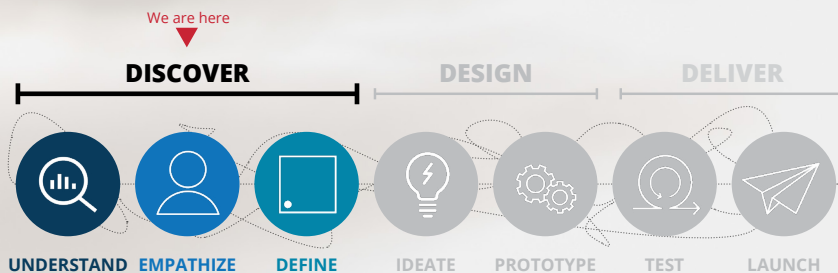


Calgary



Beltline and Inglewood Pools Program

DISCOVER

REPORT

The Innovation Lab

CONSULTING

Project Beltline & Inglewood Pools Program

Client The City of Calgary

Date November 2020

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OVERVIEW

Executive Project Summary

Project Summary

Great communities are built on opportunities to connect and get active. The City of Calgary (The City) has undertaken a process to understand how Calgarians who live, work, and play in the Beltline and Inglewood/Ramsay communities use social and recreational spaces.

In response to Council direction (Report PFC2019-1330 November 29, 2019), The City undertook a Design Thinking Cycle, led by The Innovation Lab, to ensure that the three communities' needs are well understood. The research will help the program meet council's directive:

“*Identify long-term, sustainable service alternatives and targeted investments to maximize community and social benefits in the area of the two [Beltline and Inglewood neighbourhoods] flat water pools.*”

The Discover Report

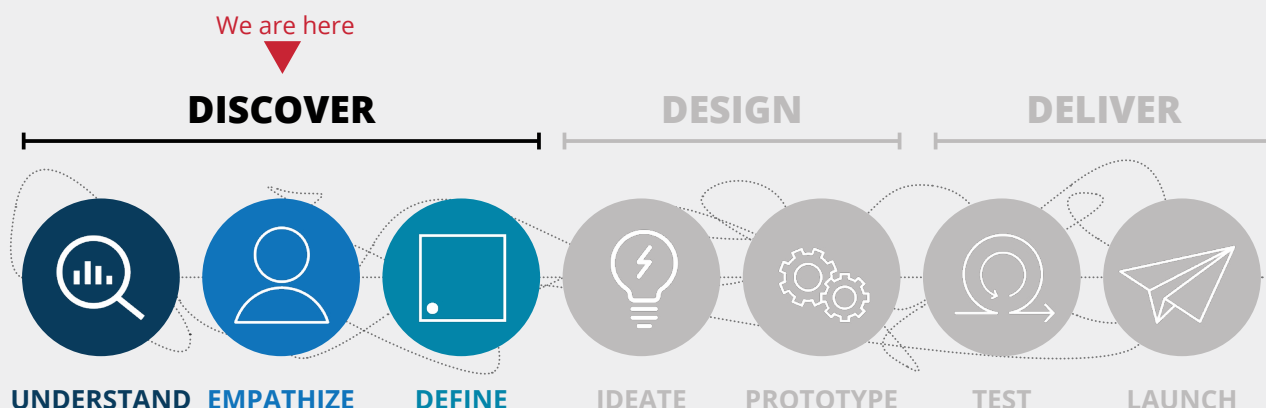
The Discover phase and the work it represents are part of a collaborative process to determine the long-term futures of the Beltline Aquatic & Fitness Centre (Beltline Facility) and the Inglewood Aquatic Centre (Inglewood Pool).

Through a Design Thinking Cycle, The City first sought to understand the social and recreational needs of the local residents. This report summarizes the considerable analysis and synthesis of a large collection of data.

The results are summarized here through: Key Insights, Project Frames and Design Principles, which will become the foundation for generating and testing of ideas to address the reframed challenge in the Design phase.

Design Thinking Cycle

A Design Thinking Cycle is a proven problem-solving method that addresses complex, human-centered challenges. The process applies innovation best practices from multiple fields to reduce project risks, decrease the costs of change, foster buy-in and ultimately deliver better solutions. It includes seven stages that work in a non-linear, iterative manner, summarized by the diagram below. [See pages 9 and 10 for more information.]



The Discover Phase Work

Information and data was gathered from a variety of sources to inform an understanding of the current state of the three communities' social and recreational needs. By integrating data and analysis from multiple sources and viewpoints, The City is positioned to respond to Council's direction with a robust and tailored solution.



The following is a summary of the different sources of data which informed the Discover phase.

To understand the demographics of Beltline, Inglewood and Ramsay populations.

To understand how people live, work and play in the communities of Beltline and Inglewood/Ramsay, to determine what kinds of activities and opportunities they value, and in what ways they socialize within their community.

To empathize with a roughly demographically representative sample of the residents of Beltline, Inglewood and Ramsay to understand their perspectives, values and latent social and recreational needs.

To understand the Beltline Facility and the Inglewood Pool, and the recreation market in the catchment area.

To gain comparative facility information to understand the role of the Beltline and Inglewood facilities in the broader service provision context.

To comprehensively analyze service delivery, programming and infrastructure for all publicly funded, indoor and outdoor pools that are operated by The City and by Partners.

To gauge third-party interest and options to provide social and recreational services at either one or both of The City's Beltline and Inglewood recreation facilities.



The Discover Phase Results: Beltline

High-level results for the Beltline neighbourhood are provided below.

Key Insights

Key Insights are important revelations that come from the research data and are used to summarize and communicate important findings.

Project Frame

Grounded in the data collected to understand the neighbourhood residents' social and recreational needs, the 'Project Frame' reframes the challenge to provide a focused, actionable direction as the program moves forward.

Design Principles

An idea generated in response to the Project Frame is more likely to become a successful solution if it has incorporated most if not all, of the Design Principles detailed here. These principles will guide the subsequent Design Thinking Cycle stage (Ideation).



The Discover Phase Results: Inglewood & Ramsay

High-level results for the Inglewood and Ramsay neighbourhoods are provided below.

Key Insights

Key Insights are important revelations that come from the research data used to summarize and communicate important findings.

Project Frame

Grounded in the data collected to understand the neighbourhood residents' social and recreational needs, the 'Project Frame' reframes the challenge to provide a focused, actionable direction as the program moves forward.

Design Principles

An idea generated in response to the Project Frame is more likely to become a successful solution if it has incorporated most, if not all, of the Design Principles detailed here. These principles will guide the subsequent Design Thinking Cycle stage (Ideation).

Stakeholder Engagement

ENGAGEMENT WITH EXTERNAL STAKEHOLDERS

830

**CITIZENS
ENGAGED**



5

COMMUNITY ASSOCIATIONS

Beltline
Inglewood
Ramsay
East Village
Downtown West

19

**ORGANIZATIONS THAT SUPPORT
SOCIAL OR RECREATIONAL
SERVICES IN CALGARY**



4

MUNICIPALITIES

Edmonton
Ottawa
Regina
Toronto

3

BUSINESS IMPROVEMENT AREAS

Beltline
Inglewood
Victoria Park

CONSULTATIONS WITH INTERNAL CITY OF CALGARY STAKEHOLDERS

12

CITY OF CALGARY BUSINESS UNITS

Assessment
Calgary Community Standards
Calgary Neighbourhoods
Calgary Parks
Calgary Recreation
Corporate Analytics & Innovation
Green Line
Human Resources
Planning & Development
Real Estate & Development Services
Supply
Transportation Planning

40+

CITY OF CALGARY STAFF

CONSULTATIONS WITH FACILITIES

10

FACILITY STAFF

Front-line staff
Facility superintendents
Recreation leadership
Recreation communications staff
Web and marketing staff

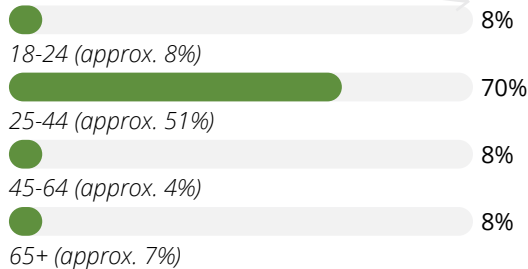
2

FACILITY TOURS CONDUCTED

Citizen Demographics | Beltline

This visualization shows the demographics of the research participants, represented by the coloured bar with the percentage at the end, in comparison to the Beltline Community Profile with the percentages below the bars.

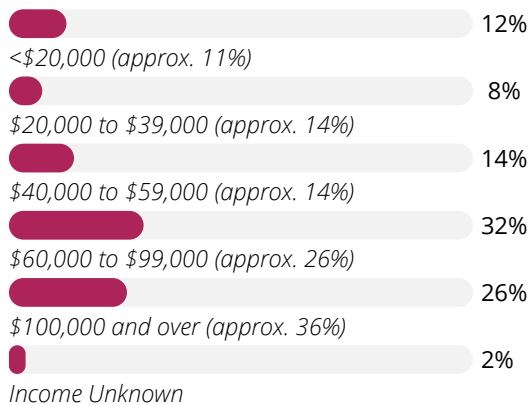
Age



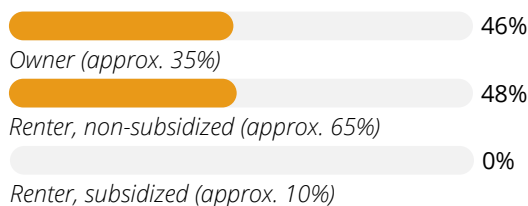
Children



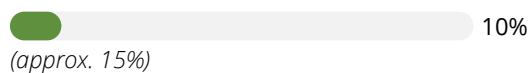
Income



Home Ownership



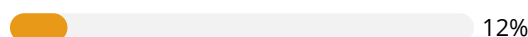
Fee Assistance



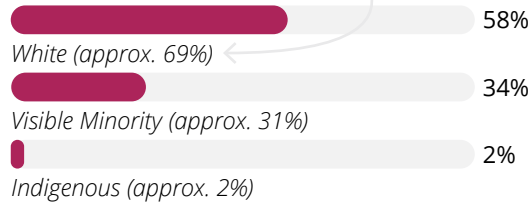
Immigrant



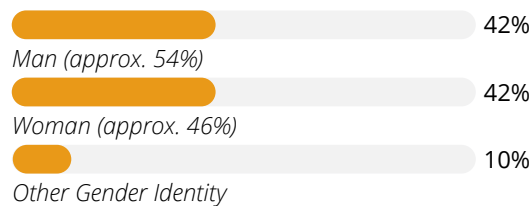
Business Owner



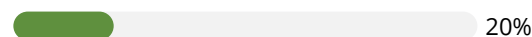
Ethnicity



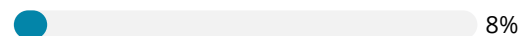
Gender Identity



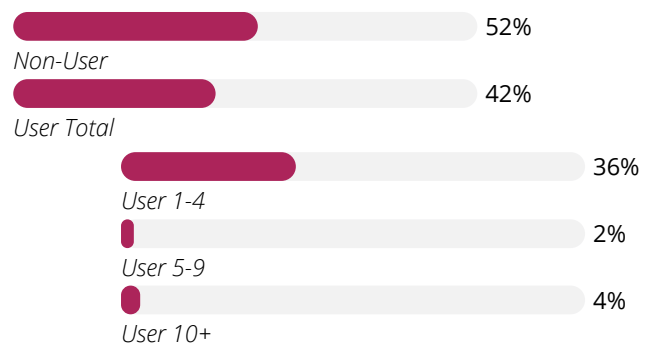
LGBTQ+



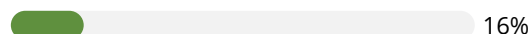
Disability



Facility Usage



Community Association Member

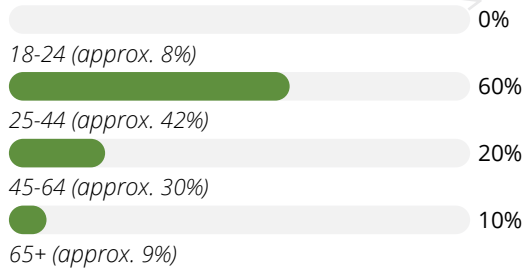


Note: The demographics of the Engage Portal survey are available in the What We Heard report in the appendix to this document.

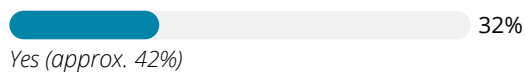
Citizen Demographics | Inglewood & Ramsay

This visualization shows the demographics of the research participants, represented by the coloured bar with the percentage at the end, in comparison to the Inglewood & Ramsay Community Profiles with the percentages below the bars.

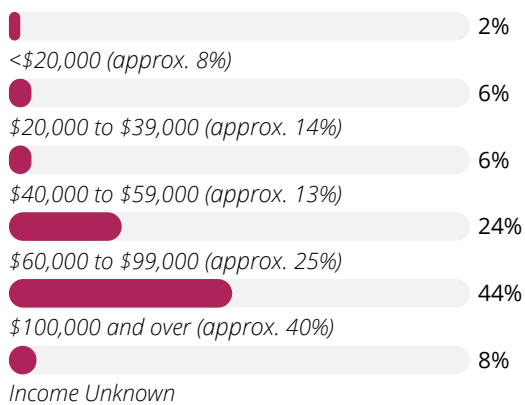
Age



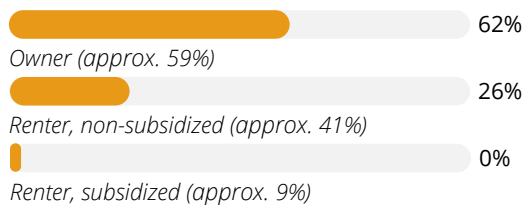
Children



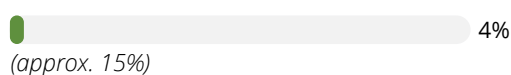
Income



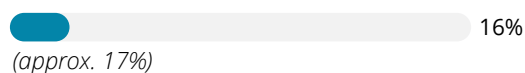
Home Ownership



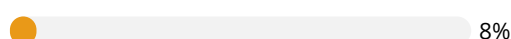
Fee Assistance



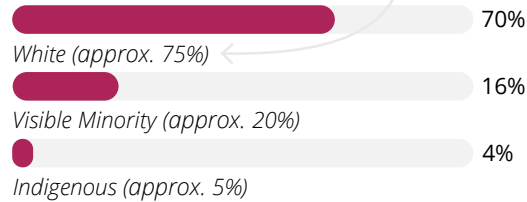
Immigrant



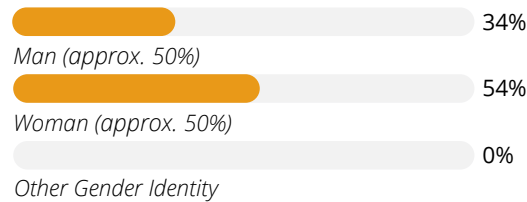
Business Owner



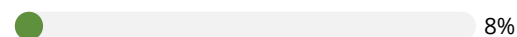
Ethnicity



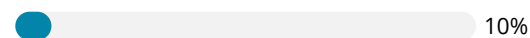
Gender Identity



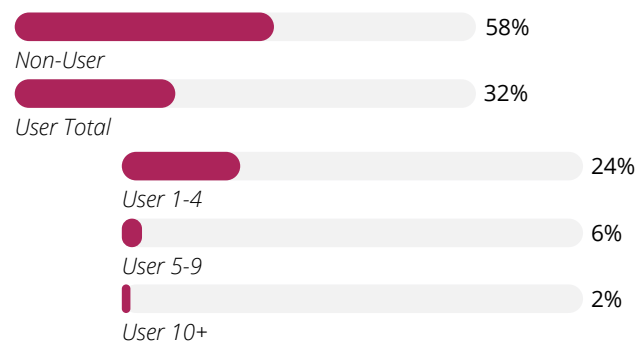
LGBTQ+



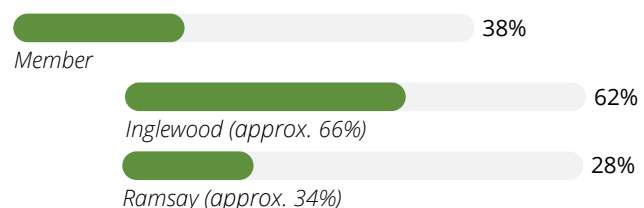
Disability



Facility Usage



Community Association Member



PROCESS

Design Thinking Cycle

A Design Thinking Cycle is a proven problem-solving method that addresses complex, human-centred challenges.

The process applies innovation best practices from multiple fields to lower project risks, decrease the costs of change, foster buy-in and ultimately deliver better solutions. It includes seven stages that work in a non-linear, iterative manner, summarized by the diagram below.

WHY DESIGN THINKING?

Mitigate Risks

Design Thinking Cycles are useful to address large, complex and cross-organizational challenges. The first and most important step is to deeply explore and understand the challenge. By investing time to really understand the problem from the outset and then testing possible solutions quickly and inexpensively, Design Thinking can help increase the probability of success by challenging inherent assumptions and biases.

Superior Solutions

The Design Thinking Cycle unleashes the full creative potential of a project team by starting from a place of curiosity, re-framing challenges and asking better questions. The Design Thinking Cycle gathers needs, insights and ideas from unexpected places, people, and contexts, which often lead to unexpected opportunities.

Commitment to Common “Win”

The Design Thinking Cycle fosters alignment by researching and integrating diverse perspectives from service users from the early stages and throughout the process. The result is a well-informed solution tailored to meet the needs of stakeholders.

The Design Thinking Stages

UNDERSTAND | To better understand the context being explored. This is done using data, best practice research and current state analysis.

EMPATHIZE | Empathy is the foundation of the Design Thinking Cycle. Teams observe, inquire and immerse themselves with the service users to understand their needs on a psychological and behavioral level.

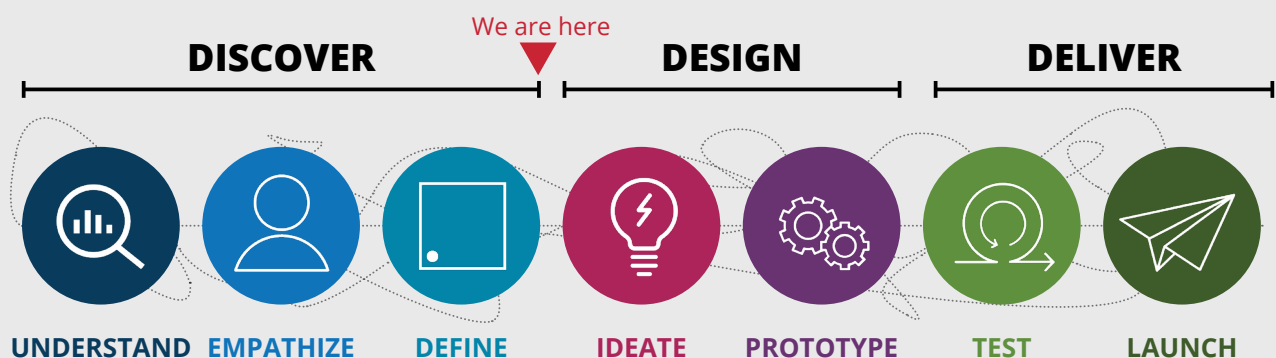
DEFINE | Look for patterns and themes, question our assumptions and refine the problem context parameters.

IDEATE | Generate as many ideas as possible for a solution to the challenge.

PROTOTYPE | Develop potential solutions to test concepts and processes in a low-cost and efficient way.

TEST | Interact with the prototypes to gather feedback and learn quickly before investing substantial time and resources.

LAUNCH | Approve and refine the solution to a state where it can be implemented.

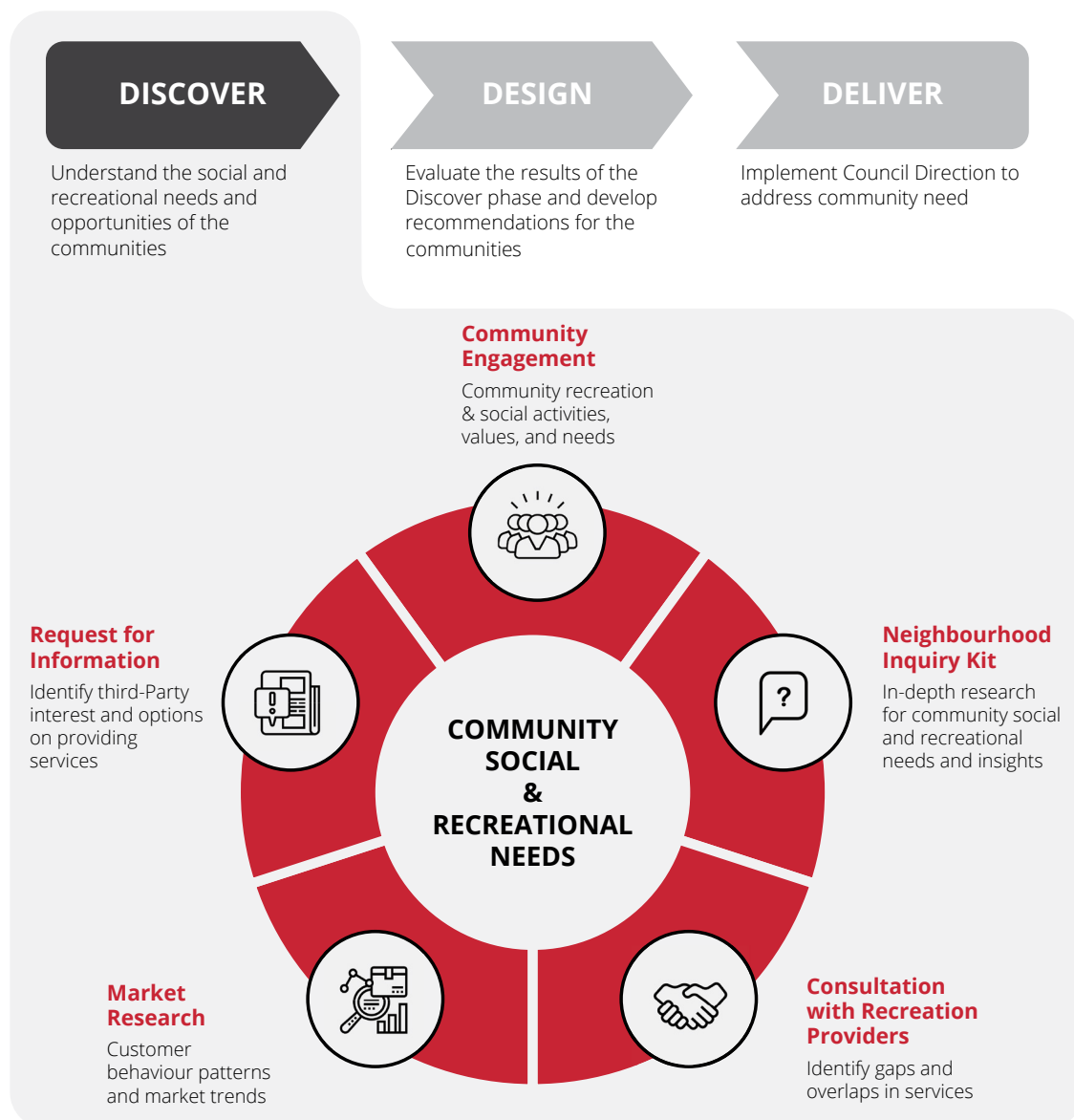


The Discover Phase

Five information gathering methods

In the Discover phase, The City gathered information in several ways, including:

1. **Community Engagement:** To understand how people live, work and play in the communities of Beltline and Inglewood/Ramsay, to determine what kinds of activities and opportunities they value, and in what ways they socialize within their community.
2. **Neighbourhood Inquiry Kit:** To help understand how local residents are meeting their social and recreational needs.
3. **Request for Information:** To allow potential external service providers to provide information on how they might operate the facilities for the benefit of the local communities.
4. **Market Research:** To identify recreational trends and behaviour patterns in the local market.
5. **Consultation with Recreation Providers:** To identify gaps and overlaps in services.



UNDERSTAND

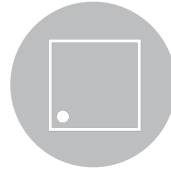
DISCOVER



UNDERSTAND



EMPATHIZE



DEFINE

UNDERSTAND is the first stage in the Design Thinking Cycle. This stage identifies all of the questions and assumptions that need to be addressed, and gathers existing data to inform the way the challenge is initially framed.

Understand gathers and synthesizes what has been done before, and what is already known, to ultimately produce a more efficient project by avoiding duplication of work.



The following is a summary of the different sources of data which informed the Understand stage.

To understand the demographics of Beltline, Inglewood and Ramsay populations.

To understand the Beltline Facility and the Inglewood Pool, and the recreation market in the catchment area.

To gain comparative facility information to understand the role of the Beltline and Inglewood facilities in the broader service provision context.

To comprehensively analyze service delivery, programming and infrastructure for all publicly funded, indoor and outdoor pools that are operated by The City and by Partners.

To gauge third-party interest and options to provide social and recreational services at either one or both of The City's Beltline and Inglewood recreation facilities.

EMPATHIZE

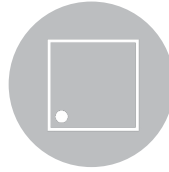
DISCOVER



UNDERSTAND



EMPATHIZE



DEFINE

The EMPATHIZE stage is where time is deliberately taken to deeply learn about the people most affected by the designed solutions.

Empathize work helps ensure that the project is focused on solving the right problem and guides the innovation efforts, setting the project up for success.



The Empathize phase included three research methods:

To seek citizen input and use it to inform decisions on the social and recreational needs of those who live, work, and play in the neighbourhoods.

To understand the perspectives, values, and latent social and recreational needs of residents by giving them opportunities to document and reflect on their lives in their own context, with minimal inference from design researchers.

DEFINE

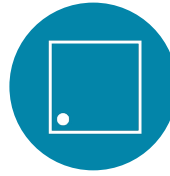
DISCOVER



UNDERSTAND



EMPATHIZE



DEFINE

In the DEFINE stage, all the information gathered from the Understand and Empathize stages is synthesized into needs and insights, the project frame and design principles.



Explore the synthesis from the Understand and Empathize stages here:

A summary of what currently matters, and what will matter in the future, for the people most affected by the challenge.

An actionable challenge to communicate the direction of the Design Thinking Cycle.

Guiding principles to ensure that possible ideas are aligned to the Project Frame.

RESULTS

Needs and Insights

The analysis of all information gathered through the Understand and Empathize stages led to identifying needs, insights and key learnings about Beltline and Inglewood/Ramsay residents.

Through iteration and validation with different content expert lenses, the following emerged:

- + **Needs** – These are human physical and/or emotional requirements that have captured what the residents are trying to accomplish revealed through data on what they told The City or through latent needs the data analysis surfaced.
- + **Key Learnings** – These are important context learnings about the Beltline, Inglewood and Ramsay neighbourhoods and residents that inform the project.
- + **Facility Learnings** – These are important pieces of information specific to the Beltline and Inglewood facilities from the diverse data sources.
- + **Key Insights** – These are 3-5 powerful revelations about the data that greatly inform the project moving forward.

These Needs, Learnings and Insights were validated to ensure they represent the opportunities including but not limited to the two existing recreation facilities.



BELTLINE

Explore the Needs and Insights for Beltline



INGLEWOOD/RAMSAY

Explore the Needs and Insights for Inglewood/Ramsay

Project Frame

Derived from the Needs and Insights, Project Frames focus the broad Council Direction to actionable challenges to address going forward.

Council's Direction:

“*Identify long-term, sustainable service alternatives and targeted investments to maximize community and social benefits in the area of the two [Beltline and Inglewood neighbourhoods] flat water pools.*”

The following Project Frames are grounded in considerable research and analysis. Similar to the Needs and Insights, the Project Frames were validated to ensure they represent the opportunities including but not limited to the two existing recreation facilities.

BELTLINE

THE LIVING ROOM EXTENSION WITH A COMMUNITY BACKYARD

Create ways to support meaningful social interactions through unique, all-season recreational experiences, providing a safe additional place to augment residents' smaller private living spaces and facilitate social and recreational interactions between a wide variety of residents.

Keep safety in mind (in particular parks and public spaces), as well as the challenges of building community in a place where many people often move within and outside of the neighbourhood.

Consider equitable access in a neighbourhood with a higher percentage of low-income and marginalized residents who feel disadvantaged in building social capital.

INGLEWOOD/RAMSAY

NEIGHBOURLY SOCIAL CONNECTION AND RECREATION, ALL-YEAR-ROUND

Create ways for Inglewood and Ramsay neighbours to support each other and recreate, keeping in mind that these residents are loyal and supportive of their local amenities and businesses.

Help enable the community to continue building strong social and neighbourhood connections through all-season recreational experiences.

Test the assumption that the Inglewood Pool is the most effective way for this vibrant community to achieve those social outcomes.

Design Principles

Design Principles set forth a strategy to address the Project Frame through abstracted, but actionable guidelines, independent of a specific solution.

These principles set up the next stage of the Design Thinking Cycle, Ideation, for success, by guiding the project teams towards the right solutions to address the challenge. In other words, an idea generated in response to the Project Frame is more likely to become a successful solution if it has incorporated most, if not all, of the Design Principles detailed below.

These Design Principles were vetted and received feedback from City of Calgary content experts in Calgary Recreation, Calgary Neighbourhoods, Planning & Development, Calgary Parks, Downtown Strategy, the Green Line, Community Standards, Calgary Arts & Culture, and Transportation Planning.

BELTLINE

DESIGN PRINCIPLES

1. Focus on **social connection**
2. **Involve/invite** diverse residents
3. **Diversify opportunities** to engage – City-led, as well as private and community-led
4. Extend **connection** beyond physical walls
5. **Inclusive and accessible** opportunities
6. **Discoverable** in multiple ways
7. Consider perceptions of **safety**

INGLEWOOD/RAMSAY

DESIGN PRINCIPLES

1. Respect strong sense of **neighbourhood identity**
2. Take **inspiration** from historic as well as emerging community identity and context (railway, music, arts and breweries)
3. **Involve** the neighbourhoods (and local partners) for a home-grown feel
4. Be **friendly and accessible** to all ages
5. Consider **all-season** indoor and outdoor social and recreational experiences

The following pages include a detailed list of:

- + Needs
- + Key learnings
- + Facility learnings
- + Key Insights
- + Project Frame
- + Design Principles

for the Beltline and Inglewood/Ramsay neighbourhoods respectively.

Needs



HEALTH



AFFORDABILITY



COMMUNITY



SAFETY



CHOICE

ACTIVE AND HEALTHY LIFESTYLE

- + Beltline residents need to travel through their neighbourhood using **active modes of transportation**, with a feeling of safety.
- + Beltline residents need to **exercise in social environments**, and have continued to do so in private gyms, even during COVID-19.

AFFORDABILITY AND ACCESS

- + Beltline residents need equitable, and potentially **no-cost, access to recreational opportunities** in order to develop social capital.
- + Working parents in the Beltline need to feel their **school-aged children are safe** and looked after between the end of the school day and when the parents finish work.

PEOPLE AND COMMUNITY

- + Beltline residents need to **feel connected** to others through close proximity with a diversity of other citizens, generating energy and vibrancy.
- + Beltline residents need to **socialize with friends** while meeting their recreational needs.
- + Beltline has a high density of LGBTQ2+ residents who need to **socially connect with their community, in a safe and inclusive space** without people who don't identify as LGBTQ2+.

PERCEPTION OF SAFETY

- + Beltline residents need to meet their social needs in environments they perceive as **safe and secure**.
- + Beltline residents need to **feel safe in public spaces**, including parks, and do feel safe when they see many diverse people in those spaces.
- + Beltline residents need **safe off-leash spaces** in which to exercise their dogs.

VARIETY OF SPACES AND CHOICES

- + Beltline residents, many of whom have smaller living spaces, need **places to connect socially outside of their homes year-round**.
- + Beltline residents need **year-round access to conveniently accessible parks** that include amenities in addition to green space to support their mental health. Although Beltline has many great green spaces, current and future density means that the community is deficient in green space.
- + Beltline residents need to have a **variety of choices** for meeting their social and recreational needs.
- + Beltline residents need to feel their neighbourhood has a **diversity of unique small businesses** and that they are contributing to those businesses and experiences through their spending habits.
- + Beltline residents need to feel a **sense of flexibility** with recreational experiences – for example, drop-in and pop-up activities with varied hours.

Key Learnings



RECREATION HABITS



RESIDENTS



SOCIAL CONNECTIONS



FUTURE



VALUES

RECREATION HABITS

- + Beltline residents identified **time was their greatest challenge** in meeting their social and recreational needs (over cost, location, and programming type).
- + Beltline residents meet a lot of their fitness requirements at **private gym/studio facilities**. Some appreciate the flexibility of fitness facilities with late-night hours, the convenience and no additional costs of their apartment/condo gyms. Other enjoy the unique vibes, community and social prestige that comes from such facilities.
- + Beltline residents of lower-incomes, especially those **struggling with poverty** and financial insecurity, consider visiting a recreation facility a low priority or a financial impossibility.
- + Many Beltline residents have established **new fitness patterns as a response to COVID-19 closures**, including other City-operated recreation facilities, City partner facilities, apartment gyms, home workouts, and private-sector gyms. Even some long-term users have expressed not planning to return to the Beltline Facility once it re-opens.
- + **Supply and demand** for recreational opportunities in the Beltline have both been impacted by COVID-19.

RESIDENTS

- + Beltline is a community in which many **residents don't reside for long periods** of time.

- + Beltline is a neighbourhood with many young adults aged 25-44. **Social status is important** to many Beltline residents.
- + Beltline residents may identify with their **local sub-community** (i.e. Victoria Park, Connaught) in addition to the broader Beltline community. A strong, unified neighbourhood identity isn't a priority for residents.
- + The Beltline neighbourhood includes approximately 1/3 of residents who are **immigrants**.
- + The **median total household income** for residents (before tax) in 2015 in the Beltline was **lower** than the Calgary average (\$76,408 compared to \$97,329 for Calgary).
- + The wide physical geography of the neighbourhood boundary makes **neighbourhood cohesion** more challenging.

SOCIAL CONNECTIONS

- + **Apartment living** arrangements in the Beltline neighbourhood vary in terms of how they promote social connection. Some buildings foster community with shared common spaces, however some citizens do not feel able to connect socially within their buildings.
- + Apartment living does not support deep neighbour connections for some Beltline residents. They are **socially independent** from their immediate neighbours and have established social networks elsewhere.



- + Beltline residents are a largely working population and meet much of their social and recreational needs during **evenings and weekends**. Only a small amount of social connection occurs through work.
- + Beltline residents value connecting socially among the **diverse demographics** in the neighbourhood.
- + Beltline residents value connecting socially and recreating in **multifunctional spaces**.
- + Beltline residents value **connecting outside** in parks and on pathways to help meet their social needs.
- + Beltline residents value **diverse, non-traditional**, and novelty social and recreational experiences.
- + Beltline residents value **walkability**.

THE FUTURE

- + The Beltline neighbourhood will continue to see significant increases in **population and density**, creating higher demand for recreation facility access.
- + Developers in the Beltline have indicated an intent to focus future projects on **rental housing** due to the economy. This may change the demographic profile of the neighbourhood in the future and, therefore, amenity needs.
- + Developers in this neighbourhood want a recreation facility to compete with the amenities available in the **suburbs** and attract future residents, including families. There is a deficit of specialized aquatic leisure in the inner city.

VALUES

- + Beltline residents enjoy and take advantage of **events and festivals**.
- + Beltline residents especially value the socially-active **commercial areas** on 17th Avenue and 4th Avenue (Mission) for social connection.
- + Beltline residents feel a **sense of cachet** for living in the inner-city.
- + Beltline residents highly value **proximity and convenience**, but also travel out of the neighbourhood to meet their social and recreational needs.
- + Beltline residents perceive **bars and restaurants** as extensions of their living rooms - important places for social connection and recreation.



Facility Learnings

PHYSICAL ACCESSIBILITY

- + The Beltline Facility is **not physically accessible for seniors, parents with young children, or persons with physical disabilities**. The building requires climbing stairs, has tight corners and no parking.

AMENITIES

Positive comments

- + The Beltline Facility's **full-sized gymnasium** is a valuable community asset.

Negative Comments

- + The Beltline Facility's **limited amenities and lack of parking** are not very attractive as a "destination" to those who work and play in the neighbourhood.
- + The current Beltline facility is **limited by age and the building footprint**, to accommodate modern leisure experiences, parking, accessibility, street presence etc. that preclude this site being able to improve service provision targets.
- + The layout of the Beltline Facility means that the **pool area is quite private** which meets the needs of a variety of specific booking groups.
- + Within the Beltline catchment area, there are **two other public institutions** that have aquatic amenities. The primary aquatic needs of the community could be served by these facilities.

BARRIERS

- + At this point, there is **no third-party interest** in running the Beltline Facility as-is, nor with an innovative new use. The facility is not perceived as a revenue-generating opportunity.
- + **The current facility is limited** by the age of the building and size

of the footprint to accommodate a more modern leisure experience with more parking, larger and more varied amenities, and improved accessibility. These limitations preclude the facility from being improved and/or expanded upon to meet the needs of the neighbourhood.

ECONOMIC ACCESS

- + The Beltline Facility is perceived as the **"budget option"** which doesn't align with what many younger residents are interested in.
- + The Beltline Facility is the **least-expensive fitness offering** in the neighbourhood (other than gym in condos/apartment buildings).
- + The Beltline Facility records a **low rate of access** through the Fee Assistance Program despite a substantial low-income population in the neighbourhood.
 - + There were **2,331 Fair entry** applicants from Beltline in 2019 and 2,100 were approved.
 - + Applicant ages included:
 - 18-34 yrs (30%)
 - 35-49 years (22%)
 - 50-64 (13%)
 - 65-79 years (13%)
 - + Beltline fee assistance usage was **2.9% in 2019 compared to 1.2% in 2018**
 - + This is **lower than the average** of participating sites which is 3.5%.

PERCEPTION

- + Resident perceptions of the Beltline Facility **identify concerns about age, location, cleanliness, and modernity** of the facility.



PROGRAMS

- + The Beltline Facility's Calgary AfterSchool program has one of the **highest levels of program attendance** in the city.

SPACE RENTAL

- + The Beltline Facility is **used by CommunityWise** (organization in adjacent building), which is undergoing external renovations starting in Fall 2020.



Key Insights

LOCAL BUSINESSES MATTER

Beltline residents engage with their neighborhood community more through local businesses than through City-operated infrastructure. However, private-sector spaces create a financial barrier to social connection for lower-income residents. This impacts opportunities for diverse social interaction that residents value.

ECONOMIC DIVIDES EXIST

There is a divide in Beltline between lower-income residents struggling to make ends meet and higher-income residents with disposable incomes.

DIVERSITY AND VIBRANCY DRAW PEOPLE

Beltline residents value the diversity of those living in their neighbourhood and those who come to visit. They look for ways to connect socially with people who live, work, and play in the neighbourhood. Given the dynamic and shorter-term nature of living in the neighbourhood, Beltline residents need ways to quickly build social connections and learn about their neighbourhood.

SAFETY IS TOP OF MIND

Perception of a lack of safety around the Supervised Consumption Services Site could be a barrier for Beltline residents meeting their social and recreational needs. Addressing community safety and working collaboratively with neighbourhood partners would not only support the most vulnerable who live in east Beltline but would help create a safer and welcoming community for all.

DENSITY, VIBRANCY AND PARKS MATTER

Beltline residents choose their neighbourhood for its density and vibrancy, and strongly value parks as key places for year-round social connection and recreation. They strongly appreciate parks for their aesthetic beauty, their suitability as gathering spaces and their amenities and events. They view parks as key resources to bolster their mental health and social connectedness.



Project Frame

THE LIVING ROOM EXTENSION WITH A COMMUNITY BACKYARD

Create ways to support meaningful social interactions through unique, all-season recreational experiences, providing a safe additional place to augment residents' smaller private living spaces and facilitate social and recreational interactions between a wide variety of residents.

Keep safety in mind (in particular parks and public spaces), as well as the challenges of building community in a place where many people often move within and outside of the neighbourhood.

Consider equitable access in a neighbourhood with a higher percentage of low-income and marginalized residents who feel disadvantaged in building social capital.

Design Principles

1. Focus on **social connection**
2. **Involve/invite** diverse residents
3. **Diversify opportunities** to engage – City-led, as well as private and community-led
4. Extend **connection** beyond physical walls
5. **Inclusive and accessible** opportunities
6. **Discoverable** in multiple ways
7. Consider perceptions of **safety**



Needs



HEALTH



NEIGHBOURHOOD
IDENTITY



COMMUNITY



LOCAL



CHOICE

ACTIVE AND HEALTHY LIVING

- + Inglewood/Ramsay residents need to exercise to live a **healthy lifestyle**.
- + Inglewood/Ramsay residents need to walk in their neighbourhood to meet their social connection and recreational needs, across **all demographics** and stages in life.
- + Inglewood/Ramsay residents need to **connect to each others' neighbourhoods** through active modes of transportation, as well as by car, especially with upcoming Green Line changes.
- + Inglewood/Ramsay residents need to spend time in parks to support their **mental health**.
- + Inglewood/Ramsay residents need to exercise their dogs in off-leash **spaces of perceived safety**.
- + Inglewood/Ramsay residents need to build **water safety skills**, especially as the neighbourhoods are bordered by rivers.
- + Inglewood/Ramsay residents need to pursue **water sports** (e.g. swimming, kayaking, surfing) and value that the river is in close proximity to practice regularly.
- + Inglewood/Ramsay residents who are **planning to have children** in the future need a means to teach those children how to swim.

NEIGHBOURHOOD IDENTITY

- + Inglewood/Ramsay residents need to feel that the **architectural heritage** of

their neighbourhood is respected and visible.

- + Inglewood/Ramsay residents need to feel that their perspectives are heard and that they are **influencing changes** affecting their community.

PEOPLE AND COMMUNITY

- + Inglewood/Ramsay residents need to **connect socially** online, at a distance, and in their yards due to COVID-19.
- + Inglewood/Ramsay residents need to feel that they are **supporting each other** as neighbours.

SUPPORTING LOCAL

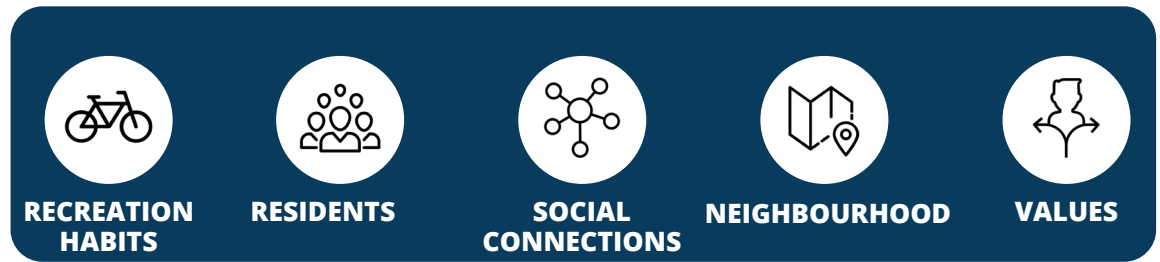
- + Inglewood/Ramsay residents need to feel they are contributing and loyal to local **Inglewood businesses** and experiences through their spending habits.
- + Inglewood/Ramsay residents need to reinforce their **sense of belonging** through regular social connection with neighbours in public/private spaces. They prefer to do so at local dining establishments, pathways, and sidewalks.

VARIETY OF SPACES + CHOICES

- + Inglewood/Ramsay residents need to feel like they are **close to the action** of the downtown core, but not right in it.
- + Inglewood/Ramsay residents need to meet their social and recreational needs with a **mix of scheduled/coordinated and drop-in experiences** both in their neighbourhood and throughout the city.



Key Learnings



NEIGHBOURHOOD

- + Inglewood and Ramsay are among the **smaller neighbourhoods** in the city in terms of physical size and population.
- + Inglewood residents expressed safety concerns around the **12 Avenue underpass**.
- + With the **densification** of Inglewood in anticipation of the Green Line, there will be more 6-12 storey condos/apartments, which may or may not have recreational amenities.
- + The Inglewood/Ramsay neighbourhood **identity is at a crossroads**, as the close-knit, low density, largely heritage neighbourhood receives development applications for large buildings and the Green Line Light Rail Transit will be built in the community in the coming years.
- + While **local breweries** are a relatively recent addition to the neighbourhood, they have been actively embraced as important places for social connection with friends and neighbours, even amidst COVID-19. They are a point of community pride.
- + Some Inglewood/Ramsay residents are concerned about the amount, rate, and **type of change** proposed by developers and supported by the municipal government and council in their community.

RECREATION HABITS

- + Inglewood/Ramsay residents are a largely working population and meet much of their social and recreational needs during **evenings and weekends**.
- + Inglewood/Ramsay residents enjoy and take advantage of **arts, culture, events and festivals** that take place in their neighbourhood and support local businesses and the local creative community.
- + Inglewood/Ramsay residents identify **outdoor space** and public recreation/fitness facilities as their primary locations for meeting their recreational needs.

RESIDENTS

- + Inglewood and Ramsay are among the more homogeneous neighbourhoods in the city and have many **long-term residents** living there, leading to strong neighbourhood cohesion and identity.
- + Inglewood and Ramsay are separate neighbourhoods, however, are **socially and physically closely knit** together.
- + Inglewood and Ramsay neighbourhoods have a **vocal and active** community association compared to many neighbourhoods in Calgary.



SOCIAL CONNECTION

- + The new YWCA in the community offers a gym and **residents may not be aware** of this walkable, affordable recreational opportunity, but there is some tension in the neighbourhood with this new facility and perceived social consequences of its presence.

VALUES

- + Inglewood/Ramsay residents identified **time** as their greatest challenge in meeting their social and recreational needs (over cost, location, and programming type).
- + Inglewood/Ramsay residents value **natural spaces** with urban wildlife over parks with lots of amenities especially in the spring, summer, and fall. This may be due to the close proximity to those kinds of City Parks, hence residents tend to visit them more frequently.
- + Inglewood residents value **proximity and convenience**, but do travel out of the neighbourhood to meet their social and recreational needs (for friends, family, dining, parks, and specific recreational activities).
- + Inglewood residents value **walkability**.



Facility Learnings

ACCESSIBILITY

- + Seniors represent 1/4 of Inglewood Pool users and the **population of seniors in Inglewood will be increasing** in the coming years by 27% as residents age in place. This may increase public demand for non-prime time hours in the future.
- + There is a perceived **lack of visibility/signage** for the Inglewood Pool.

AMENITIES


- + The current facility is **limited by the age** of the building and size of the footprint to accommodate a more modern leisure experience with more parking, larger and more varied amenities, and improved accessibility. These limitations preclude the facility from being improved and/or expanded upon to meet the needs of the community.
- + Inglewood and Ramsay are within the catchments of **two other public institutions** that have aquatic amenities. The primary aquatic needs of the communities could be maintained by these facilities.
- + Due to the **lack of amenities** beyond the pool, Inglewood Pool can offer the privacy that meets the needs of a variety of specific booking groups.
- + Inglewood Pool is **attractive as a rental pool** for organized sports/swim teams (because of the pool's length and depth).
- + The **social space** in the facility is small and not very useful for the kinds of neighbourhood social connection that residents are looking for.

BARRIERS

- + Inglewood Pool has **low fee assistance access** even though the median household income is lower than the city median (\$97,329) in Inglewood (\$86,101) and Ramsay (\$84,011).
 - + However, fee assistance usage was **0.5% in 2019**
 - + Compared to **0.2% in 2018**
 - + This is **lower than the average** of participating sites which is 3.5%

ECONOMIC FEASIBILITY

- + In a recent Request for Information, there was **limited interest in running the Inglewood Pool as-is**, and no innovative new use was proposed. A third-party operator would likely require ongoing operational funding support as well as lifecycle capital investments from The City.
- + Proximity to industrial lands means the Inglewood Pool **catchment area is not as dense** as it could be. Future development may densify the area.
- + There is a **restricted covenant** on the land on which the facility sits that adds both complexity and opportunity for municipal or private development on this land.
- + There is an inherent **contradiction** in that the Inglewood Pool gets the majority of its revenue and attendance from swim club bookings in prime time hours, whereas the community wants access to that prime time but may not be able to generate comparable attendance and revenue.
- + The facility served:
 - + 5,200 users in 2019, with an average **\$11.75 in tax support per user** (a **75% tax-supported rate**).
 - + In comparison, the average comparable City-operated facility



between 2014-2018 served 93,342 visits per year, with an **\$7.55 in tax support per user** (a **53% tax-support rate**).

PERCEPTION

- + **41%** of people who live, work, and play in Inglewood and Ramsay responded that they **“never” use the Inglewood Pool** to meet their recreational needs. The main reasons people don't use it are: they are not a fan of swimming, lack of amenities, lack of accessible programming, the age and maintenance of the facility, and a low perceived value compared to admission price.
- + Inglewood/Ramsay residents know that the Inglewood Pool needs work, but they **“have hope for it”**, seeing it as a good case for renovations and getting additional amenities. However, the size of the site and the presence of other facilities in the catchment limit the viability of this.
- + Inglewood Pool has a **small number of super-fans** in the neighbourhood, who especially love the pool for its convenient location, the small size of the facility, that it is family-friendly, and low-cost.

PROGRAMS

- + If Inglewood Pool were to focus on **rentals to swim clubs** it might increase revenue and it would free up time for public access at facilities with higher public swim demand in the city. However, this would further reduce public access time.



Key Insights

RECREATIONAL AMENITIES IN LINE WITH FUTURE GROWTH

Data gathered indicates that Inglewood/Ramsay residents have access to many great social and recreational spaces/services. However, with the Green Line LRT coming, newer buildings and higher density will necessitate additional social/recreational spaces/services in the future. The City can support the community in developing social and recreational amenities to meet future needs while honouring and aligning with the neighbourhood's heritage and small-town feel.

COLLABORATION MATTERS

The Inglewood Pool is symbolic of the Inglewood and Ramsay small-town feeling, and there was a natural resistance when the community felt it was losing a facility with a deep history. Inglewood/Ramsay residents need to feel heard, respected, and that The City is working with them to help meet their social and recreational needs.

A VILLAGE IN A CITY

A significant degree of Inglewood/Ramsay residents' social needs are met by their strong neighbour ties. They value connecting within their neighbourhood more than across neighbourhoods. This village inside a city has an identity of place that generates a loyalty to neighbours and community that means a resident may support a cause that aligns with their neighbours' need more than their own.

RIVERS AND PATHS ARE VITAL

The geography of Inglewood and Ramsay strongly impacts how residents meet their social and recreational needs. Many of the residents have a commitment to water sports, as they are surrounded by rivers. They are active walkers as they are surrounded by pathways and have a lot of amenities within walking distance.



Project Frame

NEIGHBOURLY SOCIAL CONNECTION AND RECREATION, ALL-YEAR-ROUND

Create ways for Inglewood and Ramsay neighbours to support each other and recreate, keeping in mind that these residents are loyal and supportive of their local amenities and businesses.

Help enable the community to continue building strong social and neighbourhood connections through all-season recreational experiences.

Test the assumption that the Inglewood Pool is the most effective way for this vibrant community to achieve those social outcomes.

Design Principles

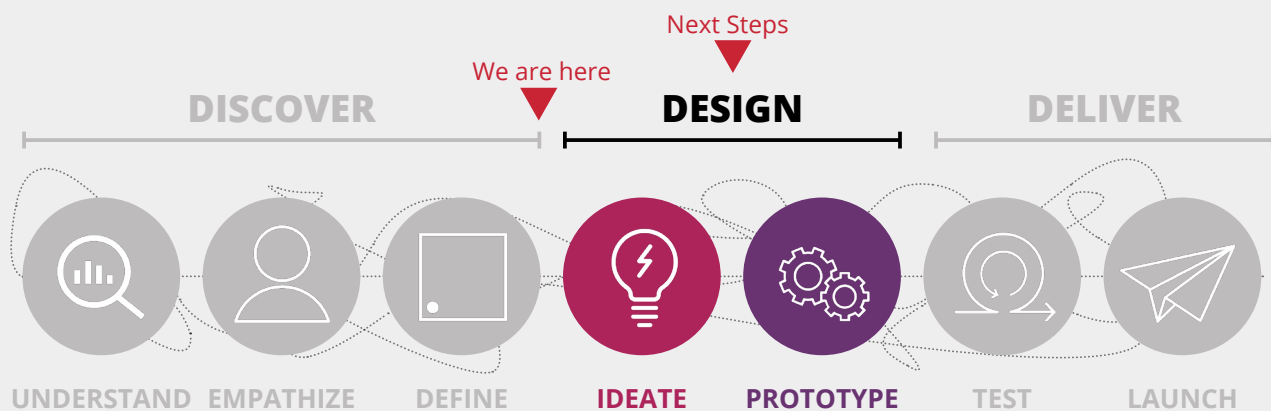
1. Respect strong sense of **neighbourhood identity**
2. Take **inspiration** from historic as well as emerging community identity and context (railway, music, arts and breweries)
3. **Involve** the neighbourhoods (and local partners) for a home-grown feel
4. Be **friendly and accessible** to all ages
5. Consider **all-season** indoor and outdoor social and recreational experiences

Next Steps

With the agreed-upon Project Frames and Design Principles, the project moves forward to the Ideate and Prototype stages of the Design Thinking Cycle.

The Ideate and Prototype stages involve experimenting rapidly and at low cost to identify promising ideas to test and gather feedback. These findings will then inform recommendations to Council.

Ideation sessions with key community stakeholders are planned to share the established Project Frames and to gather the best ideas to address the identified social and recreational needs and insights in the Beltline, Inglewood and Ramsay neighbourhoods.



APPENDIX

Community Engagement

Engage Portal Statistics

The project team created a public-facing Portal Page open to all Calgarians who self-identified as either living, working, or playing in the communities (or surrounding geographic areas) of Beltline or Inglewood/Ramsay.

Web page statistics during the Engagement phase were:

1,598 contributions

(The total number of responses collected through the participation tools.)

738 contributors

(The unique number of visitors who left feedback or contributions on a site through the participation tools.)

Engage Process

Public Engagement occurred from July 24 through August 31, 2020 via the online Engage portal where the public could access background information about the project and answer a series of survey questions.

The intent of the questions was to give further insight into the social and recreational needs in the communities of Beltline and Inglewood/Ramsay.

The Engagement process was promoted in these communities via:

- + Postcard mail out
- + Bold signs
- + Social media
- + Area specific internal and partner staff – utilizing community connections
- + Community Associations - newsletter and social media channels
- + Local businesses – promotional materials distribution
- + Local events – to create additional awareness

This public engagement provided citizens the opportunity to participate in meaningful engagement and enabled us to seek local input and use it to gain perspective on the local impressions on social and recreational needs and opportunities.

The information provided in this report is a reflection of responses that were received and categorized into themes.

Neighbourhood Inquiry Kit + Semi-Structured Interviews

Stakeholder Involvement

Cross-Corporate Involvement:

- + Eight designed and facilitated cross-corporate working sessions to convene and iterate project work in a systemic-way with 30+ City Staff who are content experts connected to this challenge

Design Research with citizens:

- + **47 residents of Beltline**
- + **45 residents of Inglewood/Ramsay**

Participant selection was guided to result in a roughly demographically accurate reflection of the neighbourhood profiles of Beltline, Inglewood and Ramsay.

Design Research Process

The success of the Beltline & Inglewood Pools Program hinges on a nuanced, empathetic understanding of the neighbourhoods and their residents. As a result, Design Research focused on understanding the perspectives, values, and latent social and recreational needs of residents of Beltline, Inglewood and Ramsay. The primary research tool used was the Neighbourhood Inquiry Kit (NIK) - an established ethnographic research technique known as a "cultural probe." This technique provided the opportunity for participants to document their lives in their own context, with minimal inference from researchers/designers, resulting in more reliable data. Furthermore, it allows researchers to access environments and knowledge that would be difficult to ask and observe directly through more typical approaches (e.g. surveys). These kits capture more "felt life" by encouraging participants to tell their stories, which results in rich,

multilayered qualitative data to inspire the design of future.

The Neighbourhood Inquiry Kit contained physical, data-gathering tools that participants were given two weeks to complete in August of 2020, including:

- + A neighbourhood map
- + A social connection map
- + Three postcards
- + A two-week social and recreational activity diary

Participants were selected through a survey that collected demographic data from interested individuals, creating a roughly representative sample of each neighbourhood's demographic profile. 47 NIKs were completed and collected from Beltline residents. 45 NIKs were completed and collected from Inglewood/Ramsay residents.

Semi-structured one-on-one interviews were conducted with nine participants. These 60-minute phone interviews started with a series of guiding questions, but were purposely informal to empower participants to share what was important to them. Interviewees were selected if their NIK responses indicated an innovation "bright spot" or they were a resident facing significant barriers.

Collectively, the interviews in conjunction with the Neighbourhood Inquiry Kits enable a robust exploration of the social and recreational needs of residents in the Beltline, Inglewood and Ramsay neighbourhoods.

Market Research

Stakeholder Consultations

The marketing planning process involves looking at the organization's mission, a situational analysis, a marketing strategy and marketing mix.

To inform this work, a number of staff were consulted. This included:

- + 10 facility front line staff from both locations
- + Calgary Recreation Facility superintendents
- + Calgary Recreation Superintendents
- + Calgary Recreation communicators
- + Web and marketing staff

Facility tours were also conducted to better understand the unique features and challenges of the Beltline Facility and the Inglewood Pool.

Process

The process included:

- + Facility research and data sharing
- + Customer data
- + Target audience data based on census and catchment area information
- + Competition trends and competition unique selling propositions
- + Facility partners
- + Product features and pricing
- + Key learnings from past and present Calgary Recreation marketing campaigns

The marketing research helps define the target audience, set goals and develop budget. Once the facilities are closer to re-opening, the research can be put into action to directly target the user base of the facilities. The potential prioritization of the target audience and product mix is still to be determined based on re-opening plans.

Request for Information

Stakeholder Engagement

Consultation to develop the RFI included:

- + Supply Management
- + Assessment
- + HR/ Labour Relations
- + Calgary Recreation Capital Development
- + Real Estate & Development Services
- + Beltline & Inglewood Pools Program Advisory Committee

To promote awareness, notice of the RFI was distributed to:

- + The Mayor and Councillors
- + Local Community Associations
- + Local Business Improvement Areas
- + 19 organizations that support social or recreational services in Calgary

For additional awareness, the RFI was also advertised on LinkedIn for approximately four weeks, generating 15,884 impressions and 154 clicks.

Process

A Request For Information (RFI) was developed to gauge third-party interest and options to provide social and recreational services at either one or both of The City's Beltline and Inglewood recreation facilities.

The RFI was managed through the Supply Management process, ensuring a transparent and fair process for all interested organizations. The RFI also included several attachments detailing operational and physical information about the facilities to provide interested third-parties with a common base of knowledge.

The RFI was placed on The City's MERX system on August 6, 2020 and was open until September 16, 2020, a total of 42 days. During that time the RFI was downloaded 14 times. Organizations that downloaded the RFI included:

- + Social and recreation facility operators or hub organizations
- + Recreational consulting organizations
- + General business consultants
- + Construction and engineering companies

Consultation with Recreation Providers

Stakeholder Engagement

Consulting Team

The Pools Study will build upon the strategic planning foundation established by the 2016 Facility Development and Enhancement Study (FDES). To ensure a strong alignment, the consulting team is comprised of RC strategies + Perc with the support of S2 Architecture and Sportsplan (Authors of FDES).

Stakeholder Consultation

1. Calgary Recreation staff (20)
2. Specialists, managers, and complex coordinators from operations, strategic services, capital development, and sport
3. Subject matter experts from comparable municipalities: Edmonton, Ottawa, Toronto, Regina
4. Partners - Representatives from the following partner organizations have been engaged: YMCA Calgary, Trico Centre for Family Wellness, Westside Recreation Centre, Vecova Centre, Repsol Sport Centre, Vivo, Calgary Outdoor Swimming Pool Association

Partner Consultation Approach

A Partner Consultation Plan was created because it is recognized that partners play an integral role in the provision of publicly supported pool experiences in the city and it is important to understand their perspectives. It is also important to gather information from them to better understand the state of pools in Calgary. The consultation will provide insight into partner operations and strategic intent and will assist the City in building buy-in from partners and internal stakeholders.

Partner Engagement Status Update

- + Partner introduction session- Completed
- + Ongoing virtual drop-in sessions for information sharing
- + External interviews with the consultant – Scheduled for Q3 2020 as surveys are completed
- + Two strategic thinking and check in workshops scheduled for Q2 2021

Note: citizen engagement is not in scope

Process

The Pools Study is being undertaken to inform decisions that will sustain and enhance the positive impacts that public investment in indoor and outdoor pools have in the Calgary region. It will build upon the strategic planning foundation set in the City's 2016 Facility Development and Enhancement Study (FDES) by undertaking comprehensive analysis of pools service delivery, programming and infrastructure for all publicly funded, indoor and outdoor pools that are operated by the City and by Partners.

The study includes 3 phases: (1) current state, (2) gaps and overlaps analysis, and (3) recommendations. A detailed analysis of the Beltline and Inglewood catchment area will be incorporated into each phase of work. Phase 1 is well underway and is anticipated to conclude by Q1 2021. Preliminary findings that have been shared with the Inglewood/ Beltline Pool Program to date include:

- + An overview of relevant planning and policy documents including 50 municipal, provincial, national and industry sources,
- + Municipal comparisons (four Canadian cities) and;

- + Case studies and research into the drivers of change for recreation with specific consideration to the social, economic, technology, and environmental impacts.

Pool profiles of all publicly funded City and Partner-operated facilities are also being undertaken to collect building condition, assets, utilization and programming data. Profiles on City facilities have been completed, and Partner facility data including Partner operated facilities within Inglewood and Beltline is anticipated to be received by Q1 2021.

Literature Review

An environmental scan of literature about the benefits and measurement of the impact of social infrastructure was conducted.

372 documents were identified through database and web searches.

19 documents were relevant to the question of the social benefits of social infrastructure.

Seven social benefits were identified:



TRUST



VOLUNTEERISM



SAFETY



WELLBEING



**PARTICIPATION
IN COMMUNITY
ACTIVITIES**



**SENSE OF
BELONGING**









**SOCIAL
CAPITAL**












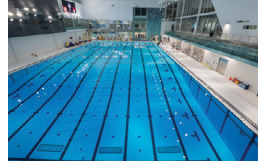



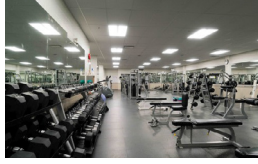


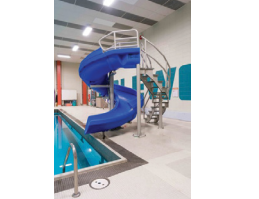









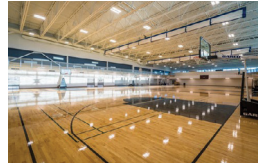
Five methodologies were identified for measuring these benefits:

1. Balanced scorecard
2. Indexes
3. Social impact assessment
4. Social return on investment
5. Surveying

For more information about these methodologies, please see the Social Infrastructure Impact Measurement Environmental Scan.

Facility Comparison

	Inglewood Aquatic Centre	Beltline Aquatic & Fitness Centre	Killarney Aquatic & Recreation Centre	Southland Leisure Centre	Vivo Healthier Generations	Brookfield YMCA at Seton
Area map						
Square footage	13,993	17,588	33,411	206,809	195,042	329,160
Year built	1963	1950	1963	1982	2004	2019
Admission fee	\$8	\$8	\$8	\$13.35	\$15	\$16
Amenities	<ul style="list-style-type: none"> • Six lane, 25 metre pool • Rope swing and two metre slide • Aquatic climbing wall 	<ul style="list-style-type: none"> • Four lane, 18 metre pool • Dry sauna • Weight room with cardio equipment • Fitness studio • Gymnasium • Climbing wall 	<ul style="list-style-type: none"> • Six lane, 25 metre salt-water pool • Dive pool with one metre board • Teaching pool • Salt-water hot tub • Steam room • Weight room with cardio equipment • Fitness studio • Multipurpose rooms 	<ul style="list-style-type: none"> • Indoor waterpark with wave pool • Waterslide • AquaPlay structure • Hot tub • Steam room • Weight room with cardio equipment • Fitness studio • Gymnasium and gymnastics gym • Multi-use courts • Climbing wall • Two standard ice rinks 	<ul style="list-style-type: none"> • Two lane, 25 metre pool • Waterpark toy features • Tot pool • Lazy/rapid river • Hot tub • Steam room • Weight room with cardio equipment • Three gymnasiums • Climbing wall • Meeting rooms (10-40 people) • Party rooms • Two NHL sized ice rinks 	<ul style="list-style-type: none"> • Ten lane, 50 metre competition pool • Competition dive platform • Leisure pool • Lazy/rapid river • Waterslide • Surf simulator • Hot tub • Steam room • Weight room with cardio equipment • Running track • Fitness/aerobics studios • Three gymnasiums • Classrooms and meeting spaces • Art studio and gallery space • 250 seat theatre • Two NHL sized ice rinks

Inglewood Aquatic Centre	Beltline Aquatic & Fitness Centre	Killarney Aquatic & Recreation Centre	Southland Leisure Centre	Vivo Healthier Generations	Brookfield YMCA at Seton
					
					
					
	 	 	 	 	 

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