



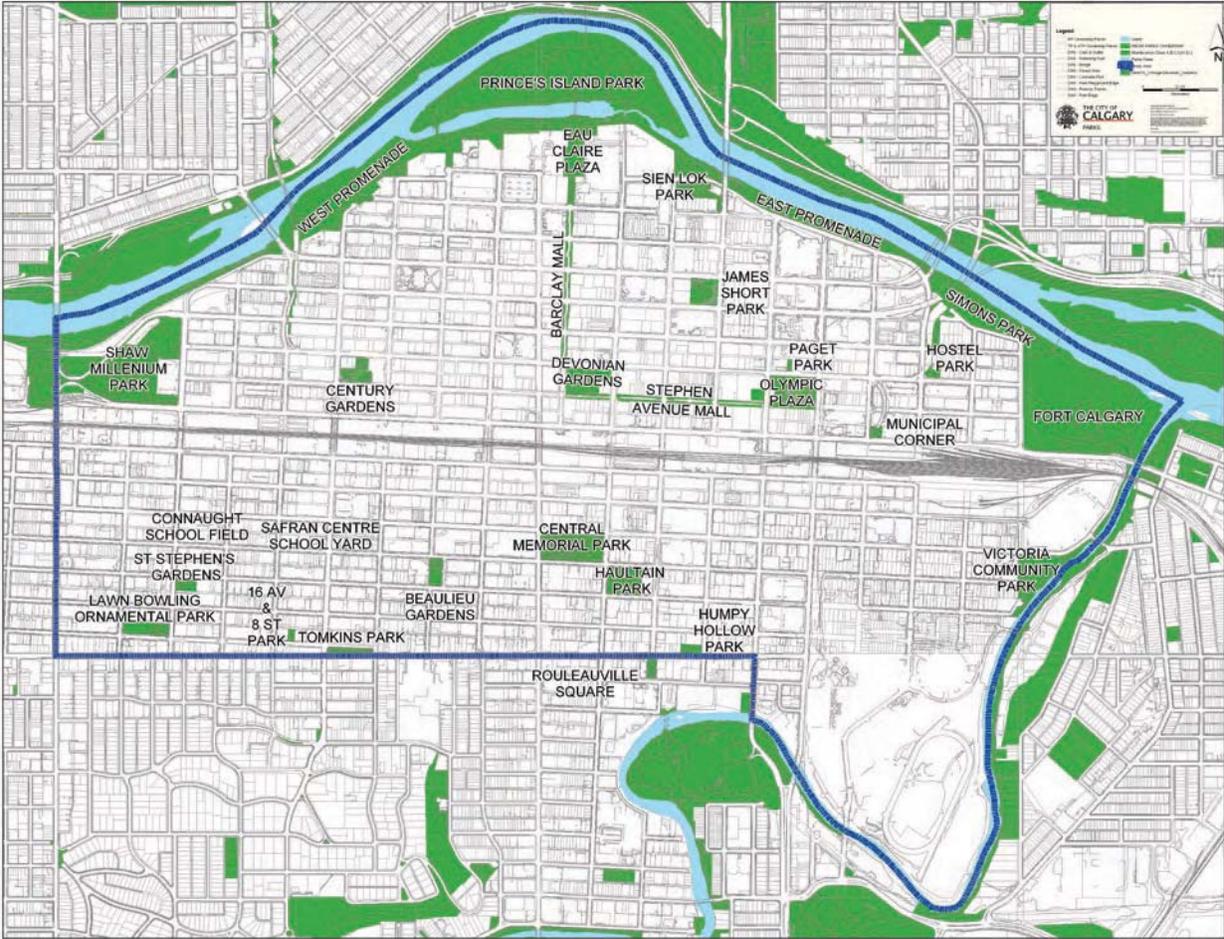
Centre City Parks:

Open Space Management Plan

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Map 1: Centre City



Executive Summary

Introduction

Calgary's Centre City Open Space System (Appendix 1) is part of the social, cultural and historic centre of Calgary. Centre City Open Space provides a unique contribution to the overall quality of life of Calgarians as well as assists in the economic well-being of an attractive, vibrant downtown. The very nature of the complexity of users, events, stakeholder interest and operational demands requires that Centre City Open Space be considered within an operational framework that is unique to the rest of the system.

Parks that are located within the Centre City are subject to several issues that create challenges and require solutions that extend beyond the standard approach to park management. In the process of compiling this plan, several unique challenges of maintaining these parks were identified:

- They are located within high density neighbourhoods and, therefore, experience a high level of use.
- They have public safety/social issues (i.e. sites that routinely experience camping by the homeless, open alcohol, drug use, panhandling and prostitution).
- They have both a local and regional/city-wide attraction.
- They host a wide variety of events and have a city-wide attraction (e.g. Folk Fest, Cara Fest, The Children's Festival, Rope Square, Canada Day, etc.).
- They contain historically significant elements, such as art, monuments and unique vegetation.

As a result of the above issues, Centre City Open Space requires management that will be substantially responsible for maintaining its quality, integrity, health and community/city-wide attraction. To accomplish these goals Parks has undertaken the development of this management plan which has been the result of a collaborative effort of a Key Stakeholder Advisory Committee (Acknowledgements, page 11) and the general public.



Centre City Parks: A Needs Assessment

A needs assessment was conducted to provide background for the future redevelopment and systems improvement of the Centre City parks. The City of Calgary Parks used the following approaches to assess need:

- **Density and Demographic Analysis** - An analysis related to park service area, density, and block-by-block demographic characteristics was conducted.
- **Use and User Analysis** - Downtown and Beltline communities were statistically sampled as part of the “Open Space Strategy for Established Communities” study. Data was gathered regarding the use and non-use of local parks, school yards and regional parks.
- **Land Use Planning Assessments** – Open space needs as determined in the following community based plans were identified:
 - **Statutory Plans** - the Beltline ARP (supported by “A Blueprint for Beltline”), the East Village ARP and the Eau Claire ARP.
 - **Non-statutory Plans:** the Rivers District Plan, the Midtown Design Plan, the Stampede Master Plan, and the Urban Park Master Plan.
 - **Concurrent Draft Material** - the Centre City Plan and the Centre City Social Plan.

Land Needs

The “Open Space Strategy for Established Communities” report recognizes the Beltline community as having “the highest residential densities, the lowest quantity of local open space, and the lowest quantity of private open space.” The study recommends protecting the current open space – parks and school yards – and recommends the purchase of a minimum of 0.1 hectare to serve the Beltline community. The study highlights the importance of Carl Safran and Connaught school yards to the existing open space inventory in the Beltline community.

A review of the service area map (page 3) indicates that the least served area is that near Macleod Trail and 13th Avenue S.E. A slight deficiency in park service area in Victoria Crossing is expected to be alleviated by completion of the Stampede Master Plan which proposes a green initiative along the Elbow River creating approximately 30 acres of green space. It was also noted that virtually all of the Centre City area is within the regional service area afforded by the regional park system along the major waterways.

Density and Demographic Needs

An analysis was done to determine “high need areas” in relationship to those populations that exhibit extremes in the normal demographic statistics. In general the following was determined using 2001 census data:

Residential Density

- The number of residents per hectare varies from less than 150 residents/hectare to more than 601 residents/hectare.
- The high density areas are most noted in the rapidly developing West End and Chinatown.
- The Beltline exhibits a density pattern of more than 150 residents/hectare with numerous blocks averaging from 301 to 600 residents/hectare.
- Most of the higher density development is adjacent to or quite near to existing open space.

Child Density

- Child density is greater than eight per cent which is still less than the suburban average of over 20 per cent.
- The concentration of child households are located in Chinatown, Eau Claire, and scattered blocks in the West End and Beltline.
- With the exception of a single block slated for integration with Stampede, the remaining child dense populations are located in a 200-metre to 400-metre proximity to a park.

Senior Density

- The higher than average levels of seniors in Chinatown and East Village suggest that special consideration be given to comfort, security and senior-oriented amenities.

Low Income Households

- The primary low income census tracts are located in Chinatown, East Village and Victoria Crossing.
- Sien Lok Park provides park access to lower income households of Chinatown.
- The new public parks within the Area Redevelopment Plan for East Village will effectively serve East Village.
- The Stampede Master Plan which proposes a green initiative along the Elbow River creating approximately 30 acres of green space should effectively serve Victoria Park.

Ethnic Origin (i.e. Non-European)

- In general, Non-European people are Chinese, South Asian, Black, Filipino, Latino, Arab, West Asian, Korean or Japanese origin.
- There are higher concentrations in Chinatown and the West End Downtown.

Use and User Analysis

Centre City park users primarily engage in passive park uses (e.g. exercising, relaxing, socializing and dog walking). Downtown residents primarily use Olympic Plaza and Century Gardens for local park activities and Beltline residents primarily use Central Park, Haultain Park and Beaulieu Park. It is important to note that Chinatown and East Village residents will use Beaulieu Park equally to Century Gardens. This is probably due to the high senior residents in these areas being attracted to the cultural heritage of Beaulieu Park and Lougheed House.

In terms of regional park use, Downtown and East Village residents primarily use Prince's Island and the Bow River Parkway; whereas, Beltline residents primarily use the Bow River Parkway and Lindsay Park.

The primary reasons why Centre City residents do not use the park system is: that it is too far to walk, they have no children, they are too busy, they are too old, they have security concerns or they are simply not interested.



Vision

Based on the issues and needs identified, the following vision for the Centre City Open Space System was developed:

“The Centre City Open Space System is made up of world class parks, plazas, cultural landscapes, gardens, natural areas and roadway greens. It provides great public destinations that are safe and secure, and that help shape the identity of the city and local neighbourhoods by adding to their beauty, creativity and livability.”

Principles and Strategies

To accomplish the above Vision, key principles and strategies have been developed as the result of benchmarking with other cities, general brainstorming, focused discussions and stakeholder input. Note: Each individual open space, group of open spaces, district and community within the Centre City will have opportunities and issues that are unique to them. Furthermore, other solutions strategies will be developed over time. Therefore, the solution strategies within this management plan should not be considered to apply to each and every open space area nor should they be thought of as a complete list of solutions. They are intended to provide a starting point for the effective and efficient management of the Centre City Open Space System.

The key principles and associated strategies (page 3) fall under six primary management areas.

1. Communications and Marketing

The Centre City Open Space System contains a wide range of opportunities for both citizens and tourists alike. It contains everything from unique city-wide attractions to outdoor spaces that meet the immediate needs of the local neighbourhood. The promotion of these opportunities is essential to the revitalization of the Centre City and to showcasing Calgary as an international destination.

Also essential to the revitalization of the Centre City is the formation of efficient, effective and continual communications among its residents and stakeholders who are either directly or indirectly affected by the operations, maintenance and redevelopment of the open space system.

2. Vitality and Enrichment

The animation of the Centre City Open Space System will promote a healthy Centre City by providing a variety of passive and active outdoor activities to meet the needs of its diverse constituents and neighbourhoods (e.g. commercial, residential, government, education, business, etc.). The vitality and enrichment of the centre city is also essential in showcasing the city and promoting its cultural heritage which will, in turn, put Calgary on the regional, national and international stage. In doing so, Calgary will reap the economic benefits of attracting tourists and attracting the creative working class to relocate within its boundaries. The result will be an enhanced appreciation of the Centre City by both visitors and residents alike.

3. Connectivity and Access

External connectivity and access to the Centre City Open Space System means travelling to it through a variety of means (e.g. on foot, by bicycle, by motor vehicle and through public transit). All of these modes of transportation have some sort of restriction. For example, cycling requires ability and an appropriate network of pathways and bikeways; driving requires ability, affordability and parking facilities; and transit requires a certain level of service.

Park service areas have been used to measure external park accessibility and distribution in several North American cities. Toronto uses a 500-metre service area radius, and an 800-m service area is commonly used in the USA. Calgary uses a 450-m service area, based on the objective to provide park space within a five-minute walk from all city residences.

4. Park Purpose and Alignment

Park purpose is sometimes a missing element in the design framework for individual parks. In the case of the long established centre city parks, it may be that the original purpose of the provision of the park space has long since been lost. A re-evaluation and declaration of purpose of the existing Centre City parks will assist in aligning management strategies to meet the intended mandate of the park.

5. Revitalization, Maintenance and Lifecycle

The long-term value and quality of Centre City Open Space System depends on effective revitalization, maintenance and lifecycle programs. The Open Space Strategy for Established Communities survey of 2005 determined that the infrastructure of many aging inner city parks is past its useful lifecycle and requires redevelopment. Other improvements indicated included benches, garbage containers, flowers, play equipment and trees. Many respondents indicated that the park was fine as is and no change should be made. The type of park improvements most often suggested by non-users was that of more trees and greater emphasis on tree maintenance. Note: Individual park redevelopment will require more specific program and facility assessment involving community workshops and further public input.

6. Safety and Security

Personal safety, security from attack, protection from site hazards, access to assistance, and freedom from harassment are all part of the complex safety and security issues confronting Calgary's Centre City parks. Although Calgary is generally considered a safe city, there is an obvious concern for personal safety and for some a fear, either real or perceived, of using the parks. Visitors and tourists in particular may be negatively impacted by overt antisocial behavior in our parks. In some cases fear may reach beyond the focus of park safety, but arise from socio-economic and cultural factors. Many of the so-called "quality of life" crimes – public urination, drug dealing, and intoxication - which occur in parks are tied to complex social problems that face all of society. While social scientists search for the long-term multi-professional solutions to these problems, The City of Calgary Parks and their centre city partners will address the immediate issues in an effort to create a safer, more livable downtown park environment.

Management

The current management framework based on a largely single family residential service type and primarily structured to maintain plants, trees and turf no longer meets the needs of an increasingly urbanizing downtown and the changing expectations of urban open space. With over 150,000 workers entering the city every workday and the increasing densification of the centre city residential areas, the issues facing Centre City park management are increasingly complicated. The social issues of the homeless, drug addiction and crime, along with a changing demographic mix and the need for park activity and animation require a much more collaborative and integrative approach to management practices in the Centre City.

Effective management of the Centre City Open Space System (page 3) should strive to maximize the investment of community groups, business groups and others. This can be accomplished through the formation of Advisory Committees for specific districts within the Centre City that can pro-actively pursue opportunities that are seen as immediate, concrete and achievable. The goal is for increased communications between Parks and local constituents, and ensuring that tools and resources are available for local open space priorities.

Success in meeting local open space priorities also relies on planning and problem solving in an integrated way across departmental lines. Therefore, Parks supports the continuation of the Centre City Integrated Action Committee (i.e. an inter-departmental committee, chaired by Land Use Planning, which is responsible for achieving Council directed and community driven initiatives through the formation of self-directed work teams).

Centre City Open Space System is not only a local but a regional/city-wide attraction, therefore there is a need for high level co-ordination regarding: event and program activities; social disorder and behaviour change activities; open space and park enhancement programs; and integrated communications and marketing. This will be accomplished through the formation of Centre City Parks Alliance that will be made up of key stakeholders from the entire Centre City.

Implementation Plan

Implementation of the Centre City Open Space Management Plan (page 3) will involve accomplishing the following objectives:

- Meeting the Plan's vision and principles by implementing the associated Solution Strategies into the management of the Centre City Open Space System will be an ongoing process.
- Examining a new way of managing that meets the objectives of strong leadership, community empowerment, strategic management and adequate resources. This evaluation is anticipated to be complete in November 2007.
- Evaluating the implementation of the plan on a periodic basis.

Acknowledgments

The Centre City Open Space Management Plan took approximately one year to develop and involved the coordination, input and collaboration of several individuals and groups. The vision, principles and strategies for managing the open space are the result of their dedication, hard work and awareness of how centre city open space contributes to the beauty, creativity and livability of the city. The City of Calgary Parks would like to take this opportunity to acknowledge and thank all those involved:

Project Management

Jim Allison, Project Manager, City of Calgary Parks

Dennis LaFreniere, Parks Community Liaison, City of Calgary Parks

Maggie Thompson, Parks Community Liaison, City of Calgary Parks

Key Stakeholder Advisory Committee

The Key Stakeholder Advisory Committee advised on the content of the Terms of Reference for the project, provided valued input by reviewing and commenting on a series of solution strategies, and worked toward consensus on the content of the policy. Thank you to all of the members of the advisory committee:

Key Stakeholder Advisory Committee

Organization	Contact
External Stakeholders	
Beltline Community Association	Robert Taylor
Calgary Downtown Association	Richard White
Calgary Parking Authority	Dale Fraser
CAOC	Robin Nickel
Calgary Exhibition & Stampede	Warren Connell
Calgary International Hostelling Association	Jason Wong
Eau Claire Community Association / PIPMAC	Roger Brundrit
Downtown Friendship Centre	Don Fisherman
Fort Calgary	Sara Jane Gruetzner
Kerby Centre	Frank Hoebarth
Lougheed House Society	Marilyn Conley
Parks Foundation	Norm Harburn Tanya Kananoff
Olympic Plaza Cultural District	Meg VanRosendaal Sandra Neill
Child & Youth Friendly Calgary / Shaw Millennium Park Community Advisory Committee	Evie Eshpeter
River Valleys Committee	Mac Hickley
Sein Lok Society	Raymond Lee
Tourism Calgary	Joe Connelly
Uptown 17 BRZ	Barbara Stein
Victoria Crossing BRZ	Eileen Stan
West Downtown Community Association	Bryan Ellert
4th Street BRZ	Jennifer Rempel
Calgary Pathway Advisory Council	Lynne Dale
Cliff Bungalow / Mission Community Association	Marilyn Williams Paul Vargas
Internal Stakeholders	
Animal & Bylaw Services	Bill Bruce
Calgary Police Service	Bruce Walker
Recreation - Special Events	Garth Willis-Jones
Recreation - Public Art Program	Heather Saunders
Civic Partnerships	Laurie Vandeschoot Stacey Collins Marek Drywa
Centre City Plan	Brent Toderian Jeanie Gartly Thom Mahler

Organization	Contact
Community & Neighborhood Services	Norm Leong John Merriman
Centre City Social Plan / Integrated Action Team	Lesley Taylor
Corporate Communications – Engage	Candy Lannan
Aldermanic Office	Druh Farrell
Aldermanic Office	Madeleine King
Parks - Public Information & Marketing	Donna Sinclair
Parks - Planning & Development Services	Pat Mahaffey
Parks – Planning & Development Services	Curesha Moodley
Parks - Central Division	Gary Cook Michael Kenny
Parks - Pathways	Harold Pinel
Parks - Natural Areas	Dave Elphinstone
LIM - GeoAm	Joan MacLeod
Parks Urban Forestry	Russell Friesen
Roads	Dan Jones
EMS	Heather Klein-Swormink
Imagine Calgary	Dick Ebersohn

Other Key Stakeholders, General Public and Community Associations

The City of Calgary Parks would also like to thank all the Community Associations and other Key Stakeholder groups for their willingness to review and comment on the Public Draft for Discussion. Finally, we would like to thank the members of the general public who took time out of their busy schedules to attend the public open houses and provide us with valuable input.



Introduction

Calgary's Centre City Open Space System (Appendix 1) is part of the social, cultural and historic centre of Calgary. It is primarily located within the Downtown and Beltline communities of the city (i.e. south of the Bow River, north of 17th Avenue S., east of 14th Street S.W., and west of the Elbow River; see Map 1 – Note: Open space on private property has yet to be included in this inventory, and upon its completion the resulting management of the spaces will ensure that there are alliances between the private and public sector). Centre City Open Space provides a unique contribution to the overall quality of life of Calgarians as well as assists in the economic well-being of an attractive, vibrant downtown. The very nature of the complexity of users, events, stakeholder interest and operational demands requires that Centre City Open Space be considered within an operational framework that is unique to the rest of the system.

Parks that are located within the Centre City are subject to several issues that create challenges and require solutions that extend beyond the standard approach to park management. In the process of compiling this plan, several unique challenges of maintaining these parks were identified:

- They are located within high density neighbourhoods and, therefore, experience a high level of use.
- They have public safety/social issues (i.e. sites that routinely experience camping by the homeless, open alcohol, drug use, panhandling and prostitution).
- They have both a local and regional/city-wide attraction.
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Centre City Parks: A Needs Assessment

Contributing Sources:

Parks GeoAm Unit: Joan MacLeod, Leader, and Kai Li, Draftsperson. The GIS analysis is patterned after the needs assessment models of the San Francisco “Neighborhood Recreation & Open Space Improvement Policy Plan” and the work of The Trust for Public Land in their comparative analysis of park access in seven major cities entitled, “No Place to Play,” November 2004.

Park Planning and Development Unit: Pat Mahaffey, Park Development Coordinator. Background document “Report of the Opinions of Downtown & Beltline Residents on Parks”, August 2005. Draft report “Open Space Strategy For Established Communities”, internal draft February 2006.

Community and Neighbourhood Services: Sharon Stroick, Research Social Planner. “Priorities for Action in the Centre City”, by Merrill Cooper, January 2006. A compilation of key findings based on four stakeholder workshops and input from a three-day general public Ideas Fair held November 2005.

Centre City Planning and Design: Brenton Toderian, Manager. Numerous plans and design studies have been completed or are currently in progress for the Centre City. These planning documents provide numerous references to park needs and action for improving the public realm. 17th Ave. Urban Design Strategy, Blueprint for Beltline, Beltline ARP, East Village ARP, The Rivers District – Revitalization Plan, Midtown Urban Design Study, Framework for Planning the Future of Calgary’s Downtown, Urban Structure Plan – background information, Stampede Park Master Plan, Victoria Crossing ARP and Eau Claire ARP.

Introduction

This paper discusses the park needs of the central city area—specifically including those districts known as Eau Claire, Chinatown, East Village, Downtown West End, Downtown Commercial Core and the Beltline. It will be used to inform the stakeholders of the current open space needs and the recommended additions and improvements related to the Centre City parks. As this report is concurrent with the Centre City Plan, it is expected to both contribute to the knowledge base of that plan as well as serve as a background paper for the Centre City Open Space Management Plan.

Approaches to Identifying Needs

The needs assessment foundation information is contained in a parallel study entitled “Open Space Strategy for Established Communities” (Council Approved March 2006). This study is a detailed review of citizen utilization of the park system in established communities (communities established prior to 1965). The Downtown and Beltline communities were statistically sampled as part of the study. Community park needs are also expressed in the detailed ARP plans of Beltline, East Village and Eau Claire. In an effort to formulate a comprehensive view of the Centre City community-related park needs, the information contained in these reports and further analysis related to park service area, density, and block-by-block demographic characteristics were mapped to provide a complete assessment of the study area. The combined assessment consists of the following elements.

1. Density and Demographic Analysis

A geographic review of the high needs areas as defined by census tract information of key variables such as income, senior and children density, and overall residential density displayed against the standard service areas of the park spaces.

2. Use and User Analysis

The “Open Space Strategy for Established Communities” report of the opinions of Downtown and Beltline residents was completed in March 2006 as part of a larger review of all communities over 40 years old. This statistically valid sampling of area residents provides detailed data regarding the use and non-use of local parks, school yards and regional parks. The data also provides insight into user satisfaction with the park space and suggested park improvements.

3. Land Use Planning Assessments

The results of community-based planning activities as focused on parks and open spaces, including Area Redevelopment Plans, Special District Plans, associated Master Plans such as the Stampede Plan and special studies such as “Priorities for Action in the Centre City”.

4. Individual Park Assessments

As part of the Centre City Open Space Management Plan, the individual parks within the downtown core were physically assessed as to their current use, purpose and fit within the neighbourhood or broader community context.

The major assessment components listed above provide a detailed understanding of the deficiencies and gaps in the open space system of the Centre City. The key elements are presented in more detail below. Implementation and action prescriptions are contained in the concluding phase of the report.

Density, Demographics and Service Areas

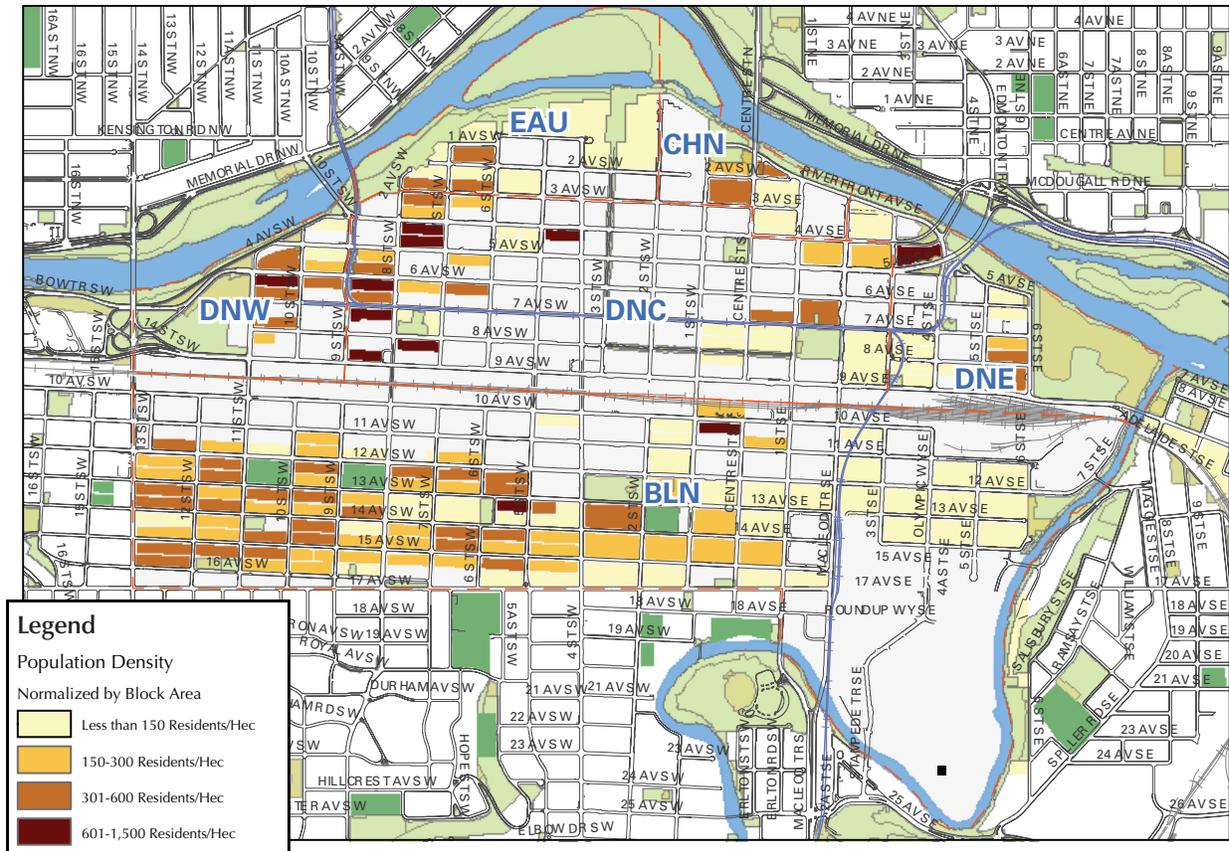
One approach to park needs is to analyze the service areas of existing parks, determine gaps in “high need areas” or those population segments which exhibit extremes in the normal demographic statistics such as high residential, children and/or senior densities/hectare. In addition, statistics which exhibit ethnicity and income are useful in assessing park utilization and possible barriers to use. The service area illustrated here are consistent with the standards suggested by professional organizations such as the Canadian Recreation and Park Association and the National Recreation and Park Association in the U.S. The service area of 400 m from the park represents an approximate five-minute walk, and the 200-m walk represents a more typical sub-neighbourhood type of activity. Regional parks draw people from a 10-minute or 800-m walking distance. Virtually all of the Downtown area is within the regional service area afforded by the regional park system along the major waterways. Service area gaps at the neighbourhood level are largely restricted to the area of Victoria Crossing near Macleod Trail and 13th Avenue, an area expected to be integrated with the Stampede grounds in the future.

These maps are especially useful in determining priority funding for park upgrades, potential land acquisition or possible land swaps in the Downtown area. Other factors such as availability, contiguous areas, site quality (slope, adjacent uses, access, etc.) and cost are also important considerations.

Residential Density

The number of residents per hectare varies from less than 150 residents per hectare to more than 601 residents per hectare. The high density areas are most noted in the rapidly developing West End and Chinatown. Outside of the more commercial sector of 11th Avenue and 12th Avenue, the Beltline exhibits a density pattern of more than 150 residents/hectare with numerous blocks averaging from 301 to 600 residents/hectare. Most of the higher density development is adjacent to or quite near to existing open space.

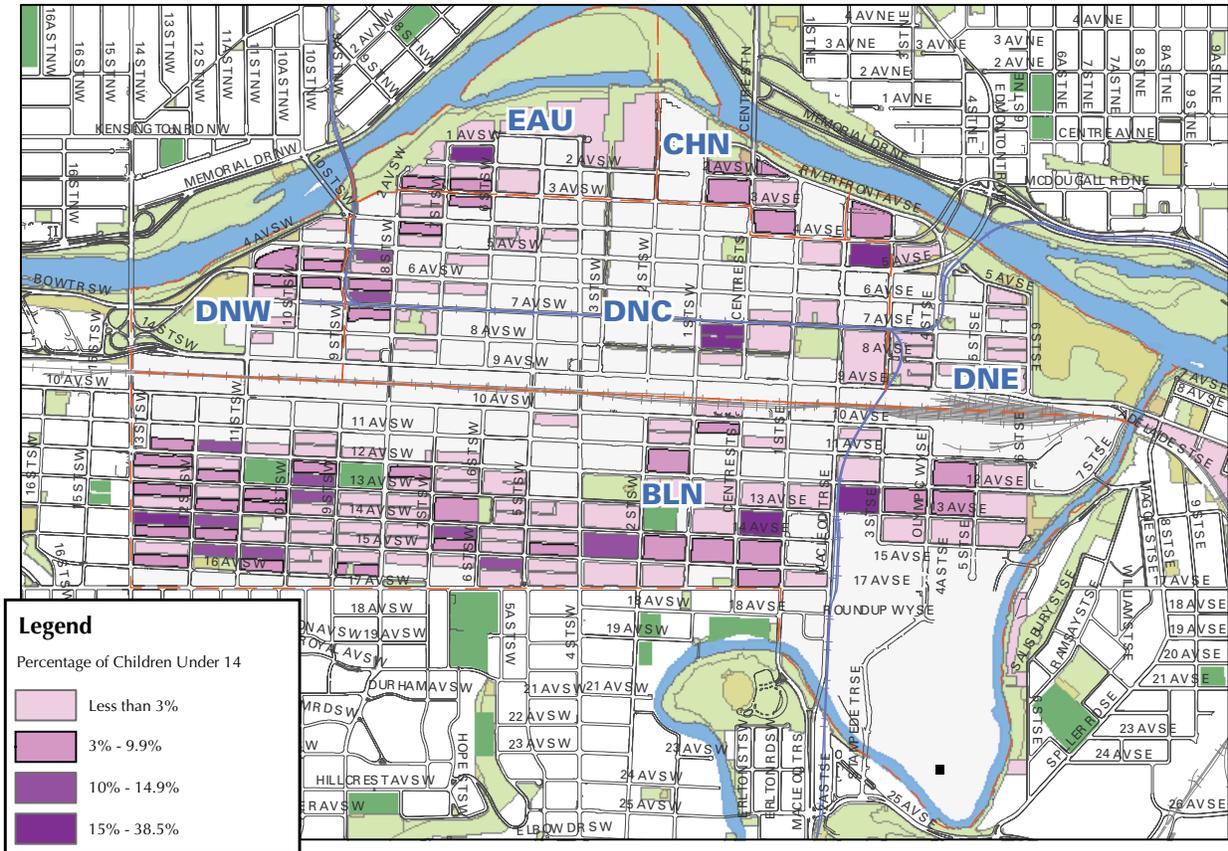
Population Density



Child Density

A number of the Centre City census tracts exhibit child (under 14 years of age) density of greater than eight per cent which is still less than the suburban average of over 20 per cent. The concentration of child households are located in Chinatown, Eau Claire, and scattered blocks in the West End and Beltline. With the exception of a single block slated for integration with Stampede, the remaining child dense populations are located in a 200-m to 400-m proximity to a park.

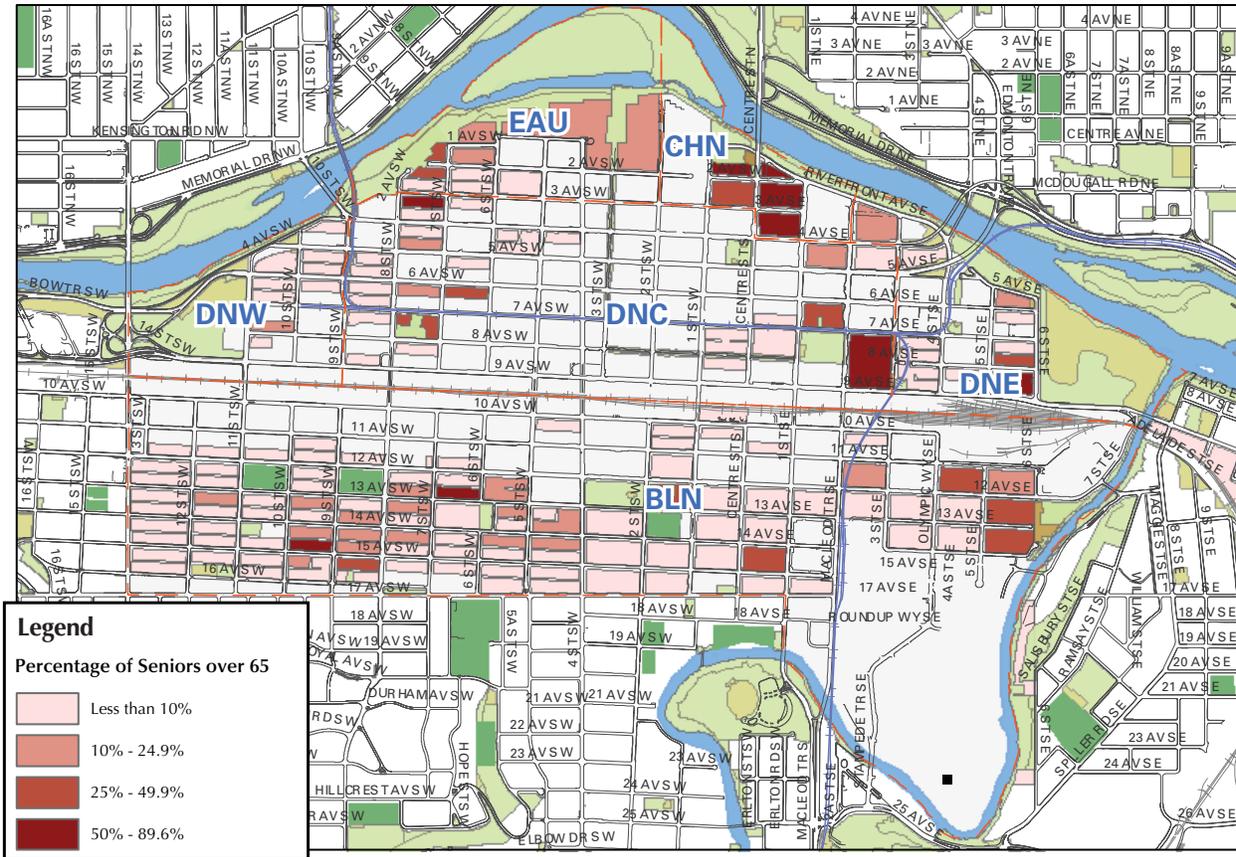
Percentage of Children under 14



Senior Density

Concentrations of seniors are located in portions of East Village, Chinatown and scattered census tracts in the Beltline. The higher than average levels of seniors in Chinatown and East Village suggest that special attention to park considerations of comfort, security and senior-oriented amenities should be a priority in these areas.

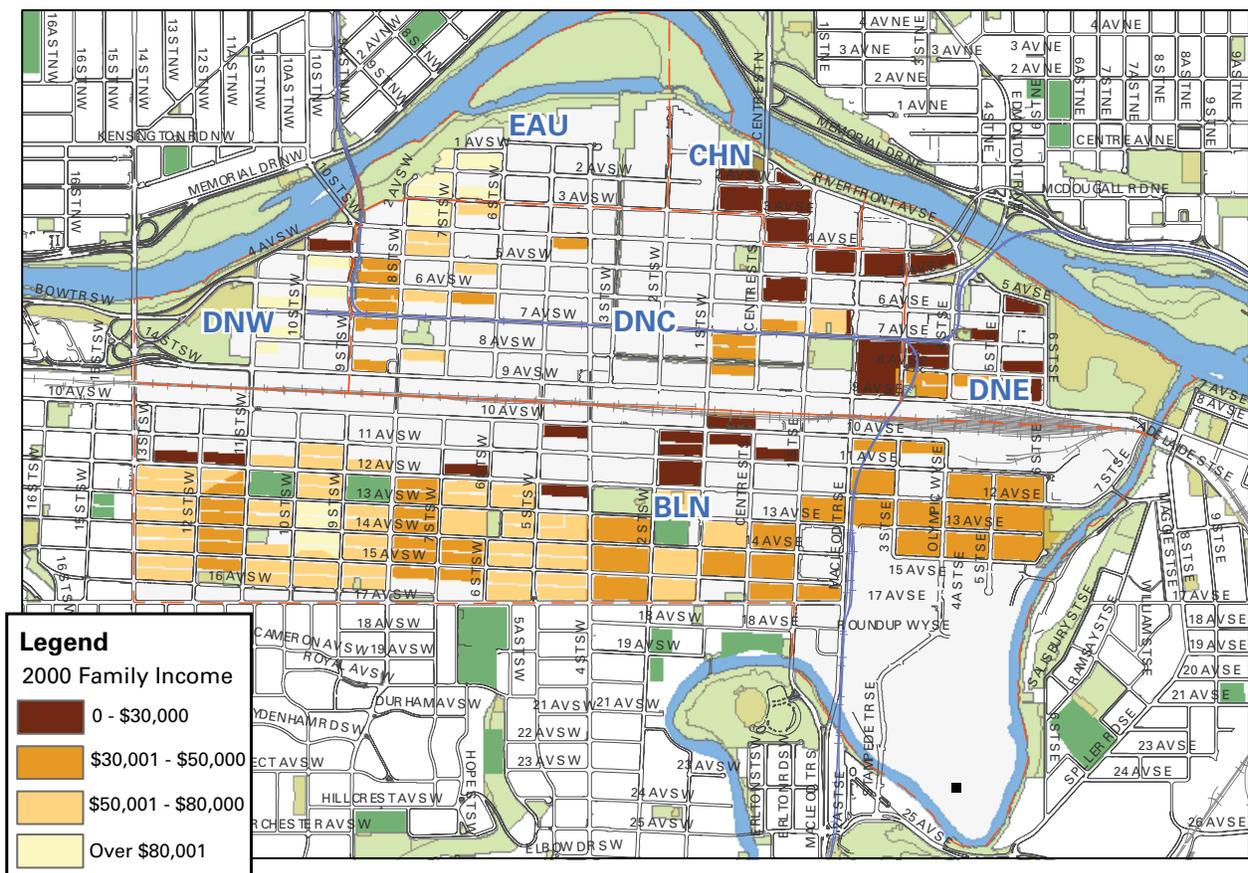
Percentage of Seniors over 65



Income

One of the factors impacting recreational use is income. This is particularly constraining relative to those facility uses which require fees. Provision of parks to serve low-income households is an important inclusionary consideration. The income distribution map illustrates that the primary low-income census tracts are located in Chinatown, East Village and Victoria Crossing. Sien Lok Park provides park access to the senior and lower income households of Chinatown. The new public parks within the Area Redevelopment Plan for East Village will effectively serve East Village. A slight deficiency in park service area in Victoria Crossing is expected to be alleviated by completion of the Stampede Master Plan which proposes a green initiative along the Elbow River creating approximately 30 acres of green space.

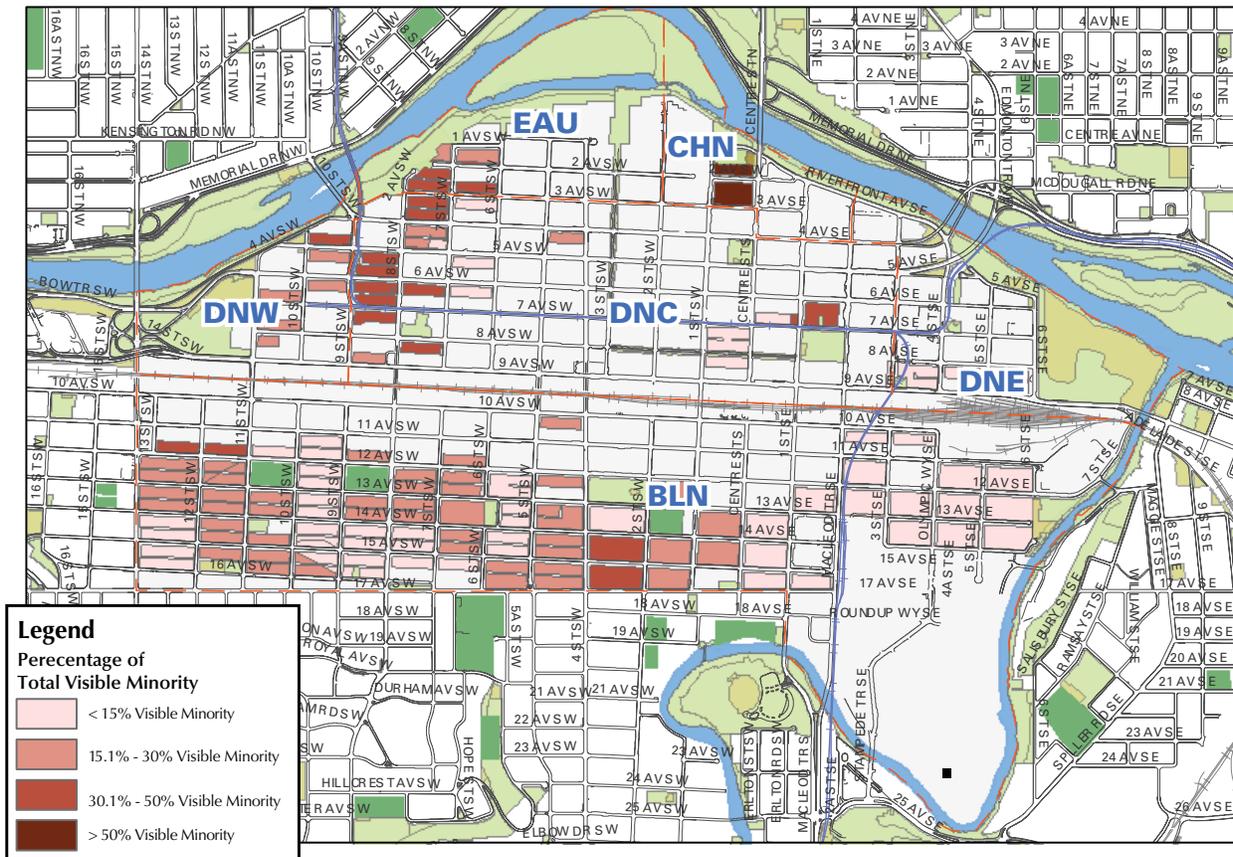
2000 Family Income



Ethnic Origins

The visible minority map illustrates areas where people of non-European origin have settled in the Centre City area. In general, these people may be of Chinese, South Asian, Black, Filipino, Latino, Arab, West Asian, Korean or Japanese origin. The higher concentrations in Downtown are Chinatown, and the West End near the Louise Bridge. These populations are within the service areas of the Bow River regional open space, Sien Lok Park and Century Gardens Park. Park upgrades and enhancements to these parks should incorporate amenities and facility provision sensitive to these ethnic origins.

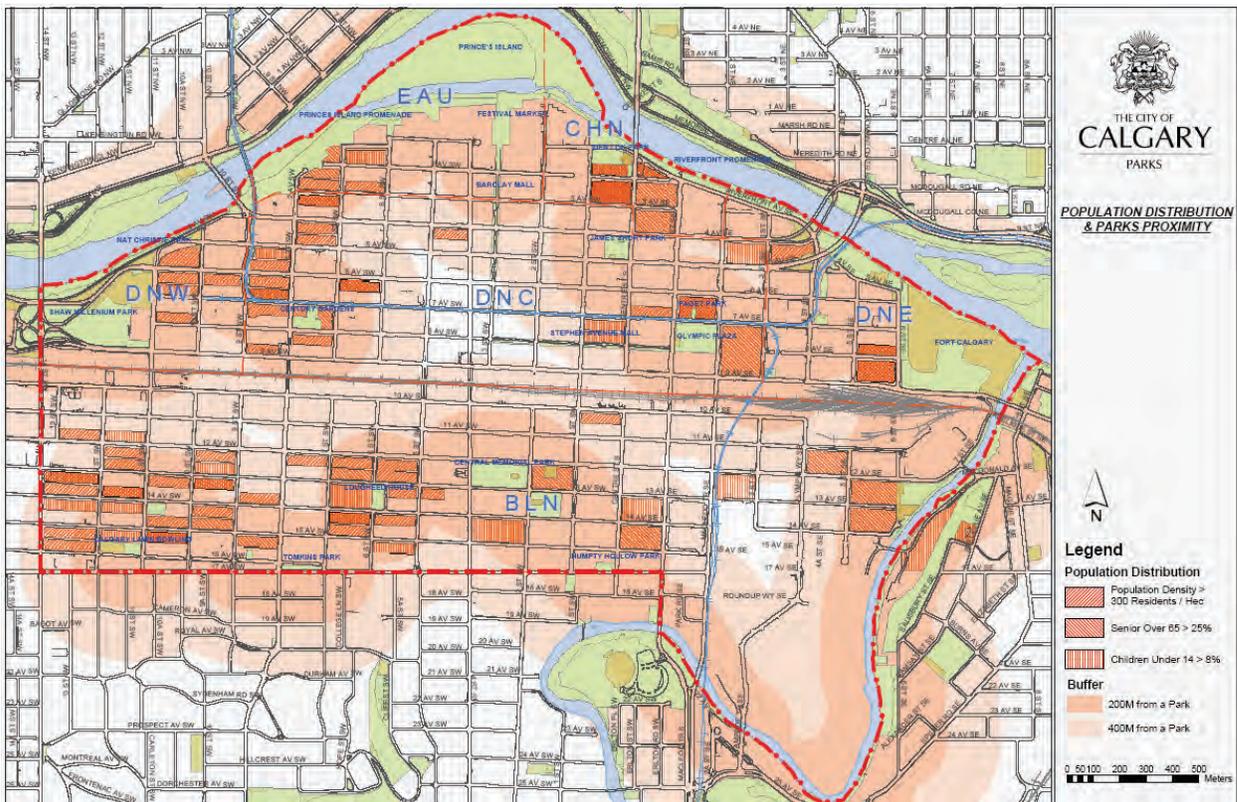
Percentage of Total Visible Minority



Composite Overlay

The composite overlay combines residential density, high senior population and high child density to illustrate relationships between current park service areas and special needs of downtown residents. Although most of the priority populations are provided with nearby park space, the quality and responsiveness of that space to the surrounding populations will require further assessment. These areas include Chinatown, Downtown West, the west Connaught neighbourhood of the Beltline, and the central Connaught neighbourhood near the Lougheed House.

Population distribution and Parks Proximity



Park Use and User Analysis

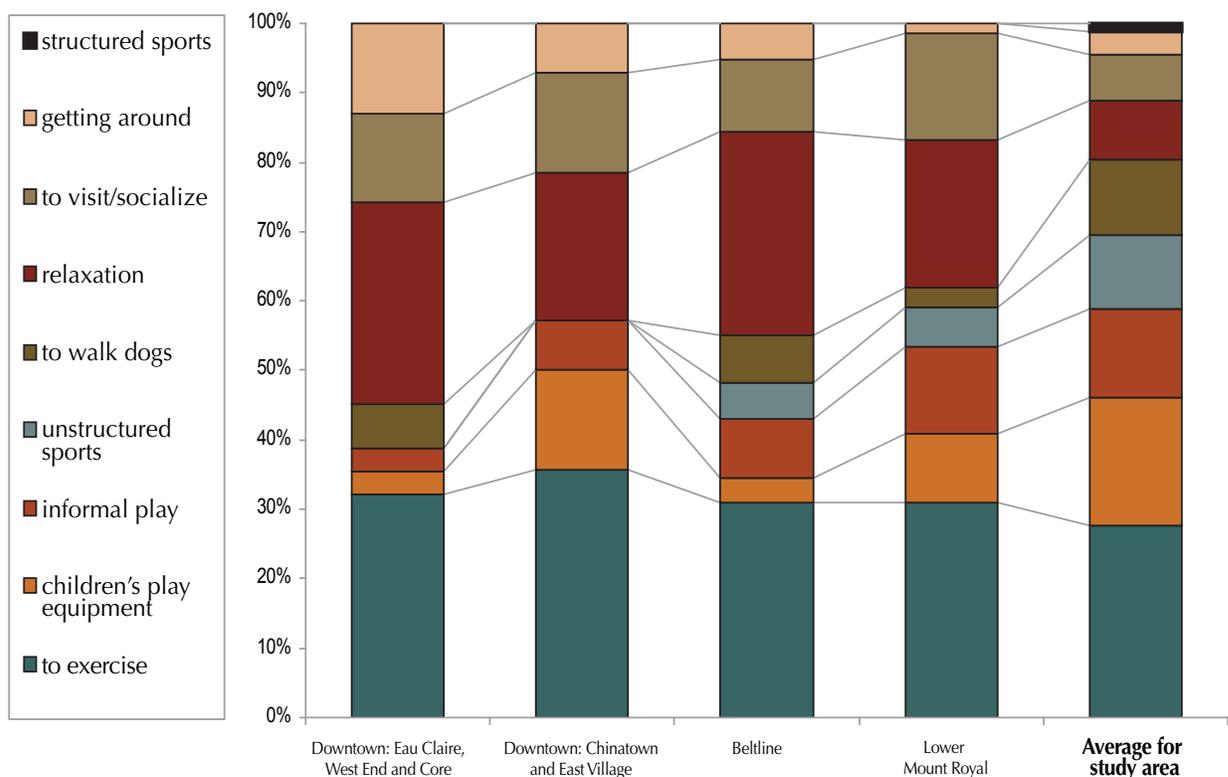
Use, non use and park user information has been made available to the Centre City study through a parallel review of open space in established communities (communities over 40 years old). A statistically valid random telephone survey was conducted in the fall of 2004. This survey established a target sample for each community allowing community level comparisons. A complete “Report on the Opinions of Downtown and Beltline Residents on Parks” produced in August of 2005 is available at The City of Calgary Parks. The key findings of this survey have been brought forward here as part of the needs assessment.

What are the parks used for?

The most popular local park use is that of exercise; both Downtown and Beltline residents indicated exercise as their primary use of both local and regional parks. The second most popular activity is that of relaxation, the third to visit and socialize, and the fourth most popular use is that of getting around. The pattern of use is similar for regional park space along the Bow River with a higher tendency to use these spaces for unstructured sports and informal play.

On a neighbourhood-by-neighbourhood review, there is considerably more interest in the use of children’s play equipment in the Chinatown and East Village sectors than the Beltline district. While using the park for walking the dog is somewhat important to Beltline, Eau Claire and West End residents, it is not a significant use among the Chinatown and East Village communities.

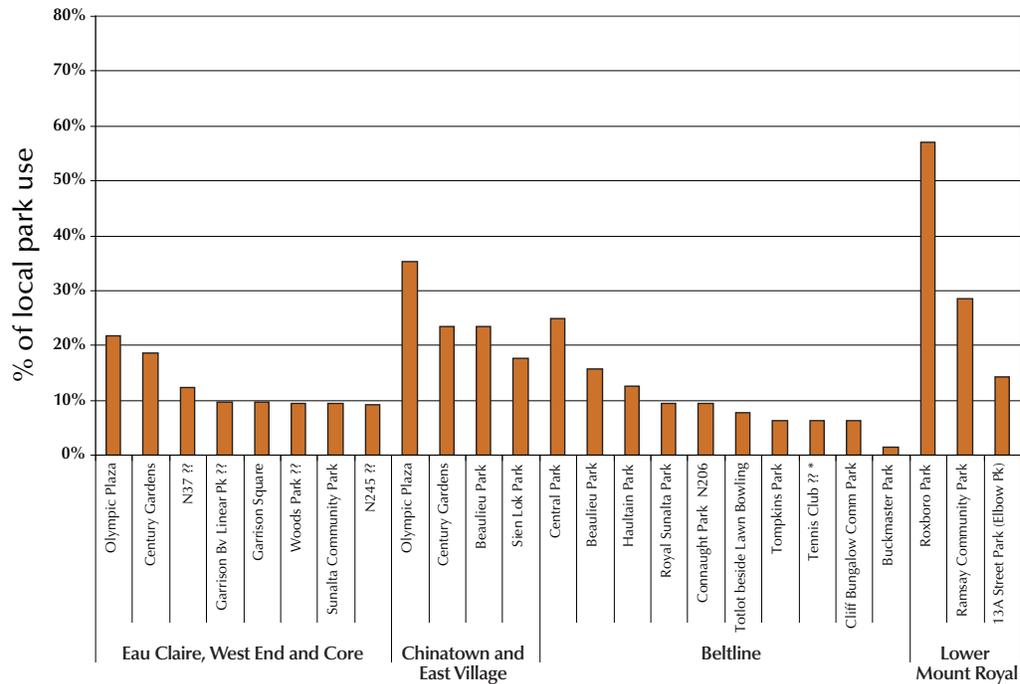
Types of local park use



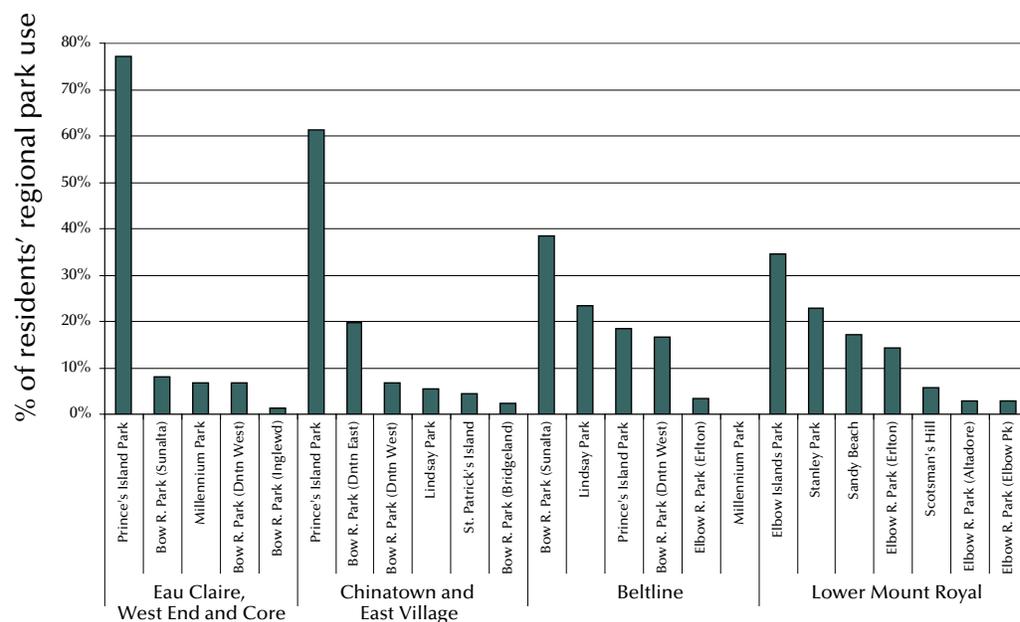
Which parks are used?

Among the Downtown local parks, West Downtown tends to use Olympic Plaza and Century Gardens. East Downtown uses Olympic Plaza predominately, with some use of Century Gardens and Beaulieu. In Beltline, Central Park is the most popular followed by Beaulieu and Haultain. Prince’s Island is the most used regional park for Eau Claire, West End and the Downtown core. For Beltline residents, it’s the general Bow River parkland, Lindsey Park and Prince’s Island, in that order.

Downtown and Beltline Residents – Proportion of Local Open Space Use



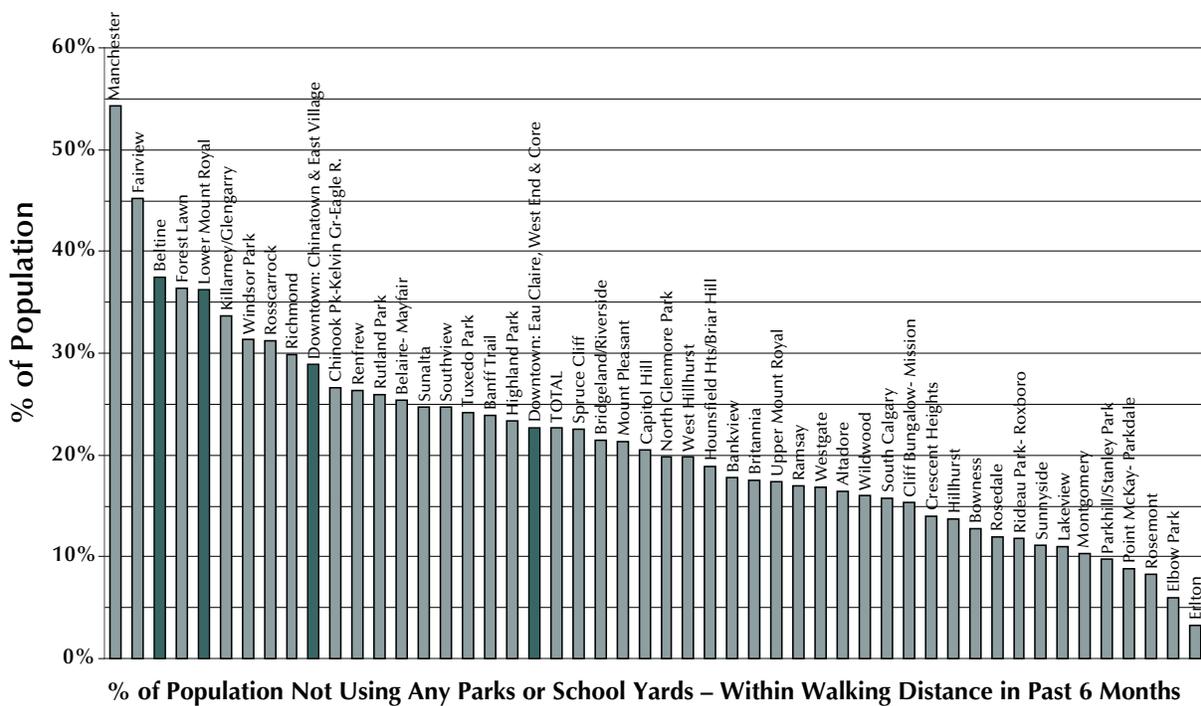
Downtown and Beltline Residents – Proportion of Regional Park Use



Non-Users

The Downtown and Beltline area residents, in general, are not as heavy users of local parks as are the adjacent inner-city communities, except for West Downtown which more closely approximates the average established community. Approximately 25 per cent to 35 per cent of the people living in the Downtown and Beltline communities do not use local open space. Respondents gave a number of reasons for not using the local park such as: it is too far to walk, that they have no children, too busy, too old or simply not interested. When compared to other communities in the study, the Downtown and Beltline were significantly above average in not using local parks because they have security concerns.

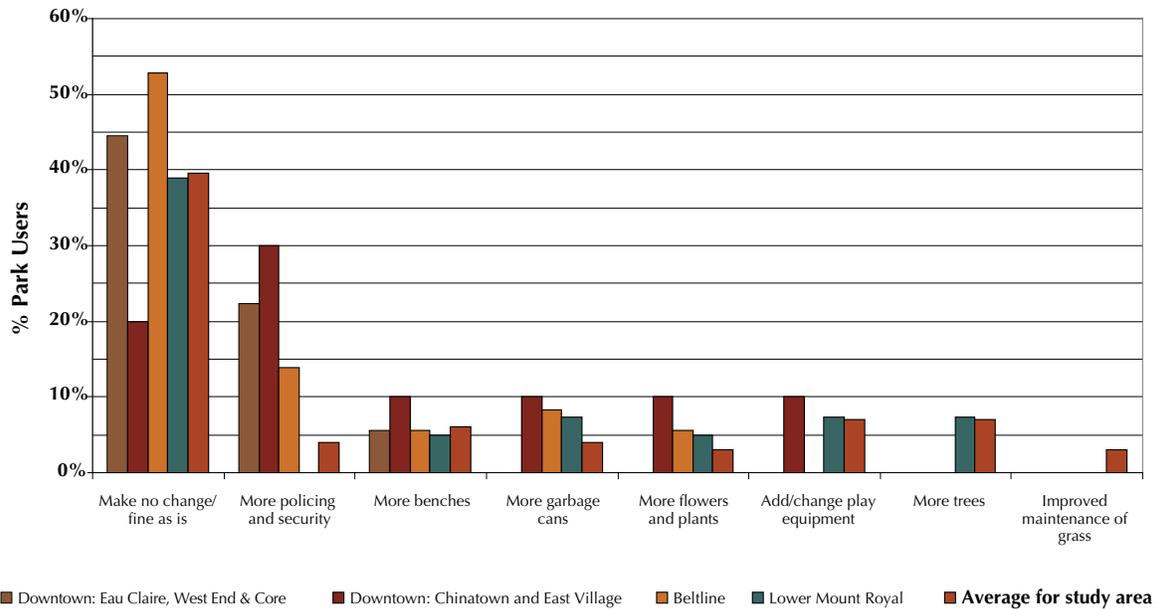
Reasons For Not Using Parks in General



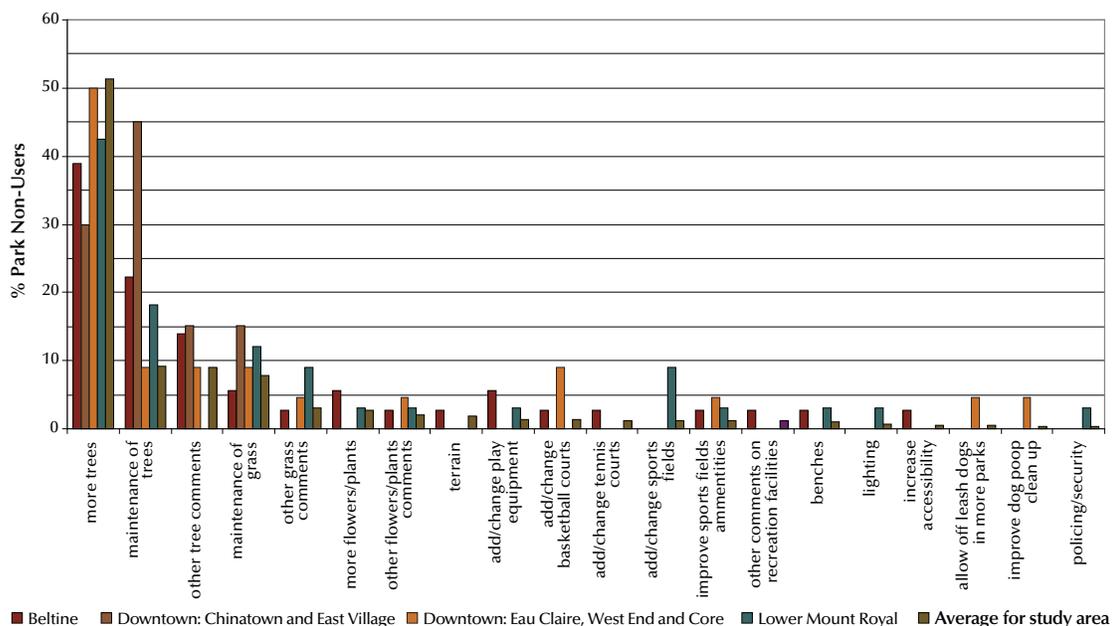
Park Improvements

Far above the average, communities of Chinatown, East Village, Eau Claire, West End and Beltline indicated the improvement they would most like to see in their local parks is more policing or security. Other improvements indicated included benches, garbage containers, flowers, play equipment and trees. Many respondents indicated that the park was fine as is and no change should be made. The type of park improvements most often suggested by non-users was that of more trees and greater emphasis on tree maintenance. It is expected that more detailed community-based consultation would be carried out prior to any particular site upgrade.

Improvements to Local Parks Suggested by Park Users



Improvements to Local Parks Suggested by Non-Park Users



Community-Based Planning Initiatives

There have been several official planning projects undertaken in many of the Centre City communities. These studies involved citizen committees, public hearings and, in most cases, Council approval. Park and open space considerations were addressed and priority actions have been prescribed. This section brings forward the implied and implicate action statements of these guiding documents for review, incorporation or rational discussion for a change in direction. The principle documents are the Beltline ARP (supported by “A Blueprint for Beltline”), the East Village ARP and the Eau Claire ARP. Recent planning studies which are not statutory in content include: the Rivers District Plan, the Midtown Design Plan, the Stampede Master Plan, the Urban Park Master Plan, the concurrent draft material of the Centre City Plan and the Centre City Social Plan. Key need considerations discussed in these plans are illustrated in the following table.

Issue Area	Source Documents				
	Beltline (ARP/Blueprint)	Eau Claire ARP	East Village(ARP Rivers District)	Urban Park Master Plan	Centre City Plans*
Park Site Issues Enhancements / Upgrades	Review purpose, function of Humpty Hollow Park, Connaught Park, 16th Avenue Park	Riverbank major source of Open Space – preserve protect as in Urban Park Master Plan	Riverwalk on west bank of Elbow linking East Village, Ft. Calgary and Stampede	Narrow parts of river Park System to be widened	17th Avenue –various park initiatives
	Historic integrity of Beaulieu Gardens, Haultain and Central Memorial Parks		Ft. Calgary wetlands development, interpretive development and pedestrian bridge	Continuous naturalized landscapes	Appropriate lighting, amenities, washrooms. winter designs, etc.
	Heritage Designation for Memorial Park, prepare design development plan		St. Patrick’s Island Park upgrades and improvements	Upgrade pedestrian connection linking residents to River Parks	Comprehensive urban forest plan
	Open space preservation – Carl Safran and Connaught Schools		Residential and Commercial Plaza development		Revitalize existing parks in downtown
	Assess potential riverfront park and pathway on west bank of Elbow	Improve regional pathway system. Cyclist/pedestrian separation	Bow River pathway / promenade expansion, River bank Plaza	Regional pathway to be upgraded	Introduce bike lanes on the downtown streets
	Enhance Tomkins Gardens Park to highest level				Enhance the physical character of the public realm

Park Security and Public Safety.					Increase presence of police
					Community wardens
Management	Partner considerations re: revenue generation, special events, etc.				Public-private partnerships for retail, food service and vending

Summary

The various approaches to assessing need provide background for the future redevelopment and systems improvement of the Centre City parks. The service area review provides insight into servicing the areas of dense population, the culturally diverse, seniors and areas of low household income. The detailed survey work of the “Open Space Strategy for Established Communities” weighs the need for new park space and highlights resident use of parks and user preferences regarding potential improvements. Current plans and studies in the Downtown document local desires for facility development and program potential. The needs defined by the various approaches are summarized here to provide future direction for the Centre City parks.

Land Needs

The “Open Space Strategy for Established Communities” report recognizes the Beltline community as having “the highest residential densities, the lowest quantity of local open space, and the lowest quantity of private open space”. The study recommends protecting the current open space, parks and school yards, and recommends the purchase of a minimum of 0.1 hectare to serve the Beltline community. The study highlights the importance of Carl Safran and Connaught school yards to the existing open space inventory in the Beltline community.

A review of the service area maps indicate that the least served area is that near Macleod Trail and 13th Avenue S.E. Much of this area east of Macleod Trail is expected to be included in the Stampede expansion plans. However, the area to the west will require careful consideration as these lands move toward redevelopment.

Design and Use of Community Assets

The Beltline ARP and the “Open Space Strategy for Established Communities” illustrate the need to evaluate the purpose and function of existing underutilized park space. Questions of responsiveness of the park design, security, appropriate amenities and levels of maintenance all need to be explored with the neighbourhoods they serve.

Survey results indicate Downtown and Beltline parks suffer from inappropriate or non-responsive design and negative park uses. Attention is required to meet the needs of seniors and children when considering redesign and development of parks in Chinatown and East Village districts.

Management and Revitalization

In order to meet revenue requirements and increase broader citizen and corporate involvement in the ongoing operations of Downtown parks, The City of Calgary Parks should investigate new partnerships and management models.

Security is a primary reason why some parks are not utilized by local residents. An increase in police presence and the use of community wardens has been suggested as options to increase a sense of personal security in these parks.

Increase the use and vitality of local open space by increasing the level of park programming by working with local partners, community associations and citizen groups emphasizing social, cultural and recreational programs. Enliven the public environment with public art, street festivals and music.

The combination of a service area review, residential surveys and citizen feedback provided by existing and ongoing planning studies provides a clear overview of park needs in the Centre City. Individual park redevelopment will require more specific program and facility assessment involving community workshops and further public discussion.



Vision, Principles and Strategies

Vision

The Centre City Open Space System is made up of world-class parks, plazas, cultural landscapes, gardens, natural areas and roadway greens. It provides great public destinations that are safe and secure, and that help shape the identity of the city and local neighbourhoods by adding to their beauty, creativity and livability.

Principles and Strategies

To accomplish the above Vision, key principles and strategies have been developed as the result of completing a detailed needs assessment (Page 3), identifying local issues, benchmarking with other cities, general brainstorming, focused discussions and stakeholder input. Note: Each individual open space, group of open spaces, district and community within the Centre City will have opportunities and issues that are unique to them. Furthermore, other solutions strategies will be developed over time. Therefore, the solution strategies within this management plan should not be considered to apply to each and every open space area nor should they be thought of as a complete list of solutions. They are intended to provide a starting point for the effective and efficient management of the Centre City Open Space System.

The key principles and associated strategies fall under six primary management areas.



Centre City Parks: Marketing and Communications

1. Communications and Marketing

The Centre City open space system contains a wide range of opportunities for both citizens and tourists alike. It contains everything from unique city-wide attractions to outdoor spaces that meet the immediate needs of the local neighbourhood. The promotion of these opportunities is essential to the revitalization of the Centre City and to showcasing Calgary as an international destination.

Also essential to the revitalization of the Centre City is the formation of efficient, effective and continual communications among its residents and stakeholders who are either directly or indirectly affected by the operations, maintenance and redevelopment of the open space system. In doing so there should be a commitment to listening and developing an understanding of all issues and concerns prior to moving towards resolution. It is only through such collaboration that we will be able to expand on our knowledge base and create innovative solutions.

1.1. Principles

- 1.1.1 The Centre City open space system provides a wide range of environmental, social and economic benefits to its surrounding neighbourhoods and City as a whole.
- 1.1.2 The Centre City open space system is a place that promotes creativity and excellence in urban design.
- 1.1.3. The collaboration of residents and stakeholders is essential to the strong development of the Centre City open space system.
- 1.1.4. Communication and marketing strategies need to complement each other as well as complement a larger city-wide strategy and therefore should be considered living documents.
- 1.1.5. Truly effective marketing and communication strategies are supported by research on tourists, current users, public perception, current issues, potential opportunities and other key topics.
- 1.1.6. The river valley system is the number one attraction of the Centre City.

1.2.1. Solution Strategies

Communication Strategies

- 1.2.1. Continue the use of the City 3-1-1 system as a one-window approach for acting on citizen complaints and inquiries while ensuring timely and updated information is provided to the system.
- 1.2.2. Develop an informational marketing plan.
- 1.2.3. Develop a website that show-cases the Centre City open space system.
- 1.2.4. Strategically locate signage to communicate upcoming events, booking information, etc., to citizens and tourists entering and exiting the Centre City.
- 1.2.5. Send out Public Service Announcements to the media at key times of the year that highlight events within the Centre City open space system.

- 1.2.6. Use paid advertising to communicate information about the Centre City open space system to a much larger and general audience.
- 1.2.7. Develop an email based newsletter template, so that regular project updates, discussion points, issues and other news can be emailed out to a maintained stakeholder list.
- 1.2.8. Identify key groups, contact them and ask to be included on upcoming agendas in order to make presentations on the Centre City open space system and associated events.
- 1.2.9. Send information to all hotels every month in a form they can use/hand out.
- 1.2.10. Dovetail or create connected pages onto Centre City Family of Plans web content. See: <http://www.calgary.ca/centrecity>. Include an overview of the purpose of the management plan, and the issues and strategies from all six focus areas.
- 1.2.11. Bulletins, flyers, brochures, posters, notices, etc. should be given as handouts and take-aways at all public events, stakeholder meetings, etc.
- 1.2.12. Ensure that all planning initiatives incorporate a public engagement strategy.
- 1.2.13. Plan, develop and implement a Way-Finding system.
- 1.2.14. Strategically locate park and pathway regulation and information signage.
- 1.2.15. Develop and implement communication partnerships with community associations, business and other groups, and develop and maintain a contact list.

Marketing Strategies

- 1.2.16. Co-ordinate marketing efforts with the hotel industry, Tourism Calgary and the Calgary Economic Development Authority to create an urban tourism strategy.
- 1.2.17. Identify the target audiences for specific open space sites and events and develop key messages to attract those audiences.
- 1.2.18. Develop a brand for public Centre City open space that clearly distinguishes it from private open space.
- 1.2.19. Develop individual marketing strategies for open space areas that are of a regional and/or city-wide attraction.
- 1.2.20. Develop a social marketing plan.
- 1.2.21. Investigate the establishment of a marketing position for the Centre City open space system that would steward the principles and manage the information.
- 1.2.22. Develop a brand for public open space. This differs from strategy 1.2.18 because this brand needs to apply to ALL public space, not just Centre City. Branding should apply to all components (signs, written materials, media releases, etc).



Sustainability Strategies to Support Communication and Marketing

- 1.2.23. Establish on a continual basis a research program on tourists, current users, public perception, current issues, potential opportunities and other key topics.
- 1.2.24. Form a communication and marketing committee made up of local residents and key stakeholders that is committed to the identification of issues and the development of strategies for their resolution.



Centre City Parks: Vitality & Enrichment Issues

2. Vitality and Enrichment

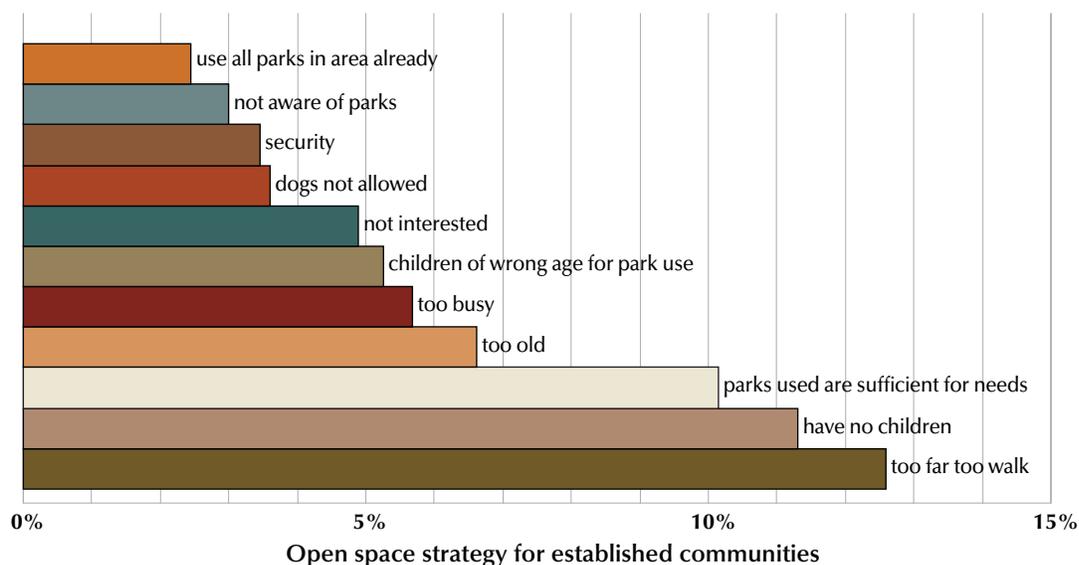
The animation of the Centre City Open Space System will promote a healthy Centre City by providing a variety of passive and active outdoor activities to meet the needs of its diverse constituents and neighbourhoods (e.g. commercial, residential, government, education, business, etc.). The vitality and enrichment of the centre city is also essential in show-casing the city and promoting its cultural heritage which will, in turn, put Calgary on the regional, national and international stage. In doing so, Calgary will reap the economic benefits of attracting tourists and attracting the creative working class to relocate within its boundaries. The result will be an enhanced appreciation of the Centre City by both visitors and residents alike.

Finding a balance between active and passive activities, not exceeding environmental, physical and social carrying capacities, and providing activities, events and festivals that are compatible with the intended use of each area are a few of the major challenges confronting Calgary's Centre City Open Space System. Associated with these challenges are the goals:

- To reasonably accommodate all Calgarians who might not be able to easily access activities and open space services due to age, income, culture, and sensory, developmental or physical ability.
- To promote community development by actively seeking opportunities to establish and foster partnerships in the development, assessment and delivery of programs and services.

The Open Space Strategy for Established Communities Survey of 2005 graphically illustrated that the Downtown and Beltline area residents, in general, are not as heavy a user of local parks as are the adjacent inner-City communities; except for West Downtown which more closely approximates the average established community. Approximately 25 per cent to 35 per cent of the people living in the Downtown and Beltline communities do not use local open space. Respondents gave a number of reasons for not using the local park such as: it is too far to walk, that they have no children, too busy, too old or simply not interested.

Reasons for Not Using Parks in General



2.1. Principles

- 2.1.1. Enhancing and promoting the vitality of the Centre City is essential to establishing Calgary as place to live, work and play.
- 2.1.2. The animation of Centre City Open Space System is paramount towards vitalizing and enriching its various neighbourhoods.
- 2.1.3. Free public access is the highest priority guiding the patterns of use within the Centre City Open Space System.
- 2.1.4. Activities, events and festivals should be compatible with the intended use of each area within the Centre City Open Space System.
- 2.1.5. Centre City Open Space System should be accessible and useable by the citizens of Calgary.
- 2.1.6. Community development should be promoted by actively seeking opportunities to establish and foster partnerships in the development, assessment and delivery of programs and services.
- 2.1.7. Centre City Open Space System should provide balance between active and passive activities and opportunities for unique activities that do not occur in the balance of the open space system.
- 2.1.8. Activities, events and festivals should not exceed the environmental, physical and social carrying capacities of the open space site and its surrounding community.

2.2. Solution Strategies

Partnership/Program Solution Strategies

- 2.2.1. Continue to promote and facilitate opportunities for local inventiveness by the BRZ's, Community Associations, etc. to develop events.
- 2.2.2. Promote more "in the Park" type of activities such as band and music competitions.
- 2.2.3. Work with Tourism Calgary to develop a series of tourism/event strategies beyond Stampede Week.
- 2.2.4. Work closely with The City's Visual Art Coordinator, Calgary Arts Development Authority and other community art groups to identify and implement local art programs in specific locations.
- 2.2.5. Consider a concert series with partner and sponsors to promote a number of dates throughout summer.
- 2.2.6. Actively work with diverse cultural groups to develop opportunities.
- 2.2.7. Enhance the utilization of Devonian Gardens to program events in the winter.
- 2.2.8. Actively market vitality and enrichment opportunities on a community, city-wide, provincial, national and international basis.

- 2.2.9. Theme presentations or special public events to correspond to worldwide and national convention activities.
- 2.2.10. Prioritize those open space sites within the Centre City that are appropriate for intensive programming.

Design and Inventory Solutions Strategies

- 2.2.11. Make recommendations for site upgrades and infrastructure improvements to facilitate and accommodate events and festivals in parks and plazas.
- 2.2.12. Inventory locations for amenity improvements to encourage passive opportunities.
- 2.2.13. Identify locations and program opportunities for winter activities.
- 2.2.14. Increase commercial activity adjacent to major parks and plazas.
- 2.2.15. Identify locations and program opportunities for office workers and others during lunch hour.
- 2.2.16. Provide areas for active recreation; e.g. play field space.

Commercial/Business Solution Strategies

- 2.2.17. Develop a series of public markets in principal parks and plazas.
- 2.2.18. Inventory potential locations for permanent commercialization to attract 24/7 passive outdoor activities.
- 2.2.19. Increase commercial activity adjacent to major parks and plazas.
- 2.2.20. Propose bylaw changes to promote vending and economic/commercial activity.

Organizational Structure Solution Strategies

- 2.2.21. Develop partnerships to enhance programming undertaken by The City.
- 2.2.22. Form an action group of stakeholders to initiate ideas and develop the programs.
- 2.2.23. Investigate the establishment of a Vitality/Enrichment Co-ordinator position.
- 2.2.24. Form a programming advisory committee made up of representatives from existing program bodies.
- 2.2.25. Establish a coordinating body to develop ideas and to network across the city.

Administrative Solution Strategies

- 2.2.26. Ensure event applications meet the purpose and carrying capacities of the site.
- 2.2.27. Set up an annual calendar of activities for all Centre City events.
- 2.2.28. Streamline/speed approval process for events/festivals in Centre City parks.
- 2.2.29. Actively consult the neighbourhoods surrounding the open space area to ensure that the level and types of use are not negatively perceived and work on collaborative solutions.
- 2.2.30. Work closely with the Arts and Culture Department initiative of developing a guidebook of events and festivals in Centre City parks.
- 2.2.31. Continue to use The City's booking system to reserve and track activities, events and festivals.
- 2.2.32. Regularly track the extent to which park visitors and the local community experience the benefits or changes intended by the program being offered.
- 2.2.33. Continue to use Recreation staff to assist with on-site logistics during the planning and implementation of events.
- 2.2.34. Continue to use Public Education and Program Services to assist individuals and groups with completing event applications.
- 2.2.35. Continue to circulate event applications to various City business units to ensure use doesn't exceed the carrying capacities of surrounding neighborhoods.







Centre City Parks: Connectivity and Access

3. Connectivity and Access

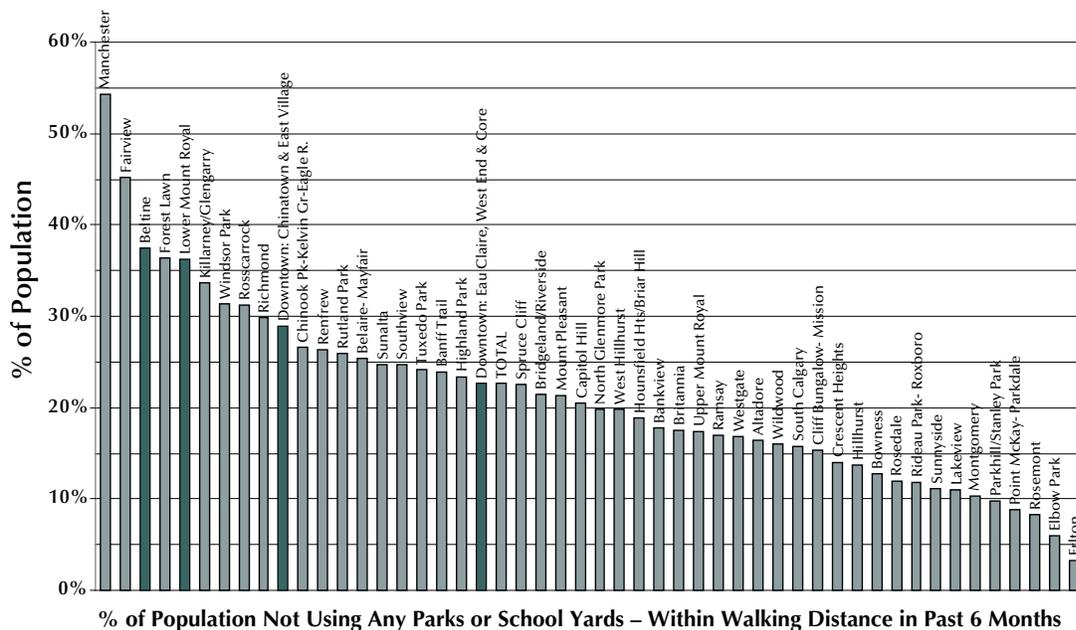
External connectivity and access to the Centre City Open Space System means travelling to it through a variety of means (e.g. on foot, by bicycle, by motor vehicle and through public transit). All of these modes of transportation have some sort of restriction. For example, cycling requires ability and an appropriate network of pathways and bikeways; driving requires ability, affordability and parking facilities; and transit requires a certain level of service.

Park service areas have been used to measure external park accessibility and distribution in several North American cities. Toronto uses a 500-m service area radius, and an 800-m service area is commonly used in the USA. Calgary uses a 450-m service area, based on the objective to provide park space within a five-minute walk from all city residences.

Internal connectivity and access deals with the issue of easily finding and entering the open space system. It also addresses the issue of barrier-free access. There are both physical and perceived impediments that prevent citizens from using public open space. They include such factors as psychological barriers (hostile, unsafe, or uninviting), obscurity issues (obscure park locations and entrances), access restrictions (gates, fences, or opening times), barriers to persons with disabilities, barriers to access by seniors and youth (e.g. major roadway crossings), signage and clarity of entry, and the availability of pathway/bikeway amenities.

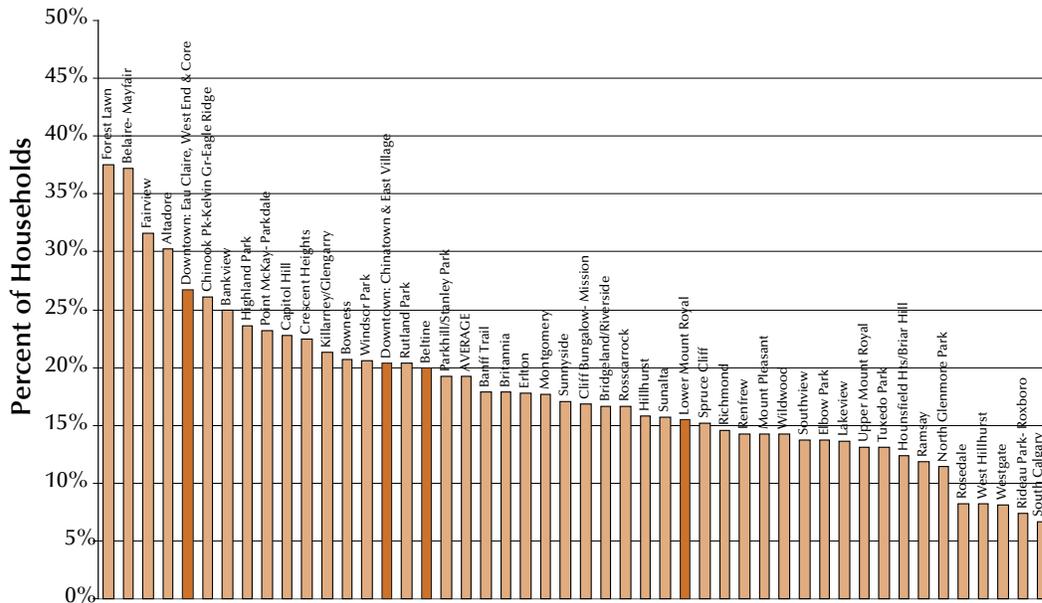
The Open Space Strategy for Established Communities Survey of 2005 illustrated that all of the communities in the Downtown and Beltline area are well above the study area average in having large proportions of non-users of local parks, except West Downtown which is average.

Park Non-Users



Respondents of the 2005 survey gave a number of reasons for not using the local park such as: it is too far to walk, they have no children, too busy, too old or simply not interested. However, when compared to other communities in the study, the Downtown and Beltline are above the study area average in feeling parks are too far away.

Most Important Reason for Not Using Parks:– “Too Far Away”



3.1. Principles

- 3.1.1. A systems planning approach shall be used to create a continuous and integrated Centre City Open Space System that takes advantage of both natural and constructed features.
- 3.1.2. Access to open space opportunities in the Centre City should be available to local residents within approximately a five-minute walk or 450 m. Where this is not feasible, adopt a minimum quantity guideline of 1.0 hectares per 1,000 population.
- 3.1.3. The Centre City Open Space System shall reasonably accommodate all Calgarians who might not be able to easily access activities and park services due to age, income, culture, and sensory, developmental or physical ability.
- 3.1.4. Vehicle access shall be controlled to ensure the safety of the open space visitor and alternatives for parking shall be considered.
- 3.1.5. There shall be an efficient and effective flow of pedestrian traffic within each open space site that promotes a high sense of connectivity among its use areas, while not interfering with their intended use.
- 3.1.6. Expansion of the commercial, retail and residential base without substantial loss of open space or heritage resource shall be encouraged.

3.2. Solution Strategies

Connectivity Solution Strategies

- 3.2.1. Develop a land acquisition/disposition strategy for Centre City Open Space System that will ensure accessibility for local residents.
- 3.2.2. Compensate identified under-served areas by developing parkways to existing local parks.
- 3.2.3. Provide a “use a bike” service where bikes can be borrowed and dropped off at venues throughout the Centre City. Bikes could be accessed for free (like shopping carts are accessed at malls) or rented for a nominal fee.
- 3.2.4. Develop policy and investigate opportunities for providing underground parking under open space sites.

Access Solution Strategies

- 3.2.5. Establish gateways and informational and directional signage that welcome, invite and direct individuals to enter into and pass through open space sites, greenways, pathways, bikeways and districts.
- 3.2.6. Complete the development of the pathway/bikeway missing links as identified in the Calgary Pathway and Bikeway Plan (July 2001).
- 3.2.7. Prepare an implementation plan for the development of the greenways, and Grande Boulevards identified in the Beltline ARP and Centre City plan.
- 3.2.8. Endeavour to improve accessibility to and visibility of the Centre City’s number one attraction; i.e. the river valley system.
- 3.2.9. Upgrade selected parks according to Corporate Accessibility Policy guidelines by installing gates in fencing, curb ramps at key locations, and internal walkways.
- 3.2.10. Install bike lockers, where appropriate, throughout the Centre City Open Space System.



Centre City Parks: Park Purpose and Alignment

4. Park Purpose and Alignment

Park purpose is sometimes a missing element in the design framework for individual parks. In the case of the long established Centre City parks, it may be that the original purpose of the provision of the park space has long since been lost. A re-evaluation and declaration of purpose of the existing Centre City parks will assist in aligning management strategies to meet the intended mandate of the park. Park classification systems have been defined in Council policy documents to ensure a level of standardization and equity in provision of parks across the city, and also to provide broad management objectives within the various components of the system.

Centre City Open Space Classification Framework

Sub-neighbourhood	Neighbourhood	Community	Regional	City-wide
Sub-neighbourhood Parks Urban Parkettes Pocket Parks	Neighbourhood Parks	Municipal School Reserves Community Parks	Regional Recreation Parks	City-wide Parks
Fore Court Mid Block Plazas	Residential Plazas Corner Plazas	Urban Plazas		
Supporting Natural Environment Park		Natural Environment Parks Urban Riverfront		
Historic Parks				
Local Pathways		Regional Pathways		
Roadway Greens (Green Streets)				

The classification, the purpose and the subsequent design of the park should all work together with the other elements of the park system to provide a broad range of opportunities from the immediate needs of local neighbourhoods to city-wide event/festival activities. The above classification framework presents the current parks and open space categories found in the Centre City. It includes the more specific categories of the public realm which are not inventoried as park lands but as identified public right-of-ways and streetscapes. Although the Centre City park lands can generally be classed in one or the other of these categories, the categories themselves are not mutually exclusive and a combination of types may exist. “Open Space” in its broadest sense includes all land and water areas, either publicly owned or offering public access, that are not covered by structures. Detailed definitions and park elements are provided in Appendix 1.

More important than classification is the purpose of the park. What is the park’s role in the neighbourhood, the community and the city as a whole? Some parks serve multiple roles. Stakeholders have expressed a variety of ideas and concerns regarding the purpose or nature of some of the Centre City parks, which include: parks should support the activities of community based organizations; open space is multi-jurisdictional and multi-owner; active versus passive use; local residential needs versus city-wide needs; taking into consideration the needs of the homeless and people with disabilities; etc.

4.1. Principles

- 4.1.1. The park system should be representative of local, community and municipal needs.
- 4.1.2. Park size, level of use, function, purpose and location are important factors of a park classification system.

- 4.1.3. The open space system should provide parks within walking distance of all centre city residents and downtown workers.
- 4.1.4. The public realm - streets, squares, plazas, parks, and sidewalks- are an essential part of the open space system in the Centre City. The design, quality and vitality of this space influence the “identity” of the city.
- 4.1.5. Park location and unencumbered (barrier free) service areas are essential considerations to maximize the utility of parks in the Centre City.
- 4.1.6. Open Space System should encompass a mix of active and passive spaces that fit with the surrounding land uses and needs of the neighbourhood.

Solution Strategies

- 4.2.1. Prepare a declaration of purpose for each of the Centre City parks that is acceptable to the key stakeholders and outlines a statement of management goals.
- 4.2.2. Ensure the design and purpose are in alignment by identifying parks that are either not fulfilling their purpose, or that no longer meet the needs of the community and develop a suggested plan for either bringing the park back into alignment or for its disposal.
- 4.2.3. Clarify the dominant and secondary purpose of each of the Centre City parks.
- 4.2.4. Develop a list of critical actions appropriate to make the various parks more responsive to their intended purpose.
- 4.2.5. Identify specific management objectives for each of the parks within the Centre City.
- 4.2.6. Define the opportunities and constraints regarding the use of regional open space for local needs.
- 4.2.7. Non-traditional park uses (commercial, underground parking, etc.) should be included within the park purpose classification and framework.
- 4.2.8. Maximize the resources of the public realm to support the delivery of a creative, innovative and inclusive public open space system for centre city residents, workers and visitors.
- 4.2.9. Develop a process of evaluation of the Centre City Park Open Space System on an annual or bi-annual basis.
- 4.2.10. Specify and establish management objectives for streetscapes intended for the purpose of providing pedestrian greenways and/or linear parks.





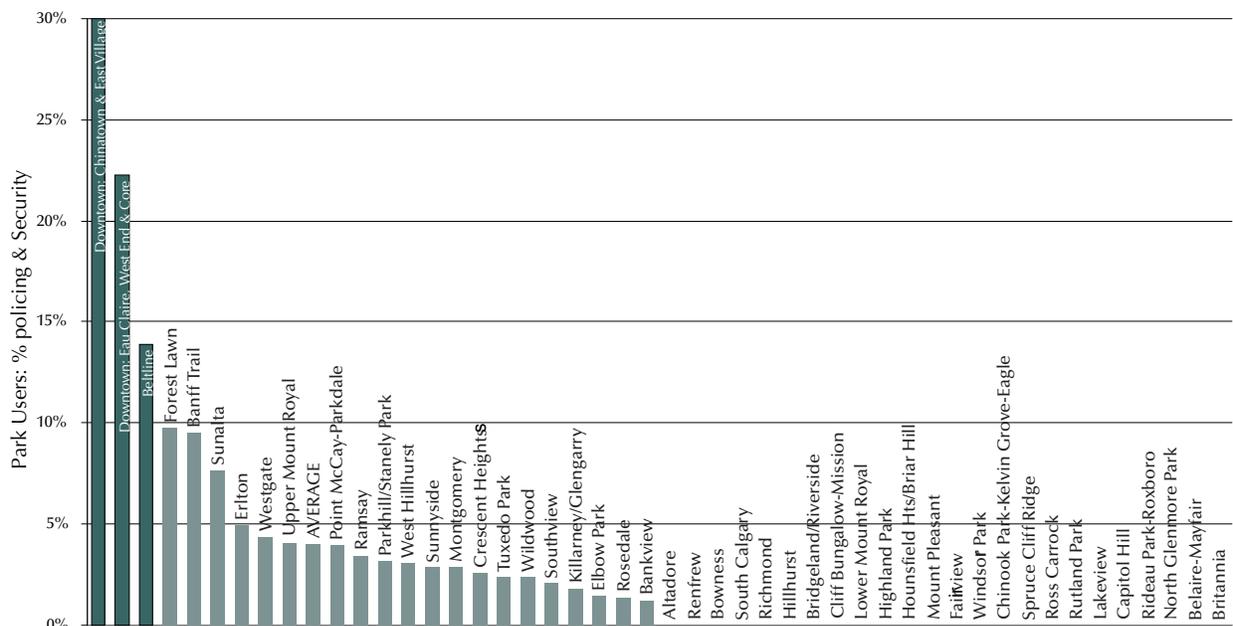
Centre City Parks: Revitalization, Maintenance & Lifecycle

5. Revitalization, Maintenance and Lifecycle

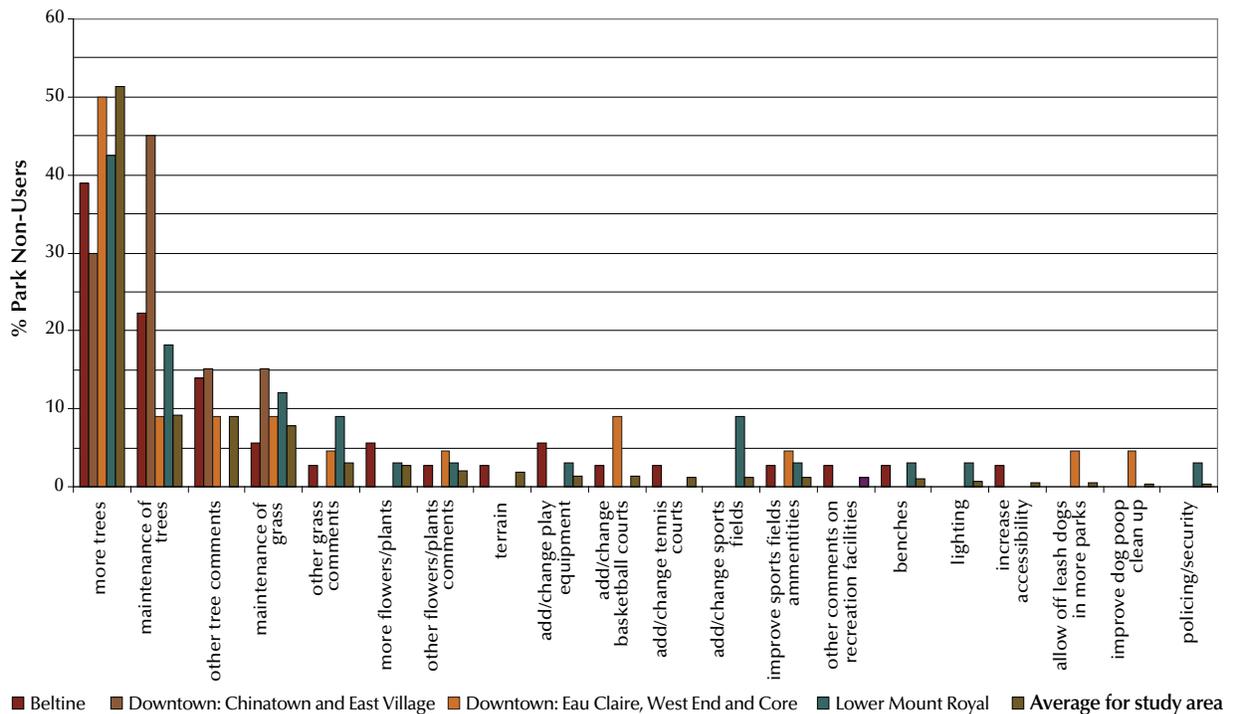
Over the past several years the revitalization, maintenance and lifecycle of the Centre City Open Space System has been unable to keep pace with the needs of a growing city. Richard Florida, researcher and author of the book *The Rise of the Creative Class*, suggests it is important to build creative cities that value quality of life. This type of city attracts people because they want to live in a creative environment. The talent that these people bring, in turn attracts business and investment, drivers of a strong economy. The Centre City Open Space System is very important to the physical attractiveness, health and social well-being, and the creative nature of the city.

The long-term value and quality of Centre City Open Space System depends on effective revitalization, maintenance and lifecycle programs. The Open Space Strategy for Established Communities survey of 2005 determined that the infrastructure of many aging inner city parks is past its useful lifecycle and requires redevelopment. Other improvements indicated included benches, garbage containers, flowers, play equipment and trees. Many respondents indicated that the park was fine as is and no change should be made. The type of park improvements most often suggested by non-users was that of more trees and greater emphasis on tree maintenance.

Improvements to Local Parks – Suggested by Park Users



Park Improvements suggested by Non-Users



5.1.1 Principles

- 5.1.1 The revitalization, maintenance and lifecycle of each site shall be aligned with its purpose and function within the Centre City Open Space System.
- 5.1.2. Design, function and animation are the key characteristics of the Centre City Open Space System and carry with them a responsibility for ongoing care at its highest level.
- 5.1.3. The Centre City Open Space System shall contain facilities that are clean, orderly and attractive in appearance.
- 5.1.4. Areas and facilities within the Centre City Open Space System shall be safe for visitors and staff alike.

5.2. Solution Strategies

Financial Sustainability

- 5.2.1. Increase the municipal tax support for Centre City Open Space System.
- 5.2.2. Seek out partnerships, alliances and sponsorships.
- 5.2.3. Support the recommendation of the Beltline ARP by investigating the establishment of a Centre City Community Investment Fund that uses the bonusing system to acquire funds for the enhancement of Centre City Open Space System.

- 5.2.4. Develop volunteer programs (e.g. adopt-a-park).
- 5.2.5. Actively seek donations and establish endowment funds.
- 5.2.6. Generate revenue from bookings, special events, concession operations, lessons and programs, advertising, etc.

Lifecycle

- 5.2.7. Develop a Strategic Financial Infrastructure Investment Plan.
- 5.2.8. Develop Lifecycle Best Practices.
- 5.2.9. Continue involvement with the City's Life Cycle Maintenance Program.
- 5.2.10. Continue the yearly Infrastructure Inventory, Inspection & Evaluation Program.
- 5.2.11. Continue with the production of yearly Infrastructure Status Report.
- 5.2.12. Develop a Risk Assessment Framework for lifecycle work.
- 5.2.13. Continue involvement with the Corporate Asset Management Program.

Maintenance

- 5.2.14. Increase the level of maintenance within the centre city open space system to ensure that it has a high quality physical appearance.
- 5.2.15. Each open space site to have an annual work plan of long-term and short-term maintenance activities clearly linked to objectives and measurable targets.
- 5.2.16. Establish a program of annual maintenance quality review involving community stakeholders and the general public working from a common review manual, evaluations form and scoring criteria.
- 5.2.17. Conduct a maintenance audit and maintenance standards review of all Centre City parks.
- 5.2.18. Ensure that all amenities of sophisticated construction/operation are accompanied by maintenance manuals for their long-term care.
- 5.2.19. Conduct customer service surveys to establish a level of customer satisfaction and establish ongoing baseline data.

Revitalization

- 5.2.20. Develop design guidelines for amenities within the Centre City Open Space System that will increase its physical attractiveness while promoting and being complimentary to the architecture/theme of individual districts (e.g. Olympic Plaza Cultural District, Uptown 17 BRZ, East Village, etc.).

- 5.2.21. Revitalization should include a land acquisition strategy for Centre City Open Space System.
- 5.2.22. Ensure that the open space system provides for urban relief through the provision of vegetation, art, shaded areas, comfort/amenity for passive activities, etc.
- 5.2.23. Investigate where the open space system can provide for the development of public washrooms within the Centre City.
- 5.2.24. Ensure the open space system provides amenities that facilitate the use of the Centre City pathway and bikeway system.
- 5.2.25. Buildings located around specific open space sites should be designed and sited so as to minimize shadowing throughout the year.
- 5.2.26. Where the purpose of an open space site dictates, work closely with the Corporate Planning Applications Group (CPAG), developers and stakeholders to encourage residential and commercial development in and around its edges.
- 5.2.27. Where possible, use density transfers to dedicate private land as a public open space.





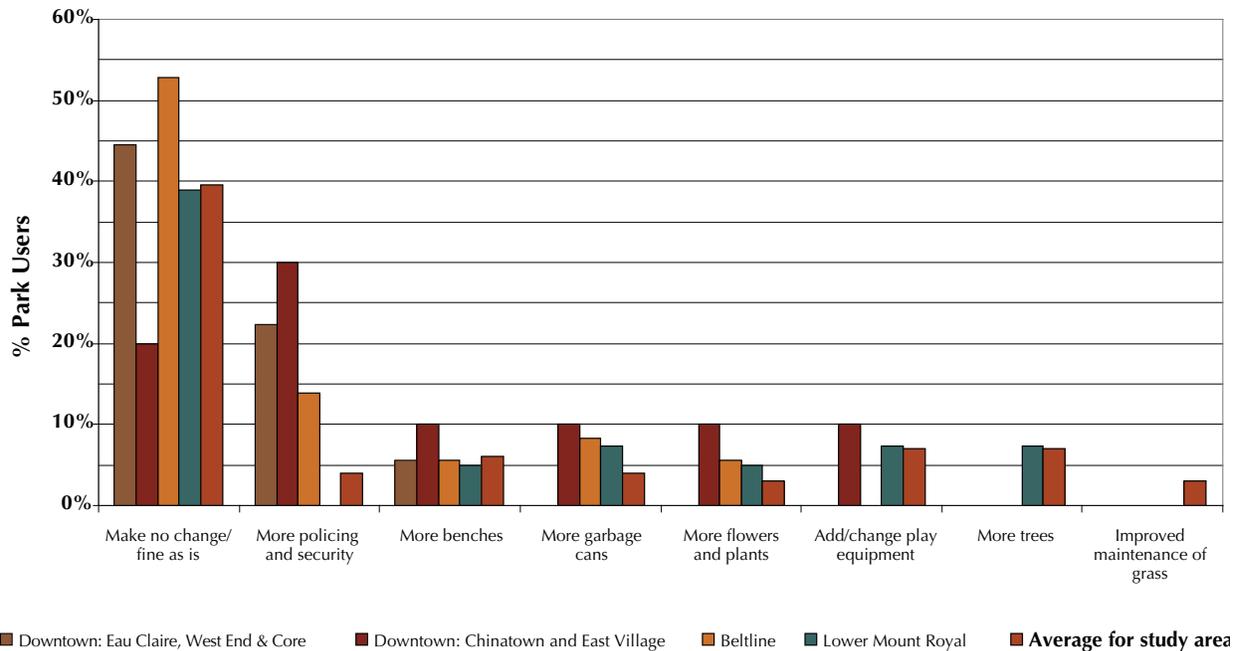


Centre City Parks: Safety and Security Issues

6. Safety and Security

Personal safety, security from attack, protection from site hazards, access to assistance, and freedom from harassment are all part of the complex safety and security issues confronting Calgary's Centre City parks. The Open Space Strategy for Established Communities survey of 2005 graphically illustrates the marked concern of park users of the Centre Cities communities for safety and security verses the park users of the more distant communities.

Improvements to Local Parks Suggested by Park Users: More Policing or Security



Concerns vary from the unwelcome intrusion by the homeless and panhandlers to threats on personal safety. Some parks have become sites for drug transactions and may attract a rude clientele deterring use by downtown workers or local residents. Parks used by drug addicts carry the additional danger of accidental infection of children, maintenance workers and others from carelessly discarded needles. In some parks there is a noticeable shift in users from the workers, tourists and residents in the daytime to groups of youth and transients in the evening.

Although Calgary is generally considered a safe city, there is an obvious concern for personal safety and for some a fear, either real or perceived, of using the parks. Visitors and tourists in particular may be negatively impacted by overt antisocial behavior in our parks. In some cases fear may reach beyond the focus of park safety, but arise from socio-economic and cultural factors. Many of the so called "quality of life" crimes – public urination, drug dealing, and intoxication - which occur in parks are tied to complex social problems that face all of society. While social scientists search for the long-term multi-professional solutions to these problems, The City of Calgary Parks and their Centre City partners will address the immediate issues in an effort to create a safer, more livable downtown park environment.

6.1. Principles

- 6.1.1. Parks are for all citizens and all citizens have an obligation to use them in a civil manner.
- 6.1.2. People should be able to use and enjoy parks without fear or threat of harassment.
- 6.1.3. Parks should accommodate and be sensitive to the safety requirements of persons with diverse needs and abilities.
- 6.1.4. Outstanding safety and personal security within parks is a combination of safe design, adequate maintenance, proper utilization and community involvement.
- 6.1.5. Safety is everyone's responsibility – the user, the maintainer and the neighbour.
- 6.1.6. Parks are should be accessible and useable by the citizens of Calgary.

6.2. Solution Strategies

Communications and Marketing

- 6.2.1. Market and promote a user-friendly atmosphere.
- 6.2.2. Develop a Parks Safety Handbook promoting community actions, activities and resources.
- 6.2.43. Develop and market a Code of Conduct for Parks.
- 6.2.4. Install welcoming park entrance signs with park name, department name, contact phone numbers, park bylaws and positive conduct rules.

Safety Awareness

- 6.2.5. Resource a strong maintenance regime which increases staff presence.
- 6.2.6. Increase staff visibility and park presence by identifiable park or station personnel.
- 6.2.7. Undertake a local community patrol program with police.
- 6.2.8. Undertake a CPTED Phase 2 park safety audit.
- 6.2.9. Develop a park ranger program.
- 6.2.10. Improve on-site availability of information related to emergency maintenance.

Design and Amenities

- 6.2.11. Ensure the design and purposes of the park are in alignment to minimize user conflict.
- 6.2.12. Fully engage members of the community and neighborhood in the design of the park.

- 6.2.13. Promote eyes on the park through comprehensive and integrated development of parks, housing, public and low intensity (amenity) commercial applications. These should be located immediately along park edges.
- 6.2.14. Install Security Amenities – phones, lighting, cameras, bike lockers, needle boxes.
- 6.2.15. Design parks in accordance with CSA approved community safety standards.
- 6.2.16. Ensure compliance with ‘best practice’ playground safety regarding equipment, fall surfaces, spacing and materials utilization.
- 6.2.17. Ensure primary access routes are safe and attractive.
- 6.2.18. Reduce conflict on pathways with pathway twinning.
- 6.2.19. Investigate the design and development of an open space area within the Centre City that would be done in conjunction with the homeless population in order to provide an open space area that meets their needs and provides them with a sense of ownership.

Enforcement

- 6.2.20. Increase eyes on the park through a community adopt-a-park program.
- 6.2.21. Continue with the increased police presence and expanded community support officer programs.
- 6.2.22. Continue a program of rapid response to graffiti and vandalism.
- 6.2.23. Create EMS Bike Patrols in parks.

Programming

- 6.2.24. Increase community, city and stakeholder program activity.
- 6.2.25. Increase social outreach programs.
- 6.2.26. Safety training and conflict management with Parks staff.
- 6.2.27. Parks to be a representative on and support of the inter-departmental Centre City Integrated Action Committee.

Management

Introduction

Although the public realm is found in a variety of inventories and under the responsibility of several city departments, the Centre City parks is a significant component of the total open space system. Management elements of these public spaces includes; acquisition and reserve dedication strategies, planning and development, maintenance and operations, and public information and education. The management of the Centre City parks falls under the responsibility of the Parks Central Division. A geographic area which extends from Deerfoot Trail and the Bow River on the East, 16th Avenue, Crowchild Trail and 32nd Avenue on the North, Glenmore Trail and North Glenmore on the south and west to the city limits. With the exception of the Centre City and areas of Mission and Bankview, the dominant residential pattern is single family homes and suburban residential design.

The current management framework based on a largely single family residential service type and primarily structured to maintain plants, trees and turf no longer meets the needs of an increasingly urbanizing downtown and the changing expectations of urban open space. With over 150,000 workers entering the city every workday and the increasing densification of the centre city residential areas, the issues facing Centre City park management are increasingly complicated. Social concerns such as the homeless, social disorder and drugs; safety and security concerns and noise and nuisance complaints are intensified in the centre city. In addition the traditional neighbourhood park/tot-lot format of the past is being replaced by more complex, revitalized designs involving lighting, public art, stages, portable kiosks, water features and event infrastructure.

The last 10 years have seen significant changes in the city and the parks. The management activities and maintenance skills required in the next 10 years will continue to change. The social issues of the homeless, drug addiction and crime, along with a changing demographic mix and the need for park activity and animation require a much more collaborative and integrative approach to management practices in the Centre City. A recent survey of international cities with well managed park systems revealed the following considerations.



Keys to Well-Managed Park Systems

Leadership and Advocacy	Strong and continued political leadership and commitment to green space quality.
	Strong and effective lobbying by green space advocates to demonstrate the value of green space and ensure that resources are not diverted elsewhere.
Collaboration and Co-ordination	An effective and well-developed process of community engagement and involvement in green space management.
	Good collaboration partnerships with a range of public and private stakeholders.
	Coordinated and integrated responsibility.
Management	A strategic view of green space management that is integrated with other public services and priorities.
	A general focus on quality rather than quantity.
	Well-trained and committed staff who operate in a stable organizational environment.
	Efficient management structures that devolve management responsibilities to the appropriate levels.
	Dedicated management models that have some degree of political and financial independence.
	Effective monitoring of outcomes that feeds back into decision-making.
Resources	Adequate and reliable resources, with long-term and secure funding from independent sources.

Source: Is the Grass Greener? Learning from International Innovation in Urban Green Space Management, CABE Space, 2004

The management issues facing the Centre City parks of Calgary are not unique; virtually every large city faces similar issues. The very nature of the many stakeholders and interacting agencies focused on the centre city requires attention to the organizational framework for action. The approach of various cities has established several models of organizational response to deal with the complex circumstances of centre city park management. Some cities have opted for the creation of a new organizational structure; others have approached it more as an integration of activities by creating and formalizing virtual teams across departments. In most cases responding to the specific and unique needs of the downtown core has required both structural changes within the parks organization and the creation of a co-ordinating/managing entity broader in scope than any individual municipal department. In all cases the individual circumstances of the city involved influences the approach.

A number of the models have been driven by funding barriers. Some USA cities in particular have gone through a period of extreme fiscal restraint to the point that many of their parks were severely deteriorated. In some cases their models rely heavily on private sector funding. The Calgary experience has been more transitional. While our parks have suffered from lean maintenance budgets in the past, there has always been recognition of their importance and civic acceptance of fiscal support. Calgary's current redevelopment effort is more of a refocusing and taking our parks to a new urban scale and management philosophy.

New Management Model

In order to accomplish the objectives of strong leadership, community empowerment, strategic management and adequate resources a new way of managing is required that adheres to the following principles:

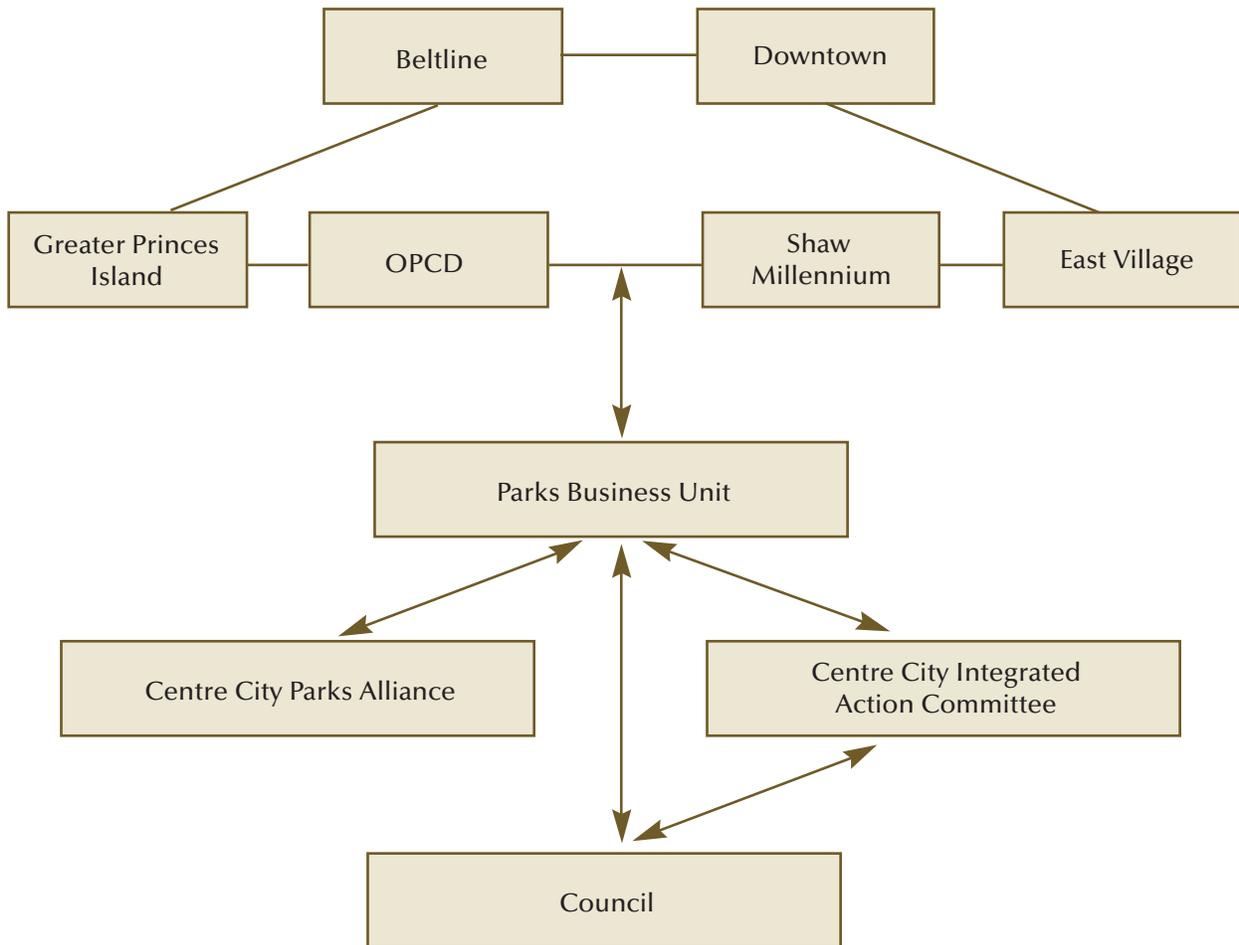
1. Principles

- 1.1. The Centre City parks should strive to maximize the investment of community groups, business groups and others who may have an interest in the park and its ongoing operations.
- 1.2. Activity, including the presence of parks workers, is a key ingredient of successful parks and public places.
- 1.3. Redesign and upgrades to Centre City parks shall be of the highest professional standards and seek to introduce positive features in the park attracting users and providing the four pillars of people-oriented parks - sociability, activity, access and image.
- 1.4. Management practices shall lean toward service and excellence in maintenance devolving decision making to the lowest level where possible.
- 1.5. The open space system is to provide a variety of opportunities for the urban resident, office worker and visitor from the natural wilds of the riverbank to activity-oriented plazas.
- 1.6. Calgary's open space management practices must contribute to the quality of the appearance and image of the Centre City, improve its safety and enhance its vitality.
- 1.7. The Centre City Open Space Management Plan recognizes the public realm as an important asset and will strive to initiate cooperative programs with civic partners in the development of "green streets" and pedestrian friendly connections. Parks will and continue to provide horticultural maintenance and expertise to ensure tree and plant beautification where required.
- 1.8. In revitalizing and upgrading Centre City parks management will seek opportunities to incorporate public art within the parks and open space system.
- 1.9. Centre City parks should meet local and citywide needs through a seamless partnership with internal and external stakeholders and the surrounding community.

2. Organizational Structure

The following organizational structure is a first thought on how to accomplish the above principles, and it should be thought of as a work in progress that will be constantly adapting to the needs of the Centre City Open Space System.

New Management Model



2.1 Community Empowerment through Community Advisory Committees

City of Calgary Parks will act as a catalyst to assist exiting organizations to form community advisor committees for specific park constituents in order for them to pro-actively pursue opportunities that are seen as immediate, concrete and achievable. The goal is to facilitate community empowerment by ensuring that the tools and resources are available to them for addressing their local open space priorities. The following Community Advisory Committees are recommended:

Beltline - Humpy Hollow, Rouleauville, Central Memorial, Haultain, Tomkins, 16th Avenue and 8th Street, St. Stephens, Lawn Bowling Ornamental Park, Beaulieu Park; Victoria Community Park; Stampede; and Private open space in the Beltline

Membership – Parks Foundation Calgary; Library; 4th Street, 17th Avenue & Victoria Crossing BRZs; Beltline Community Association; Lougheed House Conservation Society; owners of private open space; Stampede Park Board; and Parks PCL[#]

Downtown - Century Gardens, James Short Park, Barclay Mall, Devonian Gardens, Stephen Avenue Mall and private downtown open space.

Membership – CDA*, BOMA+, Oxford Properties, Devonian Gardens Manager, owners of private open space and Parks PCL

Greater Prince's Island - Prince's Island, West and East Promenade, Sien Lok Park and Eau Claire Plaza

Membership – Existing Prince's Island Park Management Advisory Committee

Olympic Plaza Cultural District - Olympic Plaza, Paget Park, Municipal Plaza and private open space in the Olympic Plaza Cultural District

Membership – Existing Olympic Plaza Cultural District and owners of private open space

Shaw Millennium Park

Membership – Existing Shaw Millennium Park Community Advisory Committee

East Village - Municipal Corner, Fort Calgary; Simons Park, Hostel Park

Membership – Fort Calgary, East Village Representative; owners of private open space; and Parks PCL

* = Calgary Downtown Assoc.; + = Business Owners & Managers Assoc.; # = Parks Community Liaison

2.2 Parks Business Unit

To ensure that there is adequate support for community open space initiatives, the open space system is highly maintained, customer service is increased and staff is available when there are public safety concerns it is recommended to examine the current Parks operational structure to ensure that the vision, principles and strategies of this plan are being met. The primary duties of Parks would involve action and response coordination, park and open space maintenance, operational planning and acting as a catalyst for community based programming and other open space opportunities.

In general the examination should ensure that the following responsibilities are being adequately provided:

Managerial Responsibilities:

- Co-ordinate activities of the Centre City Park Alliance (see section 2.3 below) to ensure that the solution strategies of the Centre City Open Space Management Plan are developed, implemented, evaluated and updated on a continual basis.
- Participate in Centre City Integrated Action Committee (i.e. An inter-departmental committee responsible for achieving Council directed and Community Driven initiatives through the formation of self-directed work teams).
- Participate in all public realm enhancements, green streets creation and Centre City beautification initiatives.
- Support, manage and be responsible for ensuring effective and efficient operations of the Centre City Open Space System.
- Provide responsive action to the City Centre Park Alliance and Council.
- Maintain close working relationship with Bylaw, Police, Roads, other City departments and neighbourhood groups (Adopt-a-Park, ParkWatch, etc.) to ensure that these resources are actively involved in community open space initiatives.

Community Liaison Responsibilities:

- Co-ordinate activities of Community Advisory Committees (see section 2.1 above).
- Actively pursue the tools and resources required for local open space initiatives.
- One-window contact for resolving local open space issues.
- Liaison to Community & Neighbourhood Services and other City departments.

Maintenance Responsibilities:

The primary responsibility is to ensure that the Centre City Open Space System is highly maintained, there is an increased sense of customer service and staff is available when there are public safety concerns. This maintenance structure should examine the establishment of stationed staff who will be responsible for the park clusters within the constituent of each Community Advisory Committees. Responsibilities include:

- Tie park stewardship responsibility and local liaison directly to the on-site stationed staff.
- Enact a program of station staff and neighbourhood - local involvement in the creation of park management plans and coordinated annual maintenance plans.
- Empower the station staff to be responsible for all aspects of the quality of their designated park clusters.

Marketing Responsibilities – Facilitate the implementation of the Marketing & Communication solution strategies of the Centre City Open Space Management Plan by working closely with the “Support Tourism” initiative (Council Priority 5.9).

Vitality and Enrichment Responsibilities – Support the principles and act as a catalyst towards the implementation of the vitality and enrichment solution strategies of the Centre City Open Space Management Plan.

2.3 Centre City Parks Alliance

The Centre City Parks Alliance will provide high level coordination for the entire Centre City Open Space System re: event and program activities, social disorder and behavior change activities, open space and park enhancement programs and integrated communications and marketing. The Alliance will also act as advocates and facilitators for a more beautiful, vital and vibrant Centre City.

Membership – Parks Manager, Parks Foundation Calgary, Calgary Downtown Association, Olympic Plaza Cultural District, Beltline Community Association, West Downtown Community Association, Eau Claire Community Association, Chinese Community Services Association, East Downtown Community Association.

2.4. Centre City Integrated Action Team

The primary goals of the Centre City Integrated Action Team are:

- To create a structure which fosters corporate alignment around issues in the Centre City, in accordance with the Corporate Alignment theme, as articulated in the Administrative Leadership Team’s Corporate Directions 2006-2008.
- To provide timely responses to emerging issues or areas of concern.
- To provide effective services/responses to community social issues in the Centre City.
- To ensure creative and comprehensive problem solving by having diverse perspectives and expertise at the table.
- To plan and problem solve in an integrated way across departmental lines.

Membership:

- Representatives of departments/work areas within the boundaries of the Centre City who can speak to the work being lead by their workgroup in the Centre City and see linkages or ways that the work can be enhanced by the input/involvement of other work areas.
- Others may be included where there is some linkage to an issue or piece of work.

Implementation Plan

Implementation of the Centre City Open Space Management Plan will involve accomplishing the following objectives:

- Meeting the Plan's vision and principles by implementing the associated solution strategies into the management of the Centre City Open Space System.
- Examining a new way of managing that meets the objectives of strong leadership, community empowerment, strategic management and adequate resources.
- Evaluating the implementation of the plan on a periodic basis.

Implementation Strategy	Responsibility	Required Resources	Proposed Completion Date
Act as a catalyst to assist exiting organizations to form community advisor committees	Parks Community Liaison	Parks current resources	May 2007
Act as a catalyst to form the Centre City Parks Alliance	Parks Community Liaison	Parks current resources	May 2007
Examine the current Parks operational structure to ensure that the vision, principles and strategies of the Management Plan are being met	Parks Manager	Parks current resources	November 2007
Inventory private open space within the Centre City	Parks Community Liaison	Parks current resources	April 2007
Prepare a declaration of purpose for each of the Centre City parks, including the linkages between them via the public realm, that outlines a statement of management goals and that are acceptable to the key stakeholders	Parks Community Liaison	Parks current resources	April 2007
Continued on next page			

Implementation Strategy	Responsibility	Required Resources	Proposed Completion Date
Implement the: <ul style="list-style-type: none"> • revitalization, lifecycle and maintenance • communications and marketing • vitality and enrichment • connectivity and access • safety and security Solution strategies of this plan giving priority to those that are immediate, concrete and achievable.	Community Advisory Committees, Parks, and Centre City Parks Alliance in collaboration with key stakeholders.	Parks Current Resources. Long-term requirements to be determined through the examination of the Parks operational structure. Note: The 2006 to 2008 Parks Capital Budget has committed ~\$40M to the Centre City for revitalization and lifecycle projects. The Mayor’s Centre City Initiative has increased the base maintenance budget for the Centre City Open Space System by ~\$450K.	Ongoing
Review the Management Plan on a yearly basis	Community Advisory Committees, Parks, and Centre City Parks Alliance	Current resources	Ongoing

Appendix 1: Centre City Open Space System

“Open Space” in its broadest sense includes all land and water areas, either publicly owned or offering public access, that are not covered by structures. The following are the different types of open space to be considered for management within the centre city, and due to their unique characteristics may have a local, regional and/or city-wide attraction:

- **Neighbourhood Parks²** - A predominantly soft landscaped park of grass, trees and planting areas, usually located in a residential setting and detailed and furnished for a variety of active uses (children playgrounds/tot lots, basketball and tennis courts, walking) and passive uses (sitting, sun-bathing, resting). The details of use vary with the density and location and type of neighbourhood. Neighbourhood parks are sometimes connected to former or existing school sites.
- **Regional Recreation Parks³** – Parks developed for general recreation. May consist of either natural or constructed features, or both. Regional Recreation Parks are located and designed to serve more than one community but less than the entire city. They usually accommodate multiple activities for half- or full-day outings.
- **City-wide Parks²** - Park development and site programming that is undertaken to meet unique city-wide needs, including major festivals. There is a recreational and/or cultural emphasis in their use, design, development, and programming. They serve as in-city destinations for Calgarians on half-day or day outings. Existing city-wide recreation parks include Prince’s Island Park, Olympic Plaza, North/South Glenmore Park and Shaw Millennium Park.
- **Historic Parks (cultural Landscapes)¹** - Historic parks are the oldest parks in the Centre City. Over time, these parks have been altered, repaired or rehabilitated, but generally retain their original characteristics.
- **Urban Parkettes/Pocket Parks¹** - The following are two types of urban parkettes/pocket parks: • A small hard landscaped park for local pedestrian use within commercial districts, primarily during the lunch hours, usually used by office employees adjacent to the mini-park. • A small soft landscaped park for local pedestrian use within residential areas.
- **Urban Riverfront²** - function as a refuge for local residents as well as a regional centre where Calgarians from all over the City can gather to enjoy music, civic celebrations, cultural festivals and certain sporting events that would serve to build awareness of and celebrate the rivers.
- **Natural Environment Park²** – A City-owned park, classified as MR and/or ER, where the primary role is the protection of an undisturbed or relatively undisturbed area of land or water, or both, and which has existing characteristics of a natural/native plant or animal community and/or portions of a natural ecological and geographic system. Examples include wetlands, escarpments, riparian corridors, natural grasslands and woodlots. Note: A relatively undisturbed Natural Environment Park would either retain or have re-established a natural character, although it need not be completely undisturbed.
- **Municipal School Reserve (MSR)²** – Reserve land used for educational sports fields, community recreational sport fields and school building sites.
- **Winter Gardens (Indoor)¹** - Winter gardens are smaller or larger climate-controlled, fully enclosed spaces adjacent to sidewalks or the +15 system. They provide shelter from extreme cold temperatures and provide a pleasant environment for leisure and other recreational, commercial and cultural activities during the winter.
- **Community Vegetable/Flower Gardens¹** - Community gardens should be an integral part of the Beltline public realm. Urban agriculture and community gardens would greatly assist in meeting various social, economic and environmental objectives. They provide an opportunity for residents to learn about nature in the urban environment. The presence of people in community gardens also increases community safety.

- **Regional Pathway System³** – A city-wide linear network that facilitates non-motorized movements for recreation and transportation purposes. The spine of the system parallels the major physical features of the river valleys park system, including waterways, escarpments and ravines. It connects communities by linking major parks, recreation facilities and natural features. The regional pathway system may also link other major community facilities such as schools, community centres and commercial areas. The regional pathway is hard-surfaced, typically asphalt and located off-street. It is a multi-use facility and no one user or type of user is to be given elevated status.
- **Bikeway System³** – All roads in the City of Calgary that are legally open to bicycle travel.
- **Roadway Greens²** – A type of open space located within road rights-of-way. The areas include the boulevards and medians of major roadways, entryways into communities and traffic islands within communities. In addition to mowed turf they commonly include amenities such as trees, pathways, benches, natural areas and, less commonly, flower beds, sculptures, playgrounds and play fields.
- **Urban Forest** – The sum of all woody and associated vegetation in and around dense human settlement. It is the sum of street trees, residential trees, parks trees and green belt vegetation. It includes trees on unused public and private lands, trees in transportation and utility corridors and forests on watershed lands.
- **Urban Plazas¹** - An open area fronting on a street or sidewalk widening which is accessible to the public at all times for the use and enjoyment of larger numbers of people.
- **Residential Plazas¹** - A neighbourhood public space with higher design and amenity standards. They are “living rooms” of residential neighbourhoods - open spaces that are accessible, inviting, sunlit, safe and beautifully landscaped.
- **Forecourts/Mid-block Street Plazas¹** - A mid-block location where the forecourt extends right through the block which will generate substantial pedestrian through traffic and may also become an oasis space or quiet sitting area, depending on its size.
- **Corner Plazas¹** - Corner sites are one of the most prominent building sites. Landmark buildings of a distinct and memorable form should also create memorable and delightful public spaces. Corner plazas are public/private spaces where two adjacent streets are at approximately the same grade and enable the plaza to become an active meeting place, a place for commercial exchange, a place to pass through, and a place to watch the passers-by.



Glossary of terms

Animation – is the act, process and result of imparting life, interest, spirit, motion and activity.

Depreciative Behaviour – is any act that is detrimental or dangerous to human life, the natural resource, park facilities, or the use and enjoyment of the park by other visitors.

Lifecycle – is the significant upgrading or replacement of an asset or asset component.

Maintenance – is the regular maintenance related to the day-to-day running and upkeep of assets.

Social Carrying Capacity – is the level of use beyond which the recreational and community experience is negatively perceived.

Tourists – anybody living outside of Calgary visiting the city at any time; e.g. businessmen, visiting friends and relatives, athletes, school kids, leisure tourists, transit tourists, etc.

Triangulation – to encourage interaction and contact among visitors by having two or more people focus on and communicate about design elements within the plaza.

Literature Review

City:

- Corporate Directions 2006-2008
- Community Services & Protective Services Three Year Business Plan

Parks:

- Parks 2005 Staff Survey-Central Review (F. Jacques)
- Parks Strategic Plan
- Open Space Strategy for Established Communities (– also listed below)
- Commercial Activities in City of Calgary Parks – Draft Report
- Shaw Millennium Park - Vision Principles & Goals – Draft
- Eau Claire Plaza – Vision Principles & Goals
- Calgary Open Space Plan
- Calgary Pathway and Bikeway Plan
- Urban Forest Strategic Plan - Draft

Centre City (Downtown):

- Eau Claire Vision
- Olympic Plaza Cultural District Revitalization Plan
- Urban Parks Draft
- Downtown Infrastructure Improvement Program
- Blueprint for the Beltline
- East Village ARP (The Rivers)
- Beltline ARP
- Caring Centre City Blueprint for Action
- Crime Prevention Investment Program 2006-2008
- Priorities for Action in the Centre City
- Urban Revitalization: Public Toilet Alternatives for East Village and Downtown

Web Research:

- Strengthening Your Company's Image Through Non-Profit Partnerships by BA Miller
- Funding Parks Through Public-Private Partnerships by LR Cox
- What Should Public-Private Partnerships Mean by R Brown
- How Partnerships Work by National Council for Public-Private Partnerships
- For the Good of the People; Using Public-Private Partnerships to Meet America's Essential Needs by National Council for Public-Private Partnerships
- Five Parks that Need a Turnaround by K Madden
- Partnerships for Parks by C Walker – Lila Wallace- Reader's Digest Urban Parks Program
- Rethinking Urban Parks: Public Space and Cultural Diversity by S Low, D Taplin and S Scheld
- Austin's Farmer's Market – e-newsletter
- Much More Than Open Spaces, City Parks Can Open Pathways to Opportunity Report by the Urban Institute
- The Green Guide – America's Top 10 Green Cities

- Creating Great Urban Parks by F Kent and K Madden
- Seattle Downtown Parks and Public Spaces Task Force (meeting summary)
- Milwaukee's Downtown Vision
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- Bryant Park (newsletter) (New York)
- Waterfront Drive and Enhanced Downtown Maintenance Report (Winnipeg)
- Master Plan for Buffalo Bayou and Beyond – (Houston Texas)
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