

Calgary



Centre City Plan Refresh

What We Heard Report

Culture and Activity Workshop 2019 May 2



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About this what we heard report

This report summarizes the activities and results of engagement for the “Culture & Activity (CA)” Workshop on May 2, 2019 for the Centre City Plan Refresh project. It outlines the project, the purpose of the public engagement, the activities we did, and a summary of what we heard at the events. A full list of comments received through public engagement is included in this report.

Project overview

In 2007, based on extensive citizen input, City Council adopted the Centre City Plan, a vision document that describes what the Centre City could look like in 30 years. The Centre City Plan is a coordinated strategy document that pulls together the vision for the Centre City along with strategies and actions relating to land use planning, economic, cultural, and social development, and governance. With the approval of the adoption of the Centre City Plan (CPC2007-049), it included a recommendation for regular monitoring and reporting. In January 2017 the Centre City Plan was identified as one of 28 Council policies to be amended. It's time to review and refresh the original Centre City Plan.

Calgary's Centre City is the area south of the Bow River (including Prince's Island Park) from 17th Avenue Southwest and 14th Street Southwest, to the Elbow River. It also includes Downtown, Eau Claire, West End, West Connaught, Connaught Centre, Victoria Crossing Centre, East Victoria Crossing, East Village, Chinatown and Stampede Park area. (A map is contained in the Centre City Plan, 2007.)

The purpose of this refresh project is to:

- affirm the current plan's vision and principles;
- reassess the big-picture direction for the Centre City;
- identify actions to realize the vision;
- update the information in the Plan to align with other city policies such as the [Municipal Development Plan](#) and [Centre City Guidebook](#); and
- eliminate overlap with other documents.

Engagement was approached with the understanding that the plan need not be re-written; rather it will be updated or, “refreshed”, to reflect the current thinking within the Centre City. An update to the Centre City Plan is an opportunity to refocus Calgary's energy and reinvigorate a commitment to success in the Centre City.



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Background and Purpose

The workshop engagement approach was designed to review the proposed goals for Culture & Activity in Calgary's Centre City, related initiatives, and outcomes that were developed by the Centre City Plan (CCP) core project team through their analysis of all inputs compiled leading up to the workshop. Multiple inputs include:

- a review of the existing 2007 Centre City Plan to identify which information should remain in the Plan and be updated and which information should be removed;
- a review of related City of Calgary policy, guideline and strategy documents;
- input collected from various departments throughout the City;
- results of the Strategic Foresight process (This is a scenario-based methodology that immerses participants in a study of the future by asking them to create and explore multiple plausible alternatives for a domain or topic of interest.);
- stakeholder and public engagement that was compiled into a What We Heard Report;
- a review of the results from the Downtown Economic Summit that was held on 2017 March 2; and
- a review of best practice research.

Target audiences

The targeted audience for this engagement was primarily internal stakeholders from the City of Calgary.

Internal Stakeholders

A wide cross-section of internal & external stakeholders was invited to a focused workshop. The following stakeholders provided representation from the following City of Calgary business units and external agencies, as well as Ward 7 Councillor's office:

- City of Calgary Community Planning, Growth Strategies & Urban Design & Urban Strategy
- City of Calgary Neighborhoods (including Public Art)
- City of Calgary Growth Strategies (Heritage)
- City of Calgary Recreation
- City of Calgary Transportation
- City of Calgary Fire
- City of Calgary Arts & Culture
- City of Calgary Public Libraries (Central branch)
- City of Calgary Resilience Program
- City of Calgary Parks
- City of Calgary Office of Partnerships
- City of Calgary Indigenous Relations Office
- Ward 8 Councillors Office
- Ward 7 Councillors office
- Calgary TELUS Convention Centre
- Calgary Arts Development
- University of Calgary (Government Relations specialist)



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- University of Calgary (Facilities)
- National Music Centre
- Calgary Municipal Land Corporation (CMLC)
- Contemporary Calgary
- SLED Island
- Fort Calgary
- Glenbow Museum
- Art Commons
- Calgary Economic Development

The following stakeholders were invited to the workshop but did not attend:

- Calgary Downtown Association
- World Economic Forum, [Global Shapers – Calgary Hub](#)

Engagement Overview

What we asked

The workshop engagement approach was designed to review the proposed outcomes, goals, and related initiatives that were developed by the Centre City Plan core project team through their analysis of all inputs leading up to the workshop.

Proposed Outcomes and Goals

The Outcomes for a thriving cultural and activity scene in the Centre City are:

- The Centre City is an international destination for culture and events
- Cultural diversity and indigenous heritage are celebrated in the Centre City
- The Centre City has culturally vibrant, active and historically interesting neighbourhoods

The Goals to get to the desired Outcomes are:

- Cultivate stakeholder collaboration and alignment in the Centre City
- Development and implement incentives and tools to retain and enhance arts, culture and recreation in the Centre City
- Attract, develop and promote events of any size in the Centre City year0round
- Foster a distinctive sense of place in the Centre City through a network of destinations and connections
- Activate spaces to attract a diverse population

Engagement focused on the following components:

Topic	Engagement Questions	How input is used	Level of Engagement
Outcomes	<i>Review each of the three outcomes. Are these outcomes that we want to see in 10 to 20 years? Which ones should be a priority within that time frame? What new opportunities have</i>	The Centre City Plan Refresh will identify goals, initiatives and priorities to be considered during the preparation of the	<i>Consult:</i> We will consult with stakeholders to obtain feedback and ensure their input is considered



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	<i>arisen over the last 10 years that can be capitalized on?</i>		
Goals	Participants reviewed each goal, discussed their viability and the best ways to achieve them.	refreshed Centre City Plan. The project team will review stakeholder input alongside relevant departments from across The City as well as external agencies. Stakeholder ideas will be reviewed, considered and included where possible. Where major themes cannot be addressed, the project team will advise why they could not be implemented.	and incorporated to the maximum extent possible. We undertake to advise how consultation impacted the decisions and outcomes.
Initiatives	Participants reviewed and prioritized pre-identified initiatives for each goal.		
Short / Medium / Long-Term Priorities	Facilitated discussion with all participants at once, discussing what might be the most impactful short term, medium term and long-term actions to take as part of the refreshed CCP.		

Event Summary

Engagement took place on May 2, 2019 in the CPAG Team Room 3 & 4 at the Calgary Municipal Building. A total of 41 attendees participated in the engagement.

The workshop asked participants to accept the meeting invite to ensure appropriate participation numbers ranging from 9 to 11 people seated at each of the four tables. People who accepted the meeting invite were assigned a table. Table assignments considered department representation with the aim of getting a diverse mix of people at each table.

Table facilitators guided the discussions and recorded comments made by attendees. The workshop began with a presentation providing a brief history on the Centre City Plan, the purposes of the workshop, an overview of the briefing analysis and the context of these internal discussions with the project's current direction.

This workshop format worked well as attendees were generally engaged during the activities and were provided our "Culture & Activity Brief" analysis document ahead of time for review in preparation for the day's activities.



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What We Heard

Activity 1

Activity one was a table discussion regarding the proposed three outcomes relating to an Inclusive, Caring and Safe Centre City. These were:

- The Centre City is an international destination for culture and events
- Cultural diversity and indigenous heritage are celebrated in the Centre City
- The Centre City has culturally vibrant, active and historically interesting neighbourhoods

For each proposed outcome, the facilitator lead participants through a five-minute discussion around the following questions:

- Is this a realistic outcome that we want to see in 10 to 20 years? Should this outcome be a priority within that time frame?
- What new opportunities or challenges have arisen over the last 10 years that can be capitalized on?
- Could the outcome be reworded?
- Why do you feel that way? What is influencing your opinion?
- What inputs from the briefing note are influencing your comments?

The following table is a summary of themes that emerged from the feedback. The summary is in order of rank, meaning that the first theme was the most frequently cited and the last theme was the least cited.

Outcome 1: The Centre City is an international destination for culture and events.

Theme	Description
More Common	
Calgary's Centre City needs to find its identity first	<i>Goal seen as ambitious as Calgary and Centre City since Oil & Gas industry has only focused on promoting mountain getaways and Stampede, not the Arts; Need to tell the story in different ways and make the connections between the elements (i.e. Vancouver City Passport and Vancouver Inspiration Pass); new story needs to be authentic to Calgary's experience and "vibe" and should include more indigenous programming and voices; Culture & Art can build a legacy for the Centre City like Sports/Olympic legacy has done for Calgary as a whole; Stephen Ave is a recognized historic site that would be an excellent place to start in the Centre City.</i>
Place-making a cultural / event development are intertwined	<i>Centre City needs to decide on and emphasize the place that is it's heart and soul – the place that feels like you're somewhere special (i.e. Washington DC's National Mall); Contenders for special place(s) including portions of Stephen Avenue and Eau Claire; physically and mentally connecting existing major sites (Central Library, National Music Centre, Olympic Plaza; Convention Centre) are crucial; Olympic Plaza not used at nighttime and is underutilized site</i>
Identified drivers behind accomplishing this outcome (new goals?)	<i>BMO Centre (Stampede) seen as a draw for other "supporting activity" within the Centre City including tourism and business;</i>



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	<p><i>Arts Commons is untapped potential considering all the internal activity that would be more easily seen from and/or spill out into the surrounding public realm if their proposed architectural changes were facilitated;</i></p> <p><i>Calgary Telus Convention Centre serves as a liaison between international delegates and surrounding hotels;</i></p> <p><i>Contemporary Calgary (old Planetarium) will be a magnet in the area for visual arts</i></p> <p><i>Connections between all these places as well as Stephen Ave, National Music Centre and Fort Calgary would create more “local destinations” if transit users are included (and not segregated) from the public flow</i></p> <p><i>Downtown architecture as a potential driver to get more people visiting</i></p>
Less Common	
<p>Visitors, workers and residents are drawn to places where they know they’ll be entertained</p>	<p><i>With influx of talent will come a growing demand for things to do; Visitors plan around what they know they can do in an area; Important (especially in winter) to find ways to capture Banff National Park visitor interest as they pass through Calgary’s Centre City; Involve more artists in Centre City decision making – there’s a lot of them in the core already and could be tourism asset if promoted as a economic development asset.</i></p>
<p>Discussion around “international” aspect of this goal</p>	<p><i>International audiences could mean greater revenue through tickets sales & economic development; Calgary Telus Convention Centre core clientele is from Europe and they often don’t have anything to do at night while here because of the lack of surrounding activity and also find it dangerous to ride bikes due to vehicle traffic; concerns that goal’s focus should be on building the Centre City as a local destination first, international second.</i></p>
<p>Safety concerns</p>	<p><i>Calgary Telus Convention Centre suggests there are perceived safety issues and a need for simplified wayfinding; C-Train platforms are not seen as a safe transportation option for school groups and so instead they utilize charter buses</i></p>
<p>Structural Economic concerns</p>	<p><i>Calgary is generally not setup for big in-flow of visitors at a time and should endeavor to create a “backdoor experience” (i.e. Melbourne, Australia)</i></p>
<p>Urban Design & Architecture concerns</p>	<p><i>References to city of Portland train stations being at-grade and containing retail</i></p>



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Outcome 2: Cultural diversity and indigenous heritage are celebrated in the Centre City

Theme	Description
More Common	
Emphasising culture is key to the success of the Centre City	<i>This outcome aligns with City of Calgary's Cultural Plan; Important outcome because as population increase, so does the importance of ensuring social cohesion; concerns around "how" to build culture" and telling "the story" in a way that connects the many interesting stories and gets Calgarians interested in the Downtown (i.e. story of "12 Mile" through creating a "cultural trail" through downtown since low likelihood of a new major road)</i>
Examples of what would encourage this outcome were numerous	<i>Peace Bridge as both functional infrastructure as well as iconic part of Downtown image and draw for multi-cultural draw; The Forks (Winnipeg); Thomson's Family Park, Olympic Plaza, Riley Park cricket as examples of diverse spaces; Pedestrian pathway improvement and project lighting on buildings has increased vibrancy, resulting in increase draw of people into downtown</i>
Indigenous voices and perspectives are key to this outcome	<i>Important to achieve this outcome because it directly aligns with many Truth & Reconciliation Commission recommendations as well as commitments The City [and/or University of Calgary?] has made to incorporating indigenous heritage and perspectives; More celebration and influence of indigenous voices through decision making around programming, downtown architecture and overall decision making, especially around the rivers confluence area.</i>
Less Common	
This outcome contributes to a more meaningful experience within the Downtown	<i>Meaningful experiences; Diverse cultural mix provides unique opportunities; Connect partners to enhance the creative experience</i>
References to the Rivers District area	<i>This outcome should be extended to the Stampede Grounds; Mobility links and with the upcoming BMO Conference Centre, consider making the 'Free Zone' for the C-Train/Red Line</i>
Positive contribution to downtown tourism	<i>Tourism dollars directly to Calgary; Culture is critical to attracting tourism; International and local destination; DT is the living room and we are inviting guest</i>



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Outcome 3: The Centre City has culturally vibrant, active and historically interesting neighbourhoods

Theme	Description
More Common	
Increasing events and other public activity to diversify cultural offerings	<i>Opportunity to reuse/adapt currently vacant buildings; Need more at-grade street life in all the neighbourhoods; desire for an increased diversity in cultural events (i.e. Beakerhead's annual science and technology festival is great but more diverse cultural offering is needed to capture other Calgary niches); Pilot programs encouraging grassroots programming (i.e. yoga, buskers, mini festivals); civic investment for festival infrastructure given the big increase in overall programming the last few years and life-cycling needs of some of these existing venues; Centre City's identity not clear and heritage is possible direction to recognize part of that identity.</i>
Specific sites identified as strong influences on this goal	<i>East Village site that is in front of "Charbar" is also affordable; Contemporary Calgary offers an opportunity for activation; 13 Avenue Greenway provides a good pedestrian experience; Central Library; national Music Centre; Eau-Claire is seen as a missed opportunity that should be redeveloped similarly to the Forks (Winnipeg)</i>
Influence of mobility on this goal	<i>Additional/improved pedestrian linkages including to and from the river and bicycle infrastructure would make it easier for people to move around (especially in Downtown West); desire for improved LRT connections within Eau Claire and Downtown West;</i>

Activity 2

The second activity related to the following question:

To achieve these outcomes for the Centre City, we have prepared the following list of suggested goals based on several inputs gained through the process.

The suggested goals are:

1. Cultivate stakeholder collaboration and alignment in the Centre City
2. Development and implement incentives and tools to retain and enhance arts, culture and recreation in the Centre City
3. Attract, develop and promote events of any size in the Centre City year-round
4. Foster a distinctive sense of place in the Centre City through a network of destinations and connections
5. Activate spaces to attract a diverse population

This activity was divided into three parts. A total of 60 minutes was given for this exercise.

Parts 1 and 2: Goal Viability and Goal Implementation

The table facilitator lead participants through discussions on the viability of each goal and the best way to achieve each goal. Ten minutes was allotted for each goal for a total of 50 minutes.

For Part 1, Goal Viability, participants were asked the following questions:

- Is this a realistic goal? Is it viable? Why or Why not?



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- What are the best ways that this goal could be implemented? What would it take? Who would need to be involved?

For Part 2, Goal Implementation, participants were asked to identify the best ways in which to achieve each goal. This discussion was guided by the following questions:

- What would it take?
- Who would need to be involved?
- How could it be done?

Part 3: Report Back

Based on the findings from parts one and two, a representative from each table reported back to the entire room regarding what they felt was or was not achievable as well as any new strategies that were suggested. Ten minutes was allotted for this discussion.

The following tables summarize the themes that emerged from the feedback regarding each goal. The summary is in order of rank, meaning that the first theme was the most frequently cited and the last theme was the least cited.

Goal 1: Cultivate stakeholder collaboration and alignment in the Centre City.

Theme	Description
More Common	
Goal is viable because collaboration is important, and it may help align/focus funding and priorities	<i>Collaboration is an important principle; Possibility to align and combine public and private funding (i.e.: Calgary Hotel Association receives federal funding but historically focuses only on Culinary Arts goals and not other art) (i.e. focused infrastructure enhancements could encourage developers to upgrade older buildings); Everyone has different understandings of who appropriate stakeholders are which will make implementation difficult</i>
Implement through networking sessions of all shapes and sizes	<i>Annual summits and more frequent working sessions to meet and collaborate; Multi-stakeholder engagement to mix community (and community associations), industry, arts and culture groups to understand overlapping needs, wants, desires, provide opportunity to do next step on those overlapping desires and spread the word about what's happening to everyone involved.</i>
Could result in increased promotion and awareness of stakeholder projects	<i>Formal event promotion in the form of poster boards and information signage; collaboration could help amplify energy around upcoming major events (i.e.: X-Games winning bid was the result of collaboration with major stakeholders involved in the 2026 Olympic Bid working group); Simple publicity stunts help to communicate upcoming events (i.e. heart-shaped balloon flying over city hall to communicate that Centre City is the "heart" of city conferences);</i>
Implement through District strategies	<i>Establishing various district strategies (i.e. entertainment, cultural, civic) with agreed-upon coordinators and programming; Potential Convention Centre District has many different cultural groups that could work together better with some top-down coordination; District strategies could provide better opportunities for Tourism Calgary and Calgary Economic Development to meaningfully collaborate; Wayfinding difficulties could be resolved through Glenbow, Arts Commons working collaboratively while promoting current tours and shows;</i>

Less Common	
Incentives to attract needed but skeptical stakeholders	<i>Hosting networking sessions within interesting private spaces that people may be interested in seeing (i.e. the renovated Contemporary Calgary space); Capturing building owners' initial interest by simply booking their spaces for these networking sessions;</i>
Policy as both a catalyst and deterrent for this goal	<i>Combing policy plans (i.e. Downtown Strategy and Centre City Plan) to encourage stakeholder collaboration and visibility; Collaboration mandate from City management could have many positive outcomes but increased policy involvement can make grassroots efforts more difficult with increased "red tape" (or just the perception of); Pop-up uses within businesses could be applied to Culture and Arts activity</i>
Suggested topics to address with a renewed focus on stakeholder collaboration	<i>Look at sustainability of small businesses downtown; Satellite Campuses (e.g. UofC) are difficult to implement (i.e. - cost to renovate space is expensive, scheduling challenges for classes) so perhaps there a cross over with empty office space; Prioritize the stakeholder goals. A staged approach to achieving goals; Narrow down what would attract more "suburban" visitors by actually collaborating with a spectrum of "Calgarians"</i>
Reasons why this goal is not viable	<i>Not all stakeholders bring value due to lack of subject knowledge (i.e.: many Calgarians do not understand or have experience in strategic planning, making the value of their input quite limited); Collaboration is resource intensive and requires time that staff doesn't have in the current environment</i>

Goal 2: Development and implement incentives and tools to retain and enhance arts, culture and recreation in the Centre City

Theme	Description
More common	
Implementing this goal through financial incentives and tools	<i>Up front capital investment; density bonusing for development is a one-time tool; small arts loan program backed by The City that are somehow repaid through return on investment (i.e. Edmonton PACEloans) would be a continuously available tool; reducing property tax in exchange for ground-floor arts/performance space; Events/festivals could offer combination of free AND paid activities to help with costs/sustainability (i.e. International Children's' Festival now defunct due to all activates being free-of-charge);</i>
Ensuring "buy-in" from key stakeholders within the local arts, culture and recreation scene is critical for successful incentives	<i>The arts and culture communities, which include indigenous groups, should decide what incentivise and tools to prioritize; Approach arts and culture development as any other business industry – incentivize like The City already incentivizes entrepreneurship or small business generally; Need an entity (Calgary Arts Development?) to backstop leases that can take over the lease of a few floors and then rent it out to the smaller organizations; Oil & Gas philanthropy has declined so need to find ways to incentivize new avenues of philanthropy (perhaps local technology or music sector);</i>
Policy tools to realize potential incentives	<i>A lot of existing policy on the subject but challenging to find and become aware of options; Selling alcoholic drinks at events is a good revenue generator but Alberta Gaming & Liquor Commission rules around licensing is substantial barrier so AGLC they should be engaged further; Calgary Arts Development (CADA) has developed a number of cultural tools to try to incentive private sector to create new spaces (planning tool, development</i>

	<i>density incentives) but there has been very limited uptake to date (see Appendix X of the Building Momentum report); more flexibility in land use policy to provide incentives</i>
Goal is viable because it will help to solidify Calgary's identity, encourage events and placemaking as well as future investment	<i>City branding is inconsistent and should celebrate our hub (Centre City) and make its history more accessible</i>
Less Common	
Events and their place-making seen as driver for this goal	<i>Potential incentives and tools would help lower event costs incurred by organizers and thereby encouraging more events; Declining corporate sponsorships create need for incentives to spur new philanthropy as well as growing demand for free/low-cost events</i>
Incentivize the development of new arts space and increased utilization of existing space	<i>Promote Spacefinder.org as a simple way to connect artists with building owners looking for renters; Incentivize development of spaces similar to CSpace as well as more affordable studio space</i>
Use of technology in incentivizing increased arts and culture activities	<i>Use of technology for placemaking; using mobile technology instead of maps/old ways</i>
Reasons why this goal is not viable	<i>Current branding of city as tourist destination is wrong in that Calgary more appealing/accurate as being the "closest airport to Banff"</i>

Goal 3: Attract, develop and promote events of any size in the Centre City year-round

Theme	Description
More Common	
Event promotion a key issue that needs to be improved	<i>A central cultural district website and mobile application (instead of the current fragmented listings across several sites) using an established information template would help tourists/residents learn about events sooner; Core (especially 7 Avenue corridor) needs more streetlight banners that are promoting these events; a dedicated media journalist covering the arts would be very helpful as mainstream media outlets generally don't focus on arts</i>
Many examples of what these events, venues and infrastructure could look like	<i>The Forks; Princes Island Park - daily programming - packed on the weekends; Folk Fest - one weekend and then goes away; Community congregation - e.g. Firepit, communal activity in green spaces, German market (plazas); Wander routes, story telling component (historic); Beautiful flowers make a difference to the inner city.</i>
Existing and potential process changes to City of Calgary municipal bylaws/rules to facilitate goal	<i>Arts & Culture business unit has an intake process to work with events on public property; Process should help guide events to appropriate locations within the downtown; Flexible process that allows a "business" to only exist for 4 days (relax rules to create vibrancy);</i>

Issues that should be explored further	<i>Explore potential to relocate existing annual festivals into the downtown; Explore the kinds of events/activities that would keep tourists within the Downtown for multiple days; Acknowledgement that The City is open to great new ideas with direction on this goal.</i>
Less Common	
Timing issues	<i>A new event every weekend downtown; Need to overlap</i>
Winter Festivals	<i>There may be a human resources skills gap that needs to be resolved for Winter festivals to take place; Relationship of parks with activities and what happens in between; Embrace the winter city - create an experience - integrated civic facilities and resources</i>
Collaboration	<i>Look for opportunities to work together with event organizers (Doesn't have to be all the time); Private/Public partnerships</i>
Infrastructure	<i>How to make effective and sustainable - safety (e.g. Using a storm pond) - needs to be well managed; Capacity can be an issue</i>

Goal 4: Foster a distinctive sense of place in the Centre City through a network of destinations and connections

Theme	Description
More Common	
Providing the right amenities is key to realizing this goal	<i>Choosing event locations currently depends on availability, which is limited due to lack of downtown park space and purpose-built event space; small parkettes, flowers and art spaces are needed to provide pleasant pedestrian environment (and a more sanitary place for dog to pee); less-sexy amenities/uses on the street (such as defensive architecture and public bathrooms) are important too</i>
Suggested ideas that came up in discussion to realize this goal	<i>Animate parking lots - CMLC/CPA design competition; Traffic around stampede grounds is an issue and needs to be fixed by expanding the transit free-fare zone to connect back to downtown; Need to connect destinations both physically and mentally; "Dodgy" areas feel as such often due to blank walls, abandoned retail - there are lots of groups/people that could animate these areas; Board of education green space coupled with a firehall could be really good space.</i>
Wayfinding considerations	<i>Start small by improving wayfinding demarcation using new technologies and plain language; Add more great signage from theatres and attractions; Explore wayfinding lighting used on train platforms in Danang, Vietnam (press button on a map at the train station and in-ground lighting illuminates for 10 minutes to guide tourist to selected destination)</i>
Less common	
Safety concerns	<i>Safety and cleanliness - population/traffic on LRT stations - bathrooms related to policing; Rail corridors (7th and 9th Avenue) feel unsafe; Tactical urbanism measures to try changing road design to reduce distracted driving</i>
Land Use Planning discussion	<i>Map the downtown hotspots and goat trails to determine where they go and how can it be connected through new development and programming; Destinations must be dense enough to connect.</i>

Suggested ideas relating to temporary use piloting	<i>More pop-up opportunities and businesses would help to realize this goal</i>
Leadership concerns	<i>Concerns about who will be providing leadership to further implement the City of Calgary Cultural Plan</i>

Goal 5: Activate spaces to attract a diverse population

Theme	Description
More Common	
Communication methods and medium are challenges to overcome in spreading the word about why people should spend time in the Downtown	<i>Continual challenges in communicating programmed activity (events, etc.) to increase attendance by residents and tourists (i.e. how do they know what's happening? Where to check? Are we utilizing the media effectively?); Encourage media to report on culture activities; Remember that time for comprehensive communication needed to link great sites and events (i.e. Calgary Folk Fest Blockheater); Cultural Mobile app or related technology to connect various organizations that don't typically talk to each other like a new digital culture newsletter (i.e. Pittsburgh Cultural Trust) although it was noted that Calgary Arts Development has a database underway; Concern that there should be more focus on printed materials for ease of access and "nostalgic" reasons (i.e. Bankview historical maps that are designed by an artist and feature historical sites, buildings and roads</i>
Improved mobility through comprehensive wayfinding and late-night public transit	<i>Activation through connecting all the good things that exist, coordinating how to access them and determining what's nearby (i.e. Community-driven wayfinding system for the community of Cully in Portland Oregon, see Figure 1); Activation of downtown nightlife by ensuring an easy way for people to get in and out of the area through improved late-night public transit instead of taxi and/or private vehicles.</i>



Figure 1 An early prototype for the community of Cully's Wayfinding program

(Credit: Verde via <https://nextcity.org/features/view/when-green-infrastructure-is-an-anti-poverty-strategy>)

<p>Increased event programming and the barriers to overcome in achieving this</p>	<p>Desire for laneway markets and other free events that have a similar experience to that of <i>Beakerhead</i> (i.e. lights, banners, music and spectacle to attract a diverse population; Biggest challenges are lack of inter-organization communication and overall resources; Need a centralized listing so that everyone knows what's going on</p>
<p>Support of smaller-scale street activations</p>	<p>Demand for smaller-scale activation evident through the popularity of the <i>Activate YYC</i> program via Federation of Calgary Communities; Suggestion that <i>Sien Lok park</i> be improved; Suggestion for bookstore street</p>



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and suggested sites to focus on	<i>fair along 3 St. SE (between City Hall and Central Library); Increased number of street trees along the streets connecting Stephen Avenue and 7 Avenue train corridor</i>
Family-friendly event and nightlife options needed to appeal to attract young families to visit and/or live in Downtown	<i>Family friendly entertainment options needed, such as public Calgary Flames game day events and other Under-18 events that do not involve alcohol; Family nightlife options needed that are both affordable and involve food</i>
Marketing efforts to promote the downtown need to be evidence-based as some demographics of the city may be easier to reach than others.	<i>Need data to confirm who is currently visiting/living in Downtown and who else can be attracted; Suggested that residents outside downtown won't attend events if they're not reflecting their community (e.g. North East or North West quadrants) and may simply have limited ability to attend; Suggestion to produce a printed map of Bankview that reflects an agreed-upon "identity" brand.</i>
Less Common	
Regulatory issues that may impede this goal's potential	<i>Belief that Alberta Gaming & Liquor Commission is the biggest barrier for festivals and events - how can we push upper levels of government to change this; internal team within City administration that coordinates cross-corporate strategy to maximize this goal's potential.</i>
Lighting and illumination as an extension of the broader event promotion downtown-wide	<i>Desire for increased and coordinated illumination to promote current events (i.e. lighting on Reconciliation bridge, Riverwalk, Olympic Plaza, private buildings and Calgary Transit aligned to promote the big downtown Canada Day event)</i>
Include stakeholders when determining what "activated spaces" should include	<i>Convene and ask a diverse population what "activated spaces" would look like to them (i.e. Calgary Arts Development has done a ton of work around equity, diversity and population, encouraging people to think beyond ethno-cultural diversity to include multi-abilities and age.</i>
Importance of Art and Culture in realizing this goal	<i>Culture Plan is evidence that people want great downtown spaces on their way to great spaces; Should feature creative spaces that are both indoors and outdoors</i>
other	<i>Provide grants to incentivize all these great things to happen; Beautiful connections between places; Repurposing office building lobbies (ground floor) to retail, dog parks, etc. popups; \$5 parking downtown is a great incentive; add more technology opportunities; Need more park space, different typology of space, parkettes</i>

Suggested New Goals and/or Ideas

Reducing regulatory hurdles	<i>Cut the red tape - institutional barriers - AGLC processes and permitting</i>
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Activity 3

The third activity consisted of five tables, each having a large piece of paper listing one goal and associated initiatives. Attendees were asked to freely circulate to each of the tables to review each list of initiatives for each goal, discuss them with whomever they chose, and identify which initiatives should be prioritized. Each attendee was asked to prioritize three to five initiatives for each goal. They were asked to prioritize putting a check mark beside the relevant initiative(s) and if desired add a supporting comment.

The following summary of themes, that emerged from Activity #3, are in ranking order, meaning that the first theme was the most frequently cited and the last theme was the least cited. Initiatives that were not selected to be prioritized by any of the participants are omitted from the following tables. Text displayed in italics indicates text that was suggested by an attendee during the workshop process.

Goal #1	Cultivate stakeholder collaboration and alignment in the Centre City
Source	Initiative
CCP 8.4.2	The Centre City should become a place where new and alternative cultural groups and venues are developed and supported. The City, in collaboration with Calgary Arts Development, will be an active partner and enabler to nurture the growth of culture in the following ways: (1) Administrative and financial support; (2) Support the establishment of an organization to champion the brokering of partnerships and arrangements to connect cultural groups with facilities and spaces; (3) Flexible and supportive land use and design policies and regulations; and (4) <i>The use of City-owned lands and buildings, including heritage buildings.</i>
CCP 8.4.1	The Centre City contains many of Calgary's major cultural institutions and festivals. The City, in collaboration with Calgary Arts Development, will actively support these institutions and festivals to ensure their long-term sustainability and growth within the Centre City. <i>Important to not only focus on "Major" cultural institutions</i>
CCP 8.4.3	The Olympic Plaza Cultural District (OPCD) is recognized as the City's flagship cultural area, housing many of the major cultural institutions including Arts Commons and its resident companies, The Glenbow Museum and Vertigo Theatre. The OPCD is also home to many of Calgary's most iconic and popular festivals and events and includes many eating and drinking establishments and retail stores. The City and its Partners will continue to work with these entities to nurture the growth of culture in the various neighbourhoods in Centre City as well as <i>The Grand and Contemporary Calgary</i>
Downtown Economic Summit 28	Meet with the National Music Centre, CED, CMLC, CADA, Music Mile representatives and other stakeholders (Stampede, New Central Library, etc.) to identify opportunities to leverage partnerships and investment, where possible <i>and establish pilot projects where diverse skill set can be used to enable success</i>
CCP 8.4.4	The City will work with the Olympic Plaza Cultural District (OPCD) to implement changes to the area which will reinvigorate the area, reflecting the Olympic Plaza Cultural District Engagement and Design Report, economic strategies related to place and the need to connect the area to major projects, including the East Village, Green Line and the Rivers District Entertainment District. <i>Civic District and other entertainment districts. Create 'cultural landmarks' and 'cultural trails' to connect them</i>

CCP 8.6 Action 3	Research and implement mechanisms to support private/public collaboration, cooperation and shared commitment. PSE can be a partner in this and can leverage funds
Cultural Plan	Increase coordination in programming among the major cultural institutions in the area. - and historic sites and commercial partners
Downtown Economic Summit 27	Collaborate with CED and Calgary Arts Development Authority (CADA) to develop a coordinated digital and content strategy to maximize benefits for the creative industries and cultural sector. Digitize and distribute important tangible and intangible cultural artifacts as part of the strategy. <i>To include different map overlays (play, visit, eat, socialize, learn)</i>
<i>Suggested by an attendee</i>	<i>Link Biz friendly work with A/C org/biz - CED resilience Calgary</i>
Internal Review	Support and, where appropriate, collaborate with Eau Claire YMCA, YWCA, and Talisman Centre (Lindsay Park Sports Society) to provide a full range of recreation services to residents and workers, including those with limited incomes. <i>Have more spaces spread out, the closest gym is a 10 min walk or 5 min drive</i>
Calgary Destination Strategy	Tourism Calgary stakeholders want to work collaboratively to ensure the successful implementation of this strategy <ul style="list-style-type: none"> • Tourism Calgary has the permission of stakeholders to lead this work through action, support and advocacy efforts • The success of this strategy is dependent on collaboration amongst partners
<i>Suggested by an attendee</i>	<i>Encourage post-secondary education or arts groups to open new facilities such as ACAD or to increase collaboration and activities downtown even if relocation isn't possible</i>

Goal #2	Develop and implement incentives and tools to retain and enhance arts, culture, and recreation in the Centre City.
Source	Initiative
Internal Review	Support Winter Festival Strategy
Strategic Foresight	Test, experiment, and pilot new ideas and concepts throughout the Centre City regularly. <i>Create the space to test, fail and learn.</i>
Internal Review	Can 1% Public Art funding be used for public realm improvement projects such as underpasses, murals in alleyway, artful street furniture/bike racks, which are both functional and artful instead of pure public art projects?
Downtown Economic Summit 32	Invest in a centrally located space or facility where First Nations, Metis and Inuit communities can gather, practice their cultural traditions and discover new ways to express their identities.
CCP 8.4 Action 1	Develop a Centre City Arts and Culture Master Plan to include both facility and programming strategies.
Internal Review	Explore the application of existing planning tools to assist individual artists to secure affordable live/work space and shared work space for cultural organizations and creative industries. Investigate possibilities such as publicly owned, heritage and/or 'dormant spaces' across the city that should be re-thought and re-purposed to support this sector
Internal Review	Identify roles and responsibilities between The City, CED, and CADA regarding a digital strategy, music strategy, and creative industry strategy.
Strategic Foresight	Increase funding for BUMP; events/festival funding; temporary/permanent street changes; "Make the CC Instagrammable"
Cultural Plan	Increase investment in Calgary's major cultural facilities and festivals to ensure long-term financial stability and the capacity to deliver programs in Centre City.



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Internal Review	Research and map Centre city's 'cultural ecosystem' to better understand how cultural resources can be connected, leveraged and promoted to increase sustainability and growth. Based on this map, identify key stakeholders and prepare a Centre City Arts and Culture Master Plan to include both facility and programming strategies.
Internal Review	Develop marketing strategies to promote Calgary's cultural and heritage resources to both tourists and residents. We need to ensure alignment between this section and goals of the Calgary Heritage Authority, which has a mandate of Public Awareness. Heritage preservation is also one of the Cultural Plan's 5 strategic priorities
Internal Review	Actively support the strengthening of Calgary's creative industries and cultural sector through a multi-pronged strategy that includes: the development of business information, investment and professional consultation services; convening issues-based events & networking; strengthening product marketing; and identifies as well as addresses barriers and opportunities related to City processes and policies.
Downtown Economic Summit 18 & Cultural Plan	Support alternative cultural groups and venues in Centre City by providing administrative and financial support, brokering access to facilities and spaces, ensuring flexible and supportive land use and design policies, and providing access to City-owned buildings.
Strategic Foresight	Consider families and seniors in infrastructure decisions
Strategic Foresight	Focused gap analysis on Centre City vs. vibrant downtowns elsewhere, namely: what are they doing to be successful; what are we missing; what types of small & medium businesses are more able to integrate into the Centre City that work elsewhere?
CCP 8.4 Action 2	Review the density bonus system for measures of success and challenges. When reviewing the density bonus system, specifically include the provision of cultural amenities and facilities as a key objective.
CCP 8.6 Action 4	Ensure successful implementation of the Public Art actions by allocating additional resources.
CCP 8.6 Action 5	Clarify responsibilities between Planning, Public Art Program staff and private developers to ensure standards, criteria and review processes for privately owned art are clear and implemented.
Downtown Economic Summit 25	Support community partners to strengthen Calgary's creative industries and cultural sector through a multi-pronged business development strategy that includes creative industry hubs.
Downtown Economic Summit 15	Implement the Cultural Plan for Calgary
Quick Wins	1-week pass for low-income people to attend cultural activities.

Goal #3	Attract, develop, and promote events of any size in the Centre City year-round
Source	Initiative
Downtown Economic Summit 20	Design parks, public spaces and streetscape spaces so there is appropriate infrastructure in place for turn-key festival and event use
Downtown Economic Summit 16 & Cultural Plan	Provide stable, predictable levels of support to the city's major festivals, cultural facilities and arts groups as cornerstones of cultural programming in the Centre City
Downtown Economic Summit 29	Work with key stakeholders to develop strategies to promote Calgary's cultural and heritage resources to tourists and residents <i>and international delegates</i>
Downtown Economic Summit 22	Work with festivals and entertainment groups to encourage Transit as a preferred method of access and avenue for promotion (e.g. musicians on board, station activation, cross promotion)
Calgary Destination Strategy	Calgarians and visitors need to be better aware of the events, festivals, performances and experiences available to them: <ul style="list-style-type: none"> • A citizen engagement strategy is needed • An event promotion and activation execution plan is needed to support event producers • A strategy to attract, develop, enhance, promote and strengthen premier cultural experiences year-round is needed • <i>make events/meetings/conventions amplified with pageantry announcing them NOT just for Stampede time</i>
Downtown Economic Summit 13	Collaborate with Tourism Calgary and other stakeholders to attract and leverage world-class events and festivals.
Calgary Destination Strategy	Calgary has a deficit of hosting infrastructure: <ul style="list-style-type: none"> • Calgary needs enhanced convention space to compete with other national and international cities able to accommodate and effectively host large groups • Because of the importance and breadth of sports in Calgary, there is a strong need for enhanced sport infrastructure including a multi-purpose fieldhouse • With revitalized performing arts infrastructure, more accessible space and a defined cultural district, Calgary's cultural scene will continue to flourish • <i>existing convention space has great potential to not just attract international European markets, but also some local event planners (e.g. Otafest.com)</i>
Downtown Economic Summit 24	Promote Calgary as a film, television and digital media centre to best utilize and connect cultural resources and support local talent.
Downtown Economic Summit 21	Explore the potential to bring smaller programs and events tied to major downtown festivals to neighbourhoods
Downtown Economic Summit 39	Collaborate with the Calgary Convention Centre Authority, Calgary Stampede, and Tourism Calgary to promote and attract meetings, conferences and conventions and effectively meet Calgary's long-term needs.
Calgary Destination Strategy	Calgary has the potential to be the ultimate host city <ul style="list-style-type: none"> • With enhanced hosting infrastructure • With an emotionally compelling brand • When Calgarians are engaged



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- When stakeholders are working collaboratively
- With effective support for event-rights holders
- With a strong year-round event calendar

Goal #4	Foster a distinctive sense of place in the Centre City through a network of destinations and connections
Source	Initiative
Internal Review	Increase the promotion and identification of theme districts, e.g. Cultural District, Design District or Culinary District, that can attract locals and visitors, spur economic activity and support local talent.
Quick Wins	<ul style="list-style-type: none"> • Close more streets to vehicles <ul style="list-style-type: none"> ○ Use the 'superblock' approach in Barcelona! ○ 17th Avenue too ○ 3 street SW and parts of Riverfront Avenue and possibly 16th Avenue in the Beltline
Strategic Foresight	Maintain and enhance the remaining historic character
Cultural Plan	Establish and invest in the Olympic Plaza Cultural District as a flagship cultural and heritage area: <i>Calgary's 'Living Room'</i> .
Strategic Foresight	Plan the Centre City as "Calgary's living room" but <i>ensure they know it's noisy so perhaps a 'rumpus' room vs living room</i>
Strategic Foresight	Improve Stephen Avenue as both a connector and a destination, especially west of 3 Street SW
Internal Review	Design competitions for culturally significant projects such as a Chinese gate, an Indigenous plaza - if recommended by recent/upcoming ARPs.
Internal Review	Rebrand and enhance +15 as a major Centre City public realm and winter-city tourist attraction with retail, spill-out museum spaces, cultural displays, educational programs, green/active rooftop spaces, etc.
Strategic Foresight	Promote the benefits of the Centre City <i>with its unique, high-quality public spaces, dining opportunities, attractions, etc.</i>
Quick Wins	Expand the +15 and connect it to the arts <i>to make it a place for visual artists and entrepreneurs to work together to showcase more art.</i>
Strategic Foresight	Close Stephen Avenue completely to traffic and extend it to the future Contemporary Calgary site <i>and level the street so events can happen (e.g. ice skating or hockey for winter strategy - but work to keep it active and alive)</i>
Strategic Foresight	Create pedestrian-only spaces with programming opportunities
Strategic Foresight	Revitalize/redesign/rebrand Eau Claire as a destination <i>and Re-imagine Eau Claire as a unique mid-rise, eco-resident community</i>
Internal Review Cultural Plan	Plan and deliver programs and activities that take place in the spaces between anchor cultural facilities.
Quick Wins	We need more community gardens and other ways to create our own space, so people feel like they belong. And bee keeping in Urban Environment
Strategic Foresight	Identify existing and future destinations and improve the mobility connections between them
CCP 8.6.1	Capitalizing on the opportunities afforded within the Centre City for strategic and thoughtful public art projects and initiatives that reflect the area's unique characteristics, neighbourhoods, history, urban and natural environment and the conversations of the day.
Quick Wins	Would like to see more murals around Calgary. Can we expand of the mural grant program - Permanent Pride Crosswalk



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Strategic Foresight	Connect the Centre City to the mountains (by train or through physical design)
Quick Wins	Coordinate Walking Tours through civic partners CPL, Glenbow, City Archives, CHA.
Calgary Destination Strategy	Calgary needs an emotionally compelling personality: <ul style="list-style-type: none"> • This critical work must incorporate stakeholders and Calgarians <i>using lots of different voices and stories and supporting a more diverse economy</i> • Calgarians are our voice and our best advocates and need to be engaged to become advocates for their city • This work will support the city's existing Be Part of the Energy brand
Strategic Foresight	Link to destinations outside the Centre City (Kensington, Mission, Inglewood etc.) <i>and review data where visitors outside 9-5 are coming from (neighboring communities)</i>

Goal #5	Activate spaces to attract a diverse population
Source	Initiative
Quick Wins	Need more washrooms open to the public at no charge <ul style="list-style-type: none"> • <i>Like the outdoor urinal in Victoria, BC</i> • <i>in safe, well populated locations that are consistently located (e.g. Greenline)</i> • <i>in parks and plazas</i>
Downtown Economic Summit 19	Increase the visibility of indigenous communities and heritage in the Centre City through public, art, place names and urban design (<i>check out www.indigenousgatheringplace.com</i>)
<i>Suggested by an attendee</i>	<i>Activate back alleys - markets, books, food, antiques, music - especially west village</i>
Internal Review	Tactical urbanism - sPARKs
Quick Wins	We need more indoor activities for children for the winter time. A great indoor playground. <ul style="list-style-type: none"> • <i>Allow for fire pits on Stephen Avenue</i> • <i>Make Stephen Ave level so it can be an outdoor event space</i> • <i>Indoor/Outdoor connectivity so they will go outside in winter</i>
Quick Wins	Thompson's Family Park: needs activation. Gathering space for community <ul style="list-style-type: none"> • <i>Devonian Gardens to youth dance club</i> • <i>All parks that are underused</i> • <i>Chinatown!</i> • <i>Reduce the restrictions on what can be one in the parks and people will use/program them</i>
Internal Review	Identify facilities required for The City to provide recreational services to the public with an emphasis on families, youth and low-income households <i>And Cultural</i>
Downtown Economic Summit 17 & Cultural Plan	Explore and implement programming in Centre City that responds to the diverse interests and needs of the community, including for indigenous and ethno-cultural communities and for disadvantaged residents. Ensure access to low-cost venues.
Quick Wins	More inviting outdoor restaurants in public places, like in Europe
Strategic Foresight	Amplify choice across the Centre City in housing, recreation, leisure, transportation, etc.
Quick Wins	Limited public drinking in spaces like large public parks, or Stephen Avenue would be nice. <ul style="list-style-type: none"> • <i>Would support new events like Chicago/German Christmas markets</i> • <i>Allow kids in licensed spaces</i> • <i>Could be cool pilot project like 'wine evening' at The Memorial Library</i>

Activity 4

As a final workshop activity, the room facilitator engaged all the workshop participants and table facilitators in a conversation centering around the following question:

After reviewing all the goals and initiatives if you could only do only one thing (short-term, medium-term, or long-term action), what would have the most impact in the Centre City? Where would you focus your attention (see figure 2 map) What would you need to be successful? What are the challenges?

- Short term (~4 years)
- Medium term (5-10 years)
- Long term (10 years)

A map of the Centre City was at the front of the room to capture any geographically-related priorities that were identified. The following list summarizes the themes from the discussion that emerged from Activity #4.

If you could only do one thing, what would have the most impact in the Centre City?

- Activate all at-grade spaces
- Beautiful connections for pedestrians
- Permission to pilot
- Extend Stephen Ave west and remove cars
- Dog parks downtown - make it livable - community spaces - dog relief spots on Stephen Ave
- Infrastructure to support festivals in public spaces
- Infrastructure for Arts app and place making
- Gender based accessibility for public space
- Close 17th Avenue from 4th-8th Street in summer for weekend street parties
- Animate vacant parking lots after 5 pm
- Green connections North/South from river to past active uses
- Fireplaces on Stephen Ave for winter events
- Signage and wayfinding - physical and virtual
- Stoney Nation traditional communication towers

Where would you focus your attention? (see map)

What would you need to be successful?

- Liaison between spaces and arts
- Blanket insurance policy
- Matchmaker between businesses wanting artists in res
- Banner programs - Graffiti festival
- Beautification program for Stephen Ave
- Time to put it together and advertisements to get better participation
- Skill, accessibility trials or reviews on the ground - using innovative techniques to inclusively engage people - companies that specialize in accessibility audits
- Buy-in from Roads and 17th Ave BIA
- Collaboration with CPA - Revenue Sharing

- Pick locations and pieces of green infrastructure - need capital!

What are the challenges?

- Attitude - risk-averse - afraid to fail
- Having the right people overseeing the processes
- Managing traffic impacts with alternative mobility solutions

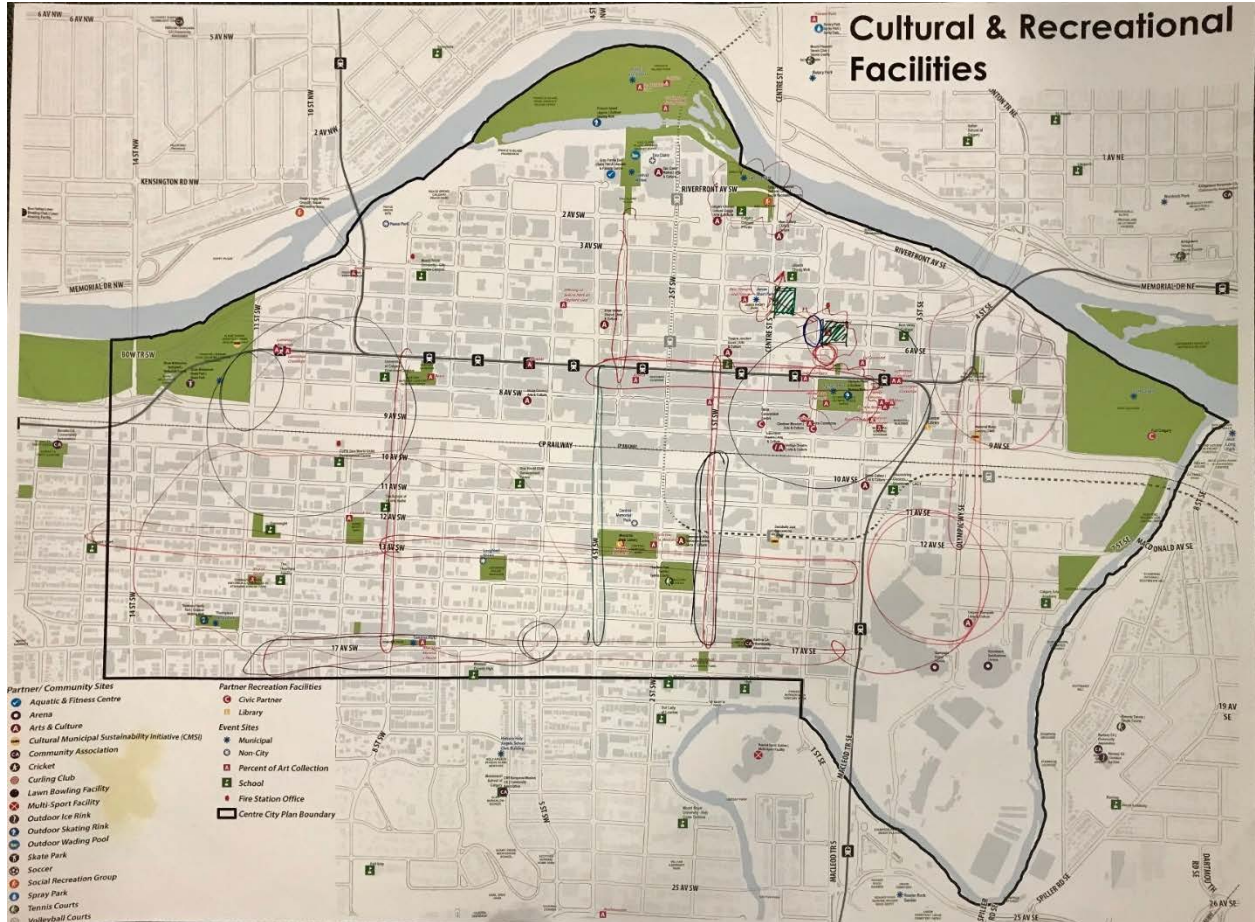


Figure 2 Map notes generated during Activity # 4 discussion



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Next Steps

With this report, the Centre City Plan Refresh team will:

- Review the input;
- Identify issues for further discussion with internal stakeholders;
- Review all workshop results together to find connections;
- Identify policy impacts; and
- Use the information to inform the draft refresh of the Centre City Plan.

Administration aims to rescope the Centre City Plan Refresh project considering work happening at The City that may have impacts such as the Downtown Strategy. Dependant on the results of the project rescoping, the Project Team currently aims to:

- Draft the Plan, including actions;
- Circulate the plan internally;
- Share the Plan with the public for feedback;
- Finalize the Plan;
- Present the Plan to relevant authorities; and
- Respond to any follow up motions.

The input collected from this workshop will be used in addition to the findings from the initial public engagement.



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Appendix A: Verbatim Attendee Feedback

Verbatim comments presented here include all the feedback collected from the workshop. Comments have not been edited for spelling or grammar. Any personal information such as names or contact information have been removed.

Activity 1

Outcome #1	The Centre City is an international destination for culture and events.
Response	
Ambitious, Calgary is not primarily regarded in this way	
TELUS Convention Centre -Stephen Ave is recognized as a historic site	
Winsport does it with sport (Olympic Legacy), can do this with Culture and Arts - momentum from small events	
Not there yet – we’ve relied on oil and gas, etc. for too long. Arts Commons – quiet right now. Need to have a better strategize to get people passed the idea of the mountains and stampede, and focus them on the Arts.	
About telling the story in a different ways and the pathways of the connection. Vancouver has passport and pass – free entry, etc. Consolidation and collaboration helps tell that story.	
Need to be authentic to Calgary - own experience and vibe	
Include more indigenous programming, voices at the table	
Create an ‘experience’ that you can feel. E.g., National Mall in Washington.	
What is the heart and the soul of Calgary – where would you go first?	
About the pathways and the experience when getting to the destinations.	
Stephen Ave is lively compare to its neighbouring 7th and 9th Avenue	
Stephen Ave not alone , Eau Claire etc. (again pockets)	
TELUS Convention Centre - Winter visitors have more to do along Stephen Ave - year goes from September to May (high convention time) - Olympic Plaza not used in the nighttime	
Library, Convention Centre, National Music Centre – not connected, being undersold. We need to connect them mentally as well.	
Infrastructure - major draws for downtown (BMO Centre) - businesses, tourism - supports economic development	
BMO Centre - allows the supporting activity to come	
TELUS Convention Centre - is liaison between international delegates and hotels.	
creating local destinations as well - need to link the pockets (Stephen Ave, NMC, Fort Calgary, etc.) -	
How to not remove transit users from the general public flow	
thoughts on Plantarium – will be a great visual arts draw.	
Arts Commons Transformation project – 35 year old building. Nobody can see what’s happening in there, yet its active all the time. Doesn’t read as vibrant. Need architectural changes.	
Downtown Architecture?	
Influx of a lot of talent - demand for more things to do	
Visitors plan around what they can do	
Involve the artists more – tons of visual arts and artists in the core. Not cohesive, tourism attraction element to it. Need to package and market it more meaningfully. Artists not seen as economic drivers so they leave.	
What are we doing to keep mountain/Banff guests here a day longer (especially in winter)	
Yes - International may generate more revenue - bigger audience.	
Need to build locally first, internationally is the long term goal.	
TELUS Convention Centre - core clientelle comes from Europe - don't have anything to do at night - cars/bikes in same area is dangerous -	



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Doesn't understand why we're not an international destination to live. Space and rent is so affordable. Why aren't we going after the production companies to work here. Why don't we have international productions
TELUS Convention Centre - perceived safety issues, wayfinding needed (simple)
Make train platforms safer - school groups don't feel safe taking trains downtown, charter buses are used
referred to Portland stations (at grade, retail at stop)
Economy - changes the nature of where talent goes - need to diversify
City not set up for big in-flow of visitors at a time - creating backdoor experience like Melbourne
If its really successful – arts and culture – you don't need to tell them (the public)...

Outcome #2	Cultural diversity and indigenous heritage are celebrated in the Centre City.
Response	
identified in the Cultural Plan	
100% priority - population increasing, needs participation to be cohesive	
How do you build a culture?	
How to tell the story? (trails are new major roads)	
Create a cultural trail to make DT more interesting	
Emphasis on local greatness. How do we get Calgarians interested in DT? We want Calgarians to be enthusiastic	
Interesting stories to tell (12 mile) that we need to connect them together (breadth of history)	
Great infrastructure create iconic piece of DT Calgary i.e.: Peace Bridge not just a mode of transportation	
When you go to the peace bridge gives an example of how many people of different culture	
Examples of diverse spaces – Thomson's Family Park, Olympic Plaza, Peace Bridge, Riley Park Cricket.	
Example of the Forks (Winnipeg)	
Year round and vibrancy is very important. Business must be sustainable. Example: Projected light on various buildings is important to create vibrancy. Pedestrian pathway improvement have helped draw people to DT.	
UofC - commitments to elders - friendly - use of soundbites in land - campus/landscaping teepee and ceremony space - using species that are used by indigenous people	
Include more indigenous programming voices and at the table and downtown architecture	
Needs to be more celebration of indigenous culture, more expressed. Especially around the confluence	
Truth and Reconciliation - opportunity to learn and listen - new permission space	
Meaningful experiences	
Diverse cultural mix provides unique opportunities	
Connect partners to enhance the creative experience	
To extend to Stampede Grounds	
Mobility links and with the upcoming BMO Conference Centre, consider making the 'Free Zone' for the C-Train/Red Line	
Tourism dollars directly to Calgary. Culture is critical to attracting tourism.	
International and local destination. DT is the living room and we are inviting guest	
Yes - lots of economic benefit	
Its not. But we must.	



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Outcome #3	The Centre City has culturally vibrant, active, and historically interesting neighbourhoods
Response	
Connected to previous outcome (recent and longstanding history)	
Opportunity to reuse/adapt buildings (vacant buildings)	
Most successful right now? East Village – in front of Charbar. Both affordable and	
Biking infrastructure - easier for people to move around (especially in the West end)	
Connections - better linkages, pathways, connections to the river	
LRT connections, Eau Claire, Downtown West - better opportunities to connect	
13 Avenue Greenway - nice pedestrian experience	
Contemporary Calgary - opportunity for activation	
Eau Claire – missed opportunity. Should be like the Forks in Winnipeg.	
East Village has lots to support residential – community gardens etc. need other places.	
New Locations - New Central Library - National Music Centre	
Civic investment for festival infrastructure especially given the big increase in the last few years - life cycling	
Pilot programs around culture (grassroots, micro level) - yoga/buskers/mini festivals	
Arts and Culture spaces beyond science and technology	
Need more at grade street life in all of the neighbourhoods.	
Need to do a better job of creating identity.	
What's missing – the heritage. Are we celebrating that enough and do we consider it important. The public realm doesn't celebrate the heritage buildings.	

Activity 2

Goal #1	Cultivate stakeholder collaboration and alignment in the Centre City.
Response	
100% important to have collaborative between all groups	
Yes it is.	
Align city funds with private industry to develop a greater City	
Create a multi -tiered approach to investment, combined resources - continue to invest in Capital projects to keep positive outputs	
Processes? Calgary Hotel Assoc receives the federal grants - but builds up the culinary arts scene. Others don't get the exposure	
Yes, but needs to be managed a little better. E.g., major stakeholder didn't get invited to this workshop until the last minute.	
Enhance existing infrastructure. Encourage developers to upgrade old business	
If the stakeholder group is broader Calgarians as well, no one knows about these things, such as the centre city plan refresh, the downtown strategy, etc.	
Collaboration is resource intensive. How do we make time?	
Sessions to meet and collaborate	
Annual summit to meet and discuss	
Community associations - tie with internal and civic partners	
Multi-stakeholder engagement - mix the group together - community, industry, arts and culture group - needs , wants, desires in the entire ecosystem - opportunity to collaborate - spreads the word more effectively	
Target markets - know who is and who isn't coming	
Being able to find out about events (information, poster boards)	
Major events coming into our city – let's work together on amplifying them.	
Cool stuff that came out of the Olympic work that we did. Are there some of those ideas that we can implement? We're doing that for the X games.	



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Used to have the heart of the city conferences. There was a big buzz with a heart balloon flying above city hall.
Convention Centre District – is there a committee/task force/network of all these different cultural groups that can help feed each other? First Thursdays used to be organized by the CDA. Lots of groups but very disparate.
Districts concepts (entertainment, cultural, civic) - add coordinators/programming
Wayfinding is a huge issue. Lack of resources and collaboration. The desire to collaborate is huge (Glenbow, Arts Common, tours, shows)
Economic Development, TC, District need to work collaboratively
Industry - leverage opportunities (e.g. Leasing space)
What incentives can the city use to get people to work together.
Offer people a chance to get inside one of these spaces. E.g., in contemporary calgary's building. Using cool buildings to entice people to come to stakeholder meetings. E.g. Spacefinder.
Combining Plans - Centre City Plan, DT Plan, etc.
Collaboration should be mandated from top
Grassroots - red tape - how do we make it easier to get things done? - Interim (pilot projects) to long term, like with small businesses - Pop up uses within businesses could be applied to arts/culture
Suburban bubble - afraid to come down (e.g. Parking) - not enough information (e.g. Access) - Why? How can we help? Ask them questions
Look at sustainability of small businesses DT
Satellite Campuses (e.g. U of C) - cost to renovate space is expensive - scheduling challenges for classes
Prioritize the stakeholder goals. A staged approach to achieving goals

Goal #2	Develop and implement incentives and tools to retain and enhance arts, culture, and recreation in the Centre City.
Response	
Not easy to access historic information	
Needs to change (very inconsistent) messaging, marketing, awareness	
branding of city/tourism is wrong (we're the closest airport to Banff)	
Need to celebrate our hub. Need to tell our story.	
Low cost (for organizers and event)	
People want free events - less corporate support has affected cost - but more demand for cheap events	
Corporate sponsorship has declined. How do we become the 'new' Calgary. We need to find the balance.	
Sustainable funding and operating cash to take care of existing infrastructure	
Longterm thought of the protection long-term assets to who will own and run new buildings	
It's a statement of intention	
Investment capital up front	
Druh: Density bonusing has been fixed to be more outcome focused. Also have popups bylaw. Also need financial tools.	
Tax incentives are important – free studio space for tax incentives. We don't need charter approval to do this. Example if the building is paying a certain amount of property tax, and they convert a floor to performance space can we wave that portion of the tax.	
How do we work to create that toolkit – all that CED does for businesses we could do for the Arts. E.g., Edmonton, paceloan – loan on the property to get more energy efficiency lights and use savings to pay back loan. Can we do something similar for culture. If you convert a floor of an office tower, can we fund that, put on the loan and then recap the money afterwards.	
City of Calgary - International Children's Festival defunct - asking events to be put on for free	



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Density incentives is just one magic shot, but the paceloan idea can happen at any time.
100% of the document to discuss density-bonusing if it results in community benefit
Must determine priorities. The cultural community must determine what's important
Arts and culture is a business. Just include them as an industry, apply the same lens as we do to entrepreneurs. Helping them to think that way as well. And then apply incentives just as we do to a small business.
Is there a role for CADA or some of the other organizations, as we think of all the different types of artists, can there be a data base – Joni: CADA is doing this right now.
Need an entity to backstop leases that can take over the lease of a few floors and then rent it out to the smaller organizations.
Are indigenous groups included in this process? Are they stakeholders?
Spaces are as good as programming - without oil and gas need to chase other sponsors - new conversation about philanthropy (tech, music, entrepreneurs, etc.)
A lot of this content exists, but they're not found in the same place. Where to look? Is the context correct?
Involve AGLC - lots of red tape for a license, money comes from liquor sales - not able to sponsor events (cannabis) - big barrier to events
Land use - needs more flexibility
CADA has developed a number of cultural tools to try to engage private sector – planning tool, density incentive, if a developer gets density provides a cultural space. Zero uptake. Why are we getting no uptake?
No red tape
Who's responsible? Someone has to own it. What do other cities do?
Spacefinder - cheap or free places to book
Cspace type of building
Affordable studio space needed.
Identify and connect cultural landmarks
Consistent signage from downtown to Fort Calgary (historians working together)
Barrier: transit, parking, etc.
Use of technology for placemaking
Using mobile technology instead of maps/old ways
What do kids do/use today to learn?
Have to get them while they're young.

Goal #3	Attract, develop, and promote events of any size in the Centre City year-round.
Response	
All websites have listings, but they're all different	
No dedicated person to populate event profiles - not for lack of tools, no manpower	
The core needs banners to promote events	
Need a central (one entry point) cultural district website	
Need journalist dedicated to the Arts. No more mainstream media outlets to focus on the Arts	
Cultural Apps would help to inform the public	
Need banners to promote activities	
Lots of fragmenting of these organizations that are supposed to market all of it. Too involved in their own mandate. Don't have time.	
7th Avenue is the street that Calgarians experience the most. Is there information on the platforms to tell people where to go.	
The Forks - temporary structure on the river - that is public space	
Princes Island Park - daily programming - packed on the weekends	
Folk Fest - one weekend and then goes away	



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Community congregation - e.g. Firepit, communal activity in green spaces, German market (plazas)
Wander routes, story telling component (historic)
Beautiful flowers make a difference to the inner city.
one story of downtown Calgary? Give up now. Let it be a multi-valent story. That's the reality and that's okay. Focus on amplifying and cross posting.
A&C has an intake process to work with events (public properly)
Guided to appropriate locations, trying to stay downtown
Set up businesses for 4 days. More flexibility in the business process. Relax rules to create vibrancy
We need great ideas
How do you bring/what do you do with tourists for 1 day, 3 day, 5 days?
Could festivals be enticed to come back to Centre City? Globalfest, religious events, etc.
A new event every weekend DT
Need to overlap
Look for opportunities to work together. Doesn't have to be all the time.
Private/Public partnerships - Bylaw question - when cars are allowed , time of day, road closures
How to make effective and sustainable - safety (e.g. Using a storm pond) - needs to be well managed
Capacity can be an issue
Winter festivals - not just money, but also human resource - skillset gap (e.g. rodeo) - relationship of parks with activities and what happens in between
Embrace the winter city - create an experience - integrated civic facilities and resources
Arts, performances, A&E

Goal #4	Foster a distinctive sense of place in the Centre City through a network of destinations and connections.
Response	
Choosing spots currently depends on availability	
Uses on the street - defensive architecture (e.g. Homeless, skateboarders) - public bathrooms	
More flowers and great art spaces	
What's missing: small urban parkettes, pleasant pedestrian environment, need a place for your dog to take a pee.	
Don't have purpose built event space. All event space borrows park space.	
Animate parking lots - CMLC/CPA design competition	
Traffic around stampede grounds is an issue and needs to be fixed, expand free-fare zone to connect back to downtown	
Need to connect the destinations! Physically, mentally. A lot of it is already there.	
Dodgy areas – often what makes it feel dodgy is blank walls, abandoned retail. There are lots of groups/people that could animate these areas.	
Board of education green space? With firehall could be really good space.	
Start small, let places that are defined, let them be, wayfinding, demarcation, make it easy (language)	
Denang, Vietnam, when you get off the platform, you prese the button of where you want to go and then it actually lights your way for 10 minutes. Very expensive but could you do with AR? Put together people to discuss.	
Add more great signage from theatres and attractions	
Desire to pilot new technologies and allow for better signage	
Flames - fan squares (temporary), no where to go before/after, pre-game parties	
More pop-up opportunities and business	
Piloting opportunities for the Arts. Try new things	
Safety and cleanliness - population/traffic on LRT stations - bathrooms related to policing	
Rail Avenues - LRT and CPR feel unsafe	
Change the roads distracted driving rules	



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Figure out where the hot spots and goat trails are - map - Where does it go and how can it be connected through new development and programming
Destinations have to be dense enough to connect.
Cultural Map/Clusters - Civic Building - drinking/restaurants - historic district - Chinatown - arts (contemporary Calgary)
Who would provide leadership for Cultural Plan?
Partnerships

Goal #5	Activate spaces to attract a diverse population
Response	
- How do people know what's going on? Where do you find that information? Where are the banners that are telling us what's going on? How are we tapping into our media - there's a sports section, where's the arts and culture section.	
encourage media to report on culture	
Time and communications is needed to link great sites and events (i.e. Blockheater)	
So many good things happening but organizations don't talk to each other. Could use a new technology to connect us to connect all the events together.	
Cultural mobile app - new digital culture newsletter	
Cultural mobile app - could City invest in a week newsletter - awareness was better (Pittsburgh Cultural Trust has a central box)	
cultural mobile app - CADA working on a database	
Cultural mobile app - back to printed media?	
cultural mobile app - people like print - easy, nostalgic	
Printed map - bankview - historical map, buildings, roads	
Printed map - bankview - hired an artist	
Wayfinding and communication about what's happening where.	
Night life - need an easy way to go in and out	
Nightlife - train/public transit later at night	
nightlife - cabs are expensive	
all about connecting all the good things that exist, better coordination (# steps, minutes)	
whats within a certain walking range (an app?) e.g. No internal connection from city hall to library - need internal link through City Hall	
Back alley markets.	
Beakerhead type events. Lights, banners, music should be encouraged all the time	
Free events help to attract a diverse population	
Adhoc events - organization and resources biggest barrier	
adhoc events - need to have a centralized listing to know what is going on	
desire for coordination between Calgary Transit and Stephen Avenue trees	
Imagine small book sellers on 3rd street between city hall and the library for a book fair.	
What we saw with activate yyc its way over subscribed – people wanted it. And we got out of the way.	
In Chinatown they need a beautiful park – Sien lok park needs to be updated.	
nightlife with family - eathing out at night	
nightlife with family - affordable options	
Family friendly - under 18 (not always with drinking)	
Family friendly - flames game day events that are public	
Printed map - bankview - statement of identify (printed and digital)	
Data - who comes downtown, who else can we attract	
Event attendance - limited ability to attend	
Event attendance - won't go if it doesn't reflect their community (e.g. NE or NW)	
nightlife - AGLC limitations	



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internal team that works, better idea of how to coordinate them
- AGLC is the biggest barrier for festivals and events. We'll be looking at how can push upper levels of gov to change things
illumination strategy (spaces, signage, branding) - lighting coordination between CT, Reconciliation bridge, olympic plaza - Reconciliation bridge and riverwalk are connected
more lighting required in the downtown
Coordinated lighting – when there's event intown they should all be coordinated.
Safety at night time especially for women.
Convene and ask a diverse population. CADA has done a ton of work around equity, diversity and population, they are encouraging people to think beyond ethno cultural diversity to include multi-abilities and age.
Eau Claire is a high seniors population. What is there for them?
Culture plan - people want great downtown spaces on their way to great spaces
inside and outside creative spaces
Provide grants! As a way to incentivize all these great things to happen.
Beautiful connections between
repurposing office building lobbies (ground floor) to retail, dog parks, etc. popups
Affordability - \$5 parking downtown is a great incentive
add more technology opportunities
Missing park space, different typology of space, parkettes. Need more!
Need more activation at grade.

Activity 3

Goal #1	Cultivate stakeholder collaboration and alignment in the Centre City	
Source	Initiative	Priority / Comments
CCP 8.4.2	The Centre City should become a place where new and alternative cultural groups and venues are developed and supported. The City, in collaboration with Calgary Arts Development, will be an active partner and enabler to nurture the growth of culture in the following ways: (1) Administrative and financial support; (2) Support the establishment of an organization to champion the brokering of partnerships and arrangements to connect cultural groups with facilities and spaces; (3) Flexible and supportive land use and design policies and regulations; and (4) The use of City-owned lands and buildings, including heritage buildings.	√√√√√√√√√√√√√√
CCP 8.4.1	The Centre City contains many of Calgary's major cultural institutions and festivals. The City, in collaboration with Calgary Arts Development, will actively support these institutions and festivals to ensure their long-term sustainability and growth within the Centre City. - Important to not only focus on "Major" cultural institutions	√√√√√√√√√√√√√√
CCP 8.4.3	The Olympic Plaza Cultural District (OPCD) is recognized as the City's flagship cultural area, housing many of the major cultural institutions including Arts Commons and its resident companies, The Glenbow Museum and Vertigo Theatre. The OPCD is also home to many of Calgary's most iconic and popular festivals and events and includes many eating and drinking establishments and retail stores. The City and its Partners will continue to work with these entities to nurture the growth of culture in the various neighbourhoods in Centre City. - And The Grand & Contemporary Calgary	√√√√√√√√√√



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Downtown Economic Summit 28	Meet with the National Music Centre, CED, CMLC, CADA, Music Mile representatives and other stakeholders (Stampede, New Central Library, etc.) to identify opportunities to leverage partnerships and investment, where possible. - and establish pilot projects where diverse skill set can be used to enable success	√√√√√√
CCP 8.4.4	The City will work with the Olympic Plaza Cultural District (OPCD) to implement changes to the area which will reinvigorate the area, reflecting the Olympic Plaza Cultural District Engagement and Design Report, economic strategies related to place and the need to connect the area to major projects, including the East Village, Green Line and the Rivers District Entertainment District. - Civic District and other entertainment districts - create 'cultural landmarks' and 'cultural trails' to connect them	√√√√√
CCP 8.6 Action 3	Research and implement mechanisms to support private/public collaboration, cooperation and shared commitment. PSE can be a partner in this and can leverage funds	√√√√
Cultural Plan	Increase coordination in programming among the major cultural institutions in the area. - and historic sites and commercial partners	√√√√
Downtown Economic Summit 27	Collaborate with CED and Calgary Arts Development Authority (CADA) to develop a coordinated digital and content strategy to maximize benefits for the creative industries and cultural sector. Digitize and distribute important tangible and intangible cultural artifacts as part of the strategy. - To include different map overlays (play, visit, eat, socialize, learn)	√√√
	Link Biz friendly work with A/C org/biz - CED resilience Calgary	√√
Internal Review	Support and, where appropriate, collaborate with Eau Claire YMCA, YWCA, and Talisman Centre (Lindsay Park Sports Society) to provide a full range of recreation services to residents and workers, including those with limited incomes. - Have more spaces spread out, the closest gym is a 10 min walk or 5 min drive	√
Calgary Destination Strategy	Tourism Calgary stakeholders want to work collaboratively to ensure the successful implementation of this strategy <ul style="list-style-type: none"> • Tourism Calgary has the permission of stakeholders to lead this work through action, support and advocacy efforts • The success of this strategy is dependent on collaboration amongst partners 	√
	Encourage post-secondary education or arts groups to open new facilities such as ACAD - increase collabs and activities downtown even if relocation isn't possible	√
Downtown Economic Summit 12	Work with CED-Real Estate Sector Advisory Committee and The City to advance the Real Estate Sector Top Ten List including opportunities to repurpose or convert downtown office space to residential.	
Internal Review	Recognize the importance of the private sector in providing recreation services to a wide variety of residents and patrons, particularly the mid-to-higher income market.	
	Flexible land use to encourage - Repurpose of buildings, activate ground floors - flexible bylaws for cultural events - diversify opportunities for music, art, etc.	
	We need some kind of an ongoing network for centre city A/C stakeholders/partners	
	More poster boards - Edmonton has over 100!	



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CCP 8.6.2	Creating a culture of excellence in regards to public art by encouraging collaboration and cooperation between The City and other stakeholders.	
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Goal #2	Develop and implement incentives and tools to retain and enhance arts, culture, and recreation in the Centre City.	
Source	Initiative	Priority / Comments
Internal Review	Support Winter Festival Strategy	√√√√√√√√√√√√
Strategic Foresight	Test, experiment, and pilot new ideas and concepts throughout the Centre City regularly - create the space to test, fail and learn.	√√√√√√√√√√
Internal Review	Can 1% Public Art funding be used for public realm improvement projects such as underpasses, murals in alleyway, artful street furniture/bike racks, which are both functional and artful instead of pure public art projects?	√√√√√√√√
Downtown Economic Summit 32	Invest in a centrally located space or facility where First Nations, Metis and Inuit communities can gather, practice their cultural traditions and discover new ways to express their identities.	√√√√√√
CCP 8.4 Action 1	Develop a Centre City Arts and Culture Master Plan to include both facility and programming strategies.	√√√√√√
Internal Review	Explore the application of existing planning tools to assist individual artists to secure affordable live/work space and shared work space for cultural organizations and creative industries. Investigate possibilities such as publicly owned, heritage and/or 'dormant spaces' across the city that should be re-thought and re-purposed to support this sector	√√√√√
Internal Review	Identify roles and responsibilities between The City, CED, and CADA regarding a digital strategy, music strategy, and creative industry strategy.	√√√√√
Strategic Foresight	Increase funding for BUMP; events/festival funding; temporary/permanent street changes; "Make the CC Instagrammable"	√√√√√
Cultural Plan	Increase investment in Calgary's major cultural facilities and festivals to ensure long-term financial stability and the capacity to deliver programs in Centre City.	√√√√√
Internal Review	Research and map Centre eCity's 'cultural ecosystem' to better understand how cultural resources can be connected, leveraged and promoted to increase sustainability and growth. Based on this map, identify key stakeholders and prepare a Centre City Arts and Culture Master Plan to include both facility and programming strategies.	√√√√√
Internal Review	Develop marketing strategies to promote Calgary's cultural and heritage resources to both tourists and residents. We need to ensure alignment between this section and goals of the Calgary Heritage Authority, which has a mandate of Public Awareness. Heritage preservation is also one of the Cultural Plan's 5 strategic priorities	√√√
Internal Review	Actively support the strengthening of Calgary's creative industries and cultural sector through a multi-pronged strategy that includes: the development of business information, investment and professional consultation services; convening issues-based events & networking; strengthening product marketing; and identifies as well as addresses barriers and opportunities related to City processes and policies.	√√√



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Downtown Economic Summit 18 & Cultural Plan	Support alternative cultural groups and venues in Centre City by providing administrative and financial support, brokering access to facilities and spaces, ensuring flexible and supportive land use and design policies, and providing access to City-owned buildings.	√√
Strategic Foresight	Consider families and seniors in infrastructure decisions	√√
Strategic Foresight	Focused gap analysis on Centre City vs. vibrant downtowns elsewhere, namely: what are they doing to be successful; what are we missing; what types of small & medium businesses are more able to integrate into the Centre City that work elsewhere?	√√
CCP 8.4 Action 2	Review the density bonus system for measures of success and challenges. When reviewing the density bonus system, specifically include the provision of cultural amenities and facilities as a key objective.	√√
CCP 8.6 Action 4	Ensure successful implementation of the Public Art actions by allocating additional resources.	√
CCP 8.6 Action 5	Clarify responsibilities between Planning, Public Art Program staff and private developers to ensure standards, criteria and review processes for privately owned art are clear and implemented.	√
Downtown Economic Summit 25	Support community partners to strengthen Calgary's creative industries and cultural sector through a multi-pronged business development strategy that includes creative industry hubs.	√
Downtown Economic Summit 15	Implement the Cultural Plan for Calgary	√
Quick Wins	1-week pass for low-income people to attend cultural activities.	√
CCP 8.6.3	Supporting and adhering to the principles and processes outlined in the Public Art Policy, and the Public Art Plan in the implementation of diverse public art projects and initiatives throughout the Centre City.	
CCP 8.6.4	Developing and enforcing criteria, standards and a review process for all privately owned art to be sited on publicly accessible locations as a result of a bonus requirement.	
CCP 8.6.5	Developing and enforcing criteria, standards and a review process for all privately owned art sited on private land in the Centre City.	
Downtown Economic Summit 26	Continue to work with stakeholders to support investments in the Culture and Entertainment District.	
CCP 8.6 Action 2	Develop a strategy to position the Public Art Program as an essential resource for private developers looking to create privately owned public art on publicly accessible/visible land.	

	attract meetings, conferences and conventions and effectively meet Calgary's long-term needs.	
Calgary Destination Strategy	Calgary has the potential to be the ultimate host city <ul style="list-style-type: none"> • With enhanced hosting infrastructure • With an emotionally compelling brand • When Calgarians are engaged • When stakeholders are working collaboratively • With effective support for event-rights holders • With a strong year-round event calendar 	√
	Wayfinding (free WIFI to support) - projectors and digital signage and boards to promote events and facilities - wayfinding at LRT for arts events	
	Develop a nighttime strategy to have Calgary vibrant from 11:00 pm - 7:00 am	
	A "Night Mayor" to promote nightlife	
	Think about seniors and people with disabilities and how they can get to events in the winter	
	Make sure people from the suburbs know that downtown is NOT scary or inaccessible (parking, transit, etc.)	
	Need more Big Marketing campaigns for Arts and Culture - if you advertise they will come	
	Need more models for philanthropy, sponsorship	
	Create an environment to support winter activities like outdoor Christmas markets	
	Family-friendly all ages venues	

Goal #4	Foster a distinctive sense of place in the Centre City through a network of destinations and connections	
Source	Initiative	Priority / Comments
Internal Review	Increase the promotion and identification of theme districts, e.g. Cultural District, Design District or Culinary District, that can attract locals and visitors, spur economic activity and support local talent.	√√√√√√√√√√
Quick Wins	Close down more streets to vehicles - use the 'superblock' approach in Barcelona! - 17th Avenue too - 3 street SW and parts of Riverfront Avenue and possibly 16th Avenue in the Beltline	√√√√√√√√√√
Strategic Foresight	Maintain and enhance the remaining historic character	√√√√√√√√
Cultural Plan	Establish and invest in the Olympic Plaza Cultural District as a flagship cultural and heritage area - Calgary's 'Living Room'.	√√√√√√√√
Strategic Foresight	Plan the Centre City as "Calgary's living room" - but ensure they know it's noisy so perhaps a 'rumpus' room vs living room	√√√√√√√√
Strategic Foresight	Improve Stephen Avenue as both a connector and a destination, especially west of 3 Street SW	√√√√√√√√
Internal Review	Design competitions for culturally significant projects such as a Chinese gate, an Indigenous plaza - if recommended by recent/upcoming ARPs.	√√√√√√
Internal Review	Rebrand and enhance +15 as a major Centre City public realm and winter-city tourist attraction with retail, spill-out museum spaces, cultural displays, educational programs, green/active rooftop spaces, etc.	√√√√√√
Strategic Foresight	Promote the benefits of the Centre City - unique, high-quality public spaces, dining opportunities, attractions, etc.	√√√√√√



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Quick Wins	Expand the +15 and connect it to the arts - make it a place for visual artists and entrepreneurs to work together to showcase more art.	√√√√√
Strategic Foresight	Close Stephen Avenue completely to traffic and extend it to the future Contemporary Calgary site - *level the street so events can happen e.g.: ice skating or hockey for winter strategy - but work to keep it active and alive	√√√√
Strategic Foresight	Create pedestrian-only spaces with programming opportunities	√√√
Strategic Foresight	Revitalize/redesign/rebrand Eau Claire as a destination. - Re-imagine Eau Claire as a unique mid-rise, eco-resident community	√√√
Internal Review Cultural Plan	Plan and deliver programs and activities that take place in the spaces between anchor cultural facilities.	√√√
Quick Wins	We need more community gardens and other ways to create our own space so people feel like they belong. And bee keeping in Urban Environment	√√√
Strategic Foresight	Identify existing and future destinations and improve the mobility connections between them	√√
CCP 8.6.1	Capitalizing on the opportunities afforded within the Centre City for strategic and thoughtful public art projects and initiatives that reflect the area's unique characteristics, neighbourhoods, history, urban and natural environment and the conversations of the day.	√√
Quick Wins	Would like to see more murals around Calgary. Can we expand of the mural grant program - Permanent Pride Crosswalk	√√
Strategic Foresight	Connect the Centre City to the mountains (by train or through physical design)	√
Quick Wins	Coordinate Walking Tours through civic partners CPL, Glenbow, City Archives, CHA.	√
Calgary Destination Strategy	Calgary needs an emotionally compelling personality: <ul style="list-style-type: none"> • This critical work must incorporate stakeholders and Calgarians <i>using lots of different voices and stories and supporting a more diverse economy</i> • Calgarians are our voice and our best advocates and need to be engaged to become advocates for their city • This work will support the city's existing Be Part of the Energy brand 	√
Strategic Foresight	Link to destinations outside the Centre City (Kensington, Mission, Inglewood etc.) <i>and review data where visitors outside 9-5 are coming from (neighboring communities)</i>	√
Strategic Foresight	Identify strategic opportunities to use iconic infrastructure to reinforce Calgary's lifestyle brand	
Internal Review	Need a section on the riverfront. Need to highlight the alignment with Harvey Passage and reinforce as a key focus area to contribute to vibrancy and Safety. Discuss with Parks and River Access Committee. Also status of pathways	
	Hologram art (just above street level) in the airspace <i>that can be changed, just like a light show</i>	



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Goal #5	Activate spaces to attract a diverse population	
Source	Initiative	Priority / Comments
Quick Wins	Need more washrooms open to the public at no charge - Like the outdoor urinal in Victoria, BC - in safe, well populated locations that are consistently located (e.g.: Greenline) - in parks and plazas	√√√√√√√√√√ √√
Downtown Economic Summit 19	Increase the visibility of indigenous communities and heritage in the Centre City through public, art, place names and urban design - check out www.indigenousgatheringplace.com	√√√√√√√√
	Activate backalleys - markets, books, food, antiques, music - especially west village	√√√√√√√√
Internal Review	Tactical urbanism - sPARKs	√√√√√√√√
Quick Wins	We need more indoor activities for children for the winter time. A great indoor playground. *Allow for fire pits on Stephen Avenue - Make Stephen Ave level so it can be an outdoor event space - Indoor/Outdoor connectivity so they will go outside in winter	√√√√√√√√
Quick Wins	Thompsons Family Park - needs activation. Gathering space for community. - Devonian Gardens to youth dance club - All parks that are underused - Chinatown! - Reduce the restrictions on what can be one in the parks and people will use/program them them	√√√√√√
Internal Review	Identify facilities required for The City to provide recreational services to the public with an emphasis on families, youth and low-income households. And Cultural	√√√√√√
Downtown Economic Summit 17 & Cultural Plan	Explore and implement programming in Centre City that responds to the diverse interests and needs of the community, including for indigenous and ethno-cultural communities and for disadvantaged residents. Ensure access to low-cost venues.	√√√√√√
Quick Wins	More inviting outdoor restaurants in public places, like in Europe	√√√√√√
Strategic Foresight	Amplify choice across the Centre City in housing, recreation, leisure, transportation, etc.	√√√
Quick Wins	Limited public drinking in spaces like large public parks, or Stephen Avenue would be nice. - Would support new events like Chicago/German Christmas markets - Allow kids in licensed spaces - Could be cool pilot project like 'wine evening' at The Memorial Library	√√
	Bylaws change on Stephen Avenue re: street use for pedestrians 24/7 (prevent collisions with cars and bikes) - and more wayfinding/demarkation of sidewalks In area and beautification and better lighting on Stephen Ave Ctrain stations -	
	River as a hub of activity - surfing, rafting,	
	Encourage all ages venues	
	Convert a few street parking spaces into places for permanent plants and planters	
	Create districts that are 'destinations' people can travel between - like NYC	



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Activity 4

Short-, Medium-, and Long-Term Priorities Discussion

If you could only do one thing, what would have the most impact in the Centre City?
Comments
Activate all at-grade spaces
Beautiful connections for pedestrians
Permission to pilot
Extend Stephen Ave west - remove cars
Dog parks downtown - make it livable - community spaces - dog relief spots on Stephen Ave
Infrastructure to support festivals in public spaces for Arts app and place making
Gender based accessibility for public space
Close 17th Avenue from 4th-8th in summer for weekend street parties
Animate vacant parking lots after 5 pm
Green connections North/South from river to past active uses
Fireplaces on Stephen Ave for winter events
Signage and wayfinding - physical and virtual
Stoney communication towers

Where would you focus your action? (see map)
Comments
(No comments)

What would you need to be successful?
Comments
Liaison between spaces and arts
Blanket insurance policy
Matchmaker between businesses wanting artists in res
Banner programs - Graffiti festival
Beautification program for Stephen Ave
Time to put it together and advertisements to get better participation
Skill, accessibility trials or reviews on the ground - using innovative techniques to inclusively engage people - companies that specialize in accessibility audits
Buy-in from Roads and 17th Ave BIA
Collaboration with CPA - Revenue Sharing
Pick locations and pieces of green infrastructure - need capital!

What are the challenges?
Attitude - risk-averse - afraid to fail
Having the right people overseeing the processes
Managing traffic impacts with alternative mobility solutions

See Figure 3 for the mapping notes that were provided by the attendees at table #3.

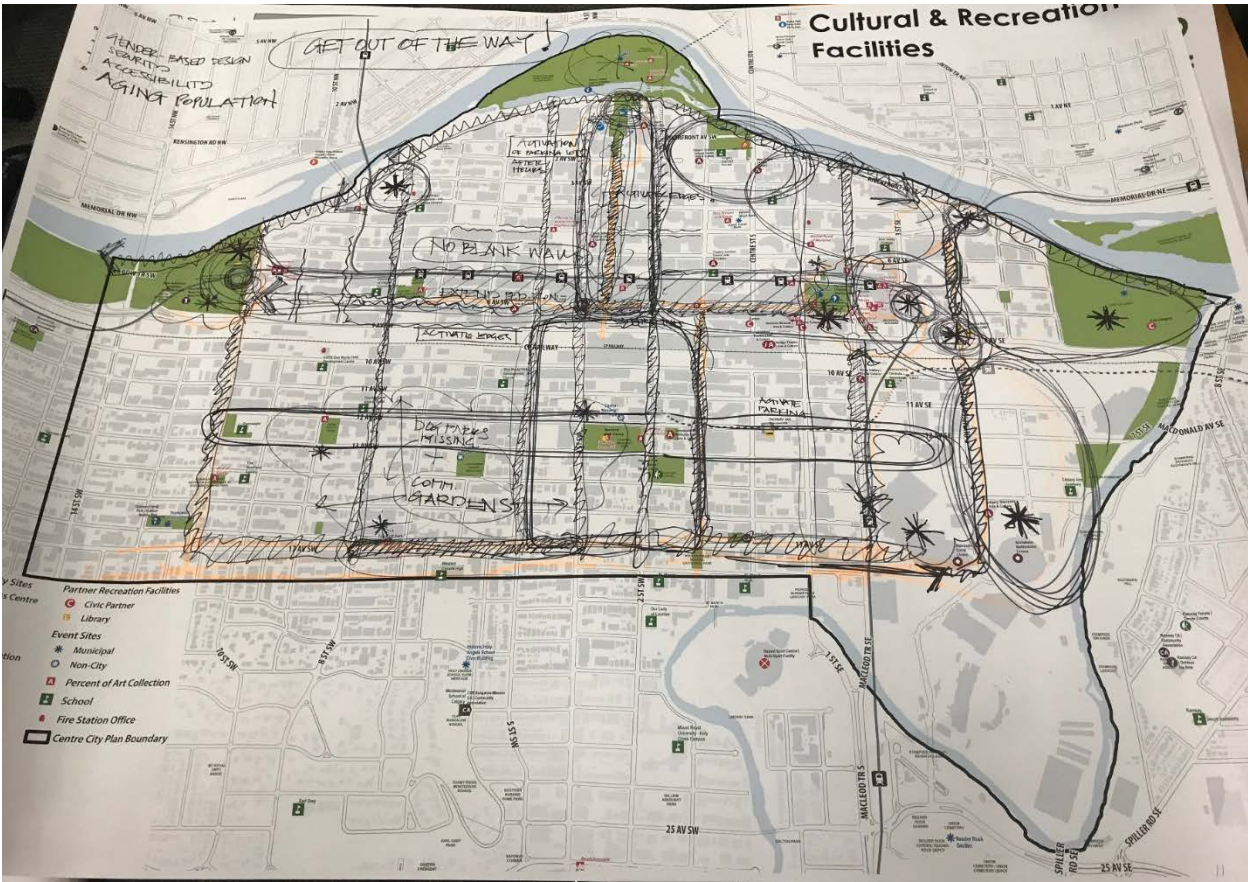


Figure 3 Mapping feedback from Table 3