They can begin representing its interests and use the funds they collect to expand the organization or convert it into a BRZ.

All of the BRZs work hard to market their areas, to establish positive images and maintain them. The BRZs can be expected to continue their individual marketing programs but also to establish common themes to market the Beltline as a whole.

The City of Calgary

The City of Calgary is necessarily a key player in the revitalization process. The city's involvement seems to ebb and flow over time. At present, its commitment to change appears to be strong. We must find a way to sustain this commitment.

Calgary Land Use and Transportation has been exerting a very positive influence on the Beltline. Through the *Inner City Transportation Study*, a new, urban-friendly transportation strategy is being implemented. Calgary Roads, which very recently converted 2nd Street back to two-way traffic, has supported the strategy. It will also play a major role in any street improvement projects. Through *Blueprint for the Beltline*, all types of innovative ideas are being broached and our obsolete zoning rules will be changed.

Calgary Corporate Properties has played a vital role in facilitating Stampede expansion and making the Stampede Station project possible. Its continued involvement is crucial if redevelopment of the former Co-op site in Victoria is to occur. We will also require its assistance on projects involving other city-owned lands in the area.

Calgary Parks also shows a willingness to participate in discussions that could lead to a vastly different parks system that is managed in a very "hands-on" way. We are looking forward to working with them over the next few years.

The Calgary Police Service

The Calgary Police Service is critical to addressing the Beltline's public safety issues. They have worked with us for years and we are committed to trying to find ways to provide more support for them. Our hope is that, with their help, we will be able to assemble sufficient resources and capture enough imagination to dramatically change the public safety situation in the Beltline.

The Calgary Parking Authority

The Calgary Parking Authority, owned by the City of Calgary, plays an important role in the Beltline. It operates parking meters, utilizes cash-in-lieu monies to provide additional parking, and operates off-street parking facilities. The Parking Authority will play a lead role in increasing angle parking in the community. It will also be asked to consider building a parkade if the Carl Safran concept moves forward. It also should be expected to make a greater contribution to the quality of the street environments where they operate at the public's pleasure.

The Calgary Parks Foundation

The Calgary Parks Foundation has already played a major role in the Beltline revitalization effort. The foundation championed the idea and raised the funds for the development of Rouleauville Square. More recently, it renovated the former Haultain School building for its office. The foundation has considerable experience in soliciting donations for park projects and seeing to their implementation. Its assistance in initiating the Beltline Restoration Program and the Central Memorial Park Restoration Project is eagerly sought.

The Calgary Exhibition and Stampede

The Calgary Exhibition and Stampede is a key player in the revitalization of East Victoria. It is moving forward in a very positive and determined manner. Its work will not only improve Stampede Park but should point the way to the area's overall revitalization. Our ultimate goal in East Victoria is the creation of an urban cultural district that reflects the history of the Canadian West and provides opportunities for Calgarians and visitors alike enjoy that experience.

Economic Resources

Considerable private investment is being directed into the Beltline, but revitalization cannot occur without public investment as well. This section discusses potential sources of capital.

BRZ Levies

The three BRZs collect and spend a little over \$300,000 per year promoting and improving their commercial areas in the Beltline. This is not a large budget considering the task at hand. It is sufficient to allow the BRZs to advocate change, facilitate revitalization efforts in their own areas, and to promote them. As revitalization occurs and the number of businesses increases, BRZ spending will grow. Creation of a BRZ in the Triplet would greatly assist in extending the marketing reach of the Beltline.

The majority of funding that will be invested in the Beltline will come from private investment.

Private Sources of Capital

The majority of funding that will be invested in the Beltline will come from private investment. Building 12,000 dwelling units, for example, will cost over \$2 billion. Adding another 1 million sq. ft. of commercial space will cost another \$200 million. As the Beltline continues to evolve, the developers will build new projects, property managers will upgrade existing properties, and business owners will continue to relocate here. More Calgarians will become apartment owners and tenants. It is this great source of investment capital that we are attempting to leverage.

Municipal Sources of Capital

The City of Calgary stands to gain from private sector investment in the Beltline in many ways. Already the Beltline contributes more than twice as many property tax dollars as a suburban community of the same size. As we double the Beltline's population, that contribution will continue to increase. And while upgrading of the infrastructure (parks, boulevards, lighting and lanes) is necessary to support the increased population, the City of Calgary stands to save money by avoiding costly transportation improvements that would accrue in a suburban development scenario.

Whether by greater use of the general mill rate or special taxes, sale of existing city-owned lands in the Beltline, or use of operating revenues (such as from parking meters), the means to finance the civic reinvestment share exists. The Municipality can afford to be proactive here—it has much to gain from the Beltline’s revitalization.

Provincial and Federal Funding Sources

Other levels of government may be helpful in funding new initiatives. Federal and provincial support for affordable housing, crime prevention, community development, heritage preservation and public infrastructure should be sought.

Foundations and Private Donations

There are some opportunities to solicit financial support from foundations, corporations and the public. The restoration of Central Memorial Park and the revitalization of the Memorial Public Library and the Beltline Fitness Centre are examples of such opportunities. The Calgary Parks Foundation could play a lead role in some of these projects, most notably a Central Memorial Park restoration project. Its assistance should be actively solicited.

The Beltline Restoration Program

In this report considerable attention has been focused on the need to reinvest in the public realm—parks, public institutions, boulevards, street corners and lanes. The work necessary to improve these environments is both complex and substantial. The funding required cannot very likely come from a single source. There currently exists no established program, or group of programs, at the City of Calgary through which this effort could be accomplished in a coordinated manner. The following projects are proposed.

The Beltline Parks Restoration Project

This project would involve a comprehensive review of the Beltline’s park system and recommendations for improvement. Proposals to buy, sell, improve, re-configure, re-orient, rebuild, manage, program, maintain and operate The Beltline’s parks would be vetted here.

A Parks Restoration Authority would be created consisting of members from the City of Calgary, the Calgary Board of Education, the two community associations and three existing BRZs. Associate members such as the Calgary Public Library and the Parks Foundation (tenants in the parks) would also be appointed.

The authority would operate independently of the civic administration, but would be subject to city council control through by-laws that and the budget approval process. All disposition or acquisition of land, for example, would require the approval of City Council.

The authority and its projects could be funded from:

- mill rate supported operating and capital grants from the City of Calgary;
- contributions from parking meter fees adjacent to park areas;
- funds raised from private donations and grants from other levels of government;
- contributions from developers utilizing bonuses prescribed within the new Beltline zoning districts; and
- special taxes applied to the benefiting area.

The Beltline Boulevard Restoration Project

This project would involve a comprehensive review of the Beltline’s residential neighbourhoods. Proposals to restore boulevards, extend street corners, remove overhead wires and pave lanes would be initiated here.

A Boulevard Restoration Committee would be created comprising members from the City of Calgary, and the Beltline Communities of Victoria and Connaught. Each year the committee

would propose improvement projects and the means of funding them. Budget approval by City Council would be required to initiate the projects.

The committee and its projects could be funded from:

- mill rate supported contributions to public works from the City of Calgary;
- contributions from parking meter fees;
- infrastructure grants from other levels of government,
- contributions from developers utilizing bonuses prescribed within the new Belt-line zoning districts;
- local improvement by-laws; and
- special taxes applied to the benefiting area.

These recommendations are unprecedented for Calgary. As we move forward with massive redevelopment of our central city, it is only reasonable to expect that we must find new ways to accommodate and manage that growth. If we expect to compete with a select few cities of our size on the global scale, we must be bold. We must be prepared to invent methods of civic stewardship.



The things that amplify a lively environment make an urban neighbourhood special.

APPENDIX A: SUMMARY OF RECOMMENDATIONS

	Subject	Recommendation	Page
1	Land Use	Encourage mixed use developments throughout the community.	34
2	Homelessness	Build Affordable Housing in the community.	35
3	Public Safety	Refrain from building new temporary shelters in the community.	35
4	Public Safety	Initiate a special crime prevention program.	36
5	Land Use	Permit redevelopment at residential densities higher than that currently permitted in the RM-7 district.	38
6	Land Use	Relax the building height limits in the RM-7 district.	39
7	Parking	Relax the residential parking requirement for apartments.	40
8	Land Use	Demand urban-oriented residential development.	41
9	Streets	Restore the boulevards.	42
10	Streets	Extend the street corners.	44
11	Streets	Put the overhead wires underground.	44
12	Streets	Pave the lanes.	44
13	Operations	Negotiate new management maintenance responsibilities with the BRZs concerning commercial streets and adjacent park areas.	46
14	Provincial Legislation	Amend the Municipal Government Act to make the creation and expansion of BRZs easier to undertake.	46
15	Parking	Reduce the retail and office parking standards.	47
16	Parking	Reduce the restaurant parking standards.	47
17	Parking	Reduce the theatre and cinema parking standards	48
18	Parking	Refrain from requiring parking in heritage building conversions where no parking previously existed.	48
19	Parking	Review cash in-lieu parking policies to allow for more innovative application of funds.	49
20	Pedestrian Circulation	Review closed pedestrian crossings with the intent of opening as many of them as possible.	49
21	Land Use	Change the zoning in the Triplet to permit significant commercial and mixed use redevelopment.	50
22	Traffic	Restore two way traffic to 11th and 12th Avenues	51
23	Traffic	Open 10th Avenue at 14th Street	51
24	Community Development	Create a BRZ or business association for the Triplet.	51
25	Parking	Extend 16th Avenue angle parking to 14th Street	52
26	Streets	Improve the aesthetics of 16th Street	53
27	Land Use	Change the zoning to allow commercial uses at grade along the north side of 16th Avenue	53
28	Parks	Sell the tot lot at 9th Street and 16th Avenue; reinvest the funds elsewhere in the community	53,66
29	Pedestrian Circulation	Add pedestrian crossings at intersections between 6h Street and College Lane on 17th Avenue	53

	Subject	Recommendation	Page
30	Traffic/ Pedestrian Circulation	Change the traffic light at 12th Street and 17th Avenue to a pedestrian signal.	53
31	Operations	Review management and maintenance responsibilities in Tomkins Park	54,65
32	Operations	Review maintenance policies and responsibilities for improved commercial streets using 17th Avenue as an example.	54
33	Operations	Review maintenance responsibilities for improved commercial streets using 17th Avenue as an example.	54
34	Operations	Replace the lost trees on 17th Avenue and review associated responsibilities.	54
35	Marketing	Promote redevelopment along 17th Avenue, east of 2nd Street W	55
36	Marketing	Promote redevelopment at Stampede Station.	56
37	Marketing	Promote the development of a heritage wall along Macleod Trail.	57
38	Streets	Extend the 1st Street W improvements south to 17th Avenue	57
39	Streets	Undertake street improvements on 4th Street W	58
40	Parking	Initiate angle parking program on 13th Avenue.	58
41	Marketing	Work with the Calgary Health Region to increase the use of the Colonel Belcher facility.	59
42	Streets	Undertake street improvements on 8th Street.	60
43	Streets	Undertake street improvements on 11th Street.	60
44	Parks	Revitalize Central Memorial Park	63
45	Parks	Bring Eyes to Haultain Park	64
46	Parks	Urbanize Humpy Hollow	65
47	Parks	Redevelop the Lawn Bowling Block	66
48	Parks	Make minor improvements to Connaught Park	66
49	Heritage & Community Development	Promote the retention and revitalization of the Memorial Park Library	67
50	Heritage & Community Development	Promote the retention and revitalization of the Beltline Fitness Centre	68
51	Heritage & Community Development	Work with the Calgary Board of Education and the City of Calgary to determine the ultimate use of Connaught and Dr. Safran schools.	69,70
52	Heritage, Parks & Community Development	Work with the Calgary Exhibition & Stampede to recreate Victoria Park.	71
53	Community Development	Determine the best course of action regarding the future use of Victoria Park Community Hall.	72
54	Heritage & Community Development	Promote the use of innovative solutions to preserve the historical community churches that may be threatened from time to time.	72
55	Public Transit	Work with the City of Calgary to determine the best route for the proposed SE transit corridor.	73
56	Traffic	Work with the City and the CPR to build an at-grade crossing at Olympic Way (4th Street E).	73

	Subject	Recommendation	Page
57	Traffic	Work with the City and the Calgary Exhibition & Stampede to attempt to build an at-grade crossing of the South LRT line near 18th Avenue.	74
58	Pedestrian Circulation	Work with the City to improve N/S pedestrian corridors in the Beltline.	74
59	Traffic & Pedestrian Circulation	Work with the City to calm traffic on 12th Street and improve pedestrian corridor.	74
60	Traffic	Work with the City to investigate new ways and means of improving access at 14th Street & 17th Avenue	75
61	Marketing & Community Development	Create a business association or BRZ in the Triplet.	78
62	Public Finance	Work with the City to increase the civic contribution for sidewalk replacement from 25 per cent of costs in commercial and multi-residential areas to 50 per cent as per single family areas.	81
63	Public Finance	Work with the City to review ways to increase the Parks capital budget for the Beltline and to review the possibility of using a special tax to support the boulevard and parks restoration programs.	81
64	Community Development	Work with the City to create a management structure and financing package to support the boulevard and parks restoration programs.	82,83

When considering such an exhaustive list of recommendations, it is important to remember that this strategy is intended to have a 20 year life. It is incumbent upon the committed parties to develop implementation priorities and manage projects accordingly.

APPENDIX B: COMMUNITY PROFILE

Unless otherwise noted, the following statistical profile has been compiled from information contained in the 1997 and 2002 Calgary Civic Census.

Gross Area	Hectares	Acres
Victoria	170	420
Stampede Park	57	140
Victoria (Excluding Stampede)	113	280
Connaught	120	296
Beltline	233	593

Population	2002	1992	% change
Victoria	5,364	4,732	13 %
Connaught	12,031	10,920	10 %
Beltline	17,395	15,652	11 %

2002 Population Density	People Per Hectare	People Per Acre
Victoria (Excluding Stampede)	47	19
Connaught	100	41
Beltline	75	29

Total Dwelling Units	2002	1992	% Change
Victoria	3,222	3,119	3 %
Connaught	8,041	7,673	5 %
Beltline	11,263	10,792	4 %

2002 Dwelling Unit Density	Units Per Hectare	Units Per Acre
Victoria (Excluding Stampede)	28	12
Connaught	67	27
Beltline	48	20

2002 Dwellings By Structure Type	Victoria	Connaught	Beltline	Beltline %	Calgary %
Apartments	2,873	7,587	10,460	93 %	20 %
Townhouse	54	275	329	3 %	11 %
Single Family/Duplex	133	91	224	2 %	65 %
Other	162	88	250	2 %	4 %
Total	3,222	8,041	11,263	100 %	100 %

Occupancy Rate	2002	1997
Victoria	1.81	1.82
Connaught	1.58	1.58
Beltline	1.65	1.65

Home Ownership	2002	1997
Victoria	19.0 %	12.8 %
Connaught	22.7 %	15.1 %
Beltline	21.7 %	14.5 %

2002 Gender Balance	Male	Female
Victoria	60 %	40 %
Connaught	53 %	47 %
Beltline	56 %	44 %

2002 Age Profiles	Victoria	Connaught	Beltline	Beltline %	Calgary %
0-4	84	214	298	1.7 %	5.8 %
5-14	113	297	410	2.3 %	13.3 %
15-19	330	308	638	3.6 %	6.8 %
20-24	829	1,630	2,459	14.0 %	7.7 %
25-34	1,644	4,046	5,690	32.4 %	16.8 %
35-44	1,028	2,178	3,206	18.3 %	19.2 %
45-54	622	1,411	2,033	11.6 %	14.3 %
55-64	328	751	1,079	6.1 %	7.1 %
65-74	292	585	877	5.0 %	5.3 %
75+	251	621	872	5.0 %	3.7 %
Total	5,521	12,041	17,562	100.0 %	100.0 %

1996 Population Mobility	Victoria	Connaught	Beltline	Calgary
Moved Within Last Year	49 %	44 %	45 %	21 %

Source: Statistics Canada, 1996 Census

1995 Median	Victoria	Connaught	Beltline	Calgary
Household Income	\$ 21,006	\$ 27,795	\$ 25,532	\$ 45,777

Source: Statistics Canada, 1996 Census

1996 Isolation Indicators	Victoria	Connaught	Beltline	Calgary
Persons Living Alone	37%	36%	37%	9%
Seniors Living Along	78%	55%	63%	28%

Source: Statistics Canada, 1996 Census

Real Estate Information

Beltline Office Market 3rd Quarter 2002

Building Class	Office Space (SF)	Vacancy Rate	YTD Absorption	Sublease (SF)	Confirmed Construction
A	1,666,030	19%	(58,858)	48,988	266,500
B	1,439,275	16%	(130,111)	16,939	
C	431,172	23%	(5,592)	8,636	
Total	3,536,477	18%	(192,561)	74,563	266,500

Source: CB Richard Ellis Calgary Market Index Brief, Suburban Office Market, 3rd Quarter 2002

Note: The Beltline District includes 4th Street SW in Mission & 10th Avenue SW in Sunalta.

Beltline Retail Market 2nd Quarter 2002

Building Class	Retail Space (SF)	Vacancy Rate
Shopping Centre	153,461	6.2%
Street Front	829,680	3.1%
Total	983,141	3.6%

Source: CB Richard Ellis Calgary Market Index Brief, Retail Market, 2nd Quarter 2002

Rental Apartment Information

Vacancy Rate	Beltline	Downtown	City
2001	0.9%	1.7%	1.2%
2002	2.7%	2.7%	2.9%
Net Change	1.8%	1.0%	1.7%

Average Rents

1 Bedroom	Beltline	Downtown	City
2001	637	689	649
2002	645	673	657
Net Change	1.3%	-2.3%	1.2%

1 Bedroom	Beltline	Downtown	City
2001	817	822	783
2002	832	820	804
Net Change	1.8%	-0.2%	2.7%

Source: CMHC Rental Market Report, November 26, 2002

2002 Property Value	Assessment \$ Billion	% of Tax Base
Connaught	1.05	1.53%
Victoria	1.06	2.09%
Beltline	2.11	3.62%
Downtown Core	6.32	13.90%
Edgemont	1.35	1.46%

Source: City of Calgary Property Assessment Roll

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