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- Community and Neighbourhood Services
- Calgary Transit
- Transportation Planning
- Parks
- Recreation
- Roads

Due to the number of groups, organizations and individuals involved in the public participation process, we could not list you all. However, your input has been the inspiration for this Plan and your involvement and participation will be essential in the coming years as we work together to create a livable, thriving and caring Centre City.
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Executive Summary

The Centre City is expected to undergo significant change over the next thirty years in order to accommodate the addition of up to 40,000 new residents and over 60,000 new employees by 2035. Many new services, buildings and public spaces will be required to successfully integrate this dynamic growth.

The Centre City Plan (the Plan) presents a new vision for the Centre City. The Centre City will be a livable, thriving and caring place. Achieving a great Centre City requires that attention is paid to all three of these components as they are interconnected and mutually supportive. Focusing on only one area can lead to neglect and deterioration in other areas, thereby taking away from the success of the whole. Addressing all three areas with equal attention will result in the creation of a great urban place.

Throughout the Plan, references are made at the beginning of each section that identify which of the three components are being addressed by the section. In many cases, all three components are addressed, illustrating their interconnectedness.

The Plan addresses the following main topic areas:

**Overall Urban Structure:** A broad policy framework is provided for the structure of the Centre City, featuring a strong Downtown, surrounded by vital mixed-use neighbourhoods.

**Neighbourhood Planning:** General planning policies and concept plans for all Centre City Neighbourhoods and the Downtown are provided.

**Special Area Policies:** Several special areas, such as Stampede Park, 17 Avenue and the CPR Corridor are identified and supported by unique policies and guidance.

**Open Spaces:** An overall framework for a complete open space system is provided including opportunities for creating new parks and new types of parks and outlining special guidance for the future of the riverfront area.

**Movement and Access Systems:** A long term vision for a comprehensive movement and access system is presented that includes pedestrian, bicycle, transit and motor vehicle networks as well as guidance for future parking arrangements.

**Urban Design, Architecture and the Public Realm:** The Plan addresses design from a broad perspective, such as shaping the overall skyline and protecting important public spaces and views, to details of public and private space and building design.

**Vitality:** The Plan provides a broad framework for those aspects of the Centre City that provide the intensity, activity and excitement that set the Centre City apart from the rest of the city. Policies, strategies and actions are presented or proposed that cover the areas of: economic development, tourism, entertainment, arts and culture, recreation, public art, retail, education, heritage resources, information exchange and communication and light effects.

**Community Building:** The Plan covers a wide range of issues that were identified through stakeholder sessions that addressed social issues in the Centre City. Those issues include: crime, safety, social disorder, homelessness, affordable housing, social inclusion and cleanliness. The Centre City Plan proposes some actions on these issues, however, greater detail will be provided through the companion Centre City Social Plan and Action Strategy.

Summary of Key Themes and Ideas

**Fostering Creativity and Risk Taking:** The Plan recognizes that greatness is achieved by allowing for creativity in all areas of endeavour, be it the livable, thriving or caring components of the Centre City Plan. Inherent with creativity is risk taking and an understanding that sometimes there will be failures – but that over time, creativity leads to excellence. It was this spirit that built Calgary, and it will be this spirit that leads the Centre City into the next century.

**A Call to Action for Design Excellence:** The Plan provides a platform for increasing appreciation for the importance of the design and quality of public and private spaces and buildings in creating a beautiful and vital Centre City. This is achieved both
**EXECUTIVE SUMMARY**

through design guidelines as well as through the facilitation of an ongoing community dialogue on achieving excellence in design.

**New Central Transit “Station”**: A proposal for a major regional facility located on 2 Street SW that will bridge the Canadian Pacific Railway (CPR) tracks from 10 Avenue to 9 Avenue, linking the Beltline and Downtown and connecting multiple transit options including the Southeast LRT, Regional Rail/High Speed Rail, 8 Avenue Subway, 7 Avenue Transit Mall and the 5/6 Avenue Bus Corridors. The station will integrate these various lines using both below and above ground linkages.

**CPR Corridor Development**: A new system is proposed to develop a system of +30 public parks and places that bridge the tracks and are connected along the corridor. Underpasses are enhanced through both redevelopment and improvement projects to make them more pedestrian focused. A new bonus system is proposed to assist in building this new system.

**West Park Eco-Neighbourhood**: A proposal for a major new park west of 14 Street SW and north of the CPR tracks that provides significant open space while integrating residential, cultural and commercial activities using a “model” ecologically sensitive approach.

**East Victoria Crossing Urban Village**: A proposal to undertake a multi-stakeholder planning exercise that will create a vision and implementation strategy to redevelop the lands at the east end (including the former CPR lands and the Victoria Park Transit Facility site) of the Beltline into a thriving urban village that includes residential, commercial and park and open spaces.

**Create Great Streets**: The Plan proposes the development of new conceptual street designs for all streets and avenues within the Centre City that will be achieved over the long term, but policies are also included to provide immediate guidance in the short term through redevelopment and infrastructure projects. A new system for “Urban Braille” is also proposed to assist in way-finding and navigation for the visually impaired.

**Designation of Entertainment and Cultural Districts**: The Plan identifies several areas that have a focus on entertainment and cultural activities and calls for the development of strategies to further define and animate these areas. Flexibility and creativity will be hallmarks of these areas to allow for their own unique evolution and to foster and encourage experimentation and creativity.

**Aligning with Related Centre City Plans and Strategies**: The Plan recognizes that it is not the final word on Centre City issues. Through related plans and strategies such as the Centre City Social Plan and Action Strategy, the Centre City Open Space Management Strategy and the Olympic Plaza Cultural District Strategy, more topic or area-specific plans will assist in achieving the broad vision for the Centre City.

**A New Model for Implementation**: The Plan proposes a new model for implementation that includes:

- input and guidance provided by a Centre City Vision Congress composed of the Mayor, Centre City Aldermen and key community leaders and stakeholders.
- detailed implementation by a new Centre City Integrated Action Committee that includes all relevant internal City business units and, where appropriate, external partners and stakeholders. Within the context of this Committee, “action” teams will be established to address specific areas and issues.
- community partners are invited to “sign on” to the Centre City Vision and take action on their own, or in a collaborative fashion, in a way that is aligned with the overall Vision.
- the development of targets and indicators, including those that address sustainability objectives, in order to establish clear goals and monitor progress.

This implementation model is intended to maintain the vision and generate momentum while delivering on action and implementation in an integrated and cooperative manner.
1.0 Introduction

1.1 History of Calgary’s Centre City Planning & Development

**Early History**

The earliest known settlement of the Calgary area was 12,000 years ago. Before European settlement, the area was home to the First Nations tribes of the Blackfoot Confederacy: the Peigan, the Blood, the Blackfoot and the Tsuu T’ina.

**1875 - Fort Calgary founded by North West Mounted Police**

1883 – CPR arrives in Calgary and ultimately established Calgary’s townsite when it built its station west of the Elbow and south of the Bow Rivers and laid out the Centre City in its grid street system.

**Mawson Plan of 1914**

A grand plan for Calgary that incorporated elements of the Garden City and City Beautiful Movement. Though not implemented due to cost and a dramatic downturn in Calgary’s economy, the plan has inspired and continues to inspire plan making in the Centre City. Ideas from the Mawson Plan that continue to resonate today include:

- Developing major landmarks and activity nodes in the city for orientation and recognition;
- Customizing the street designs to fit their functions;
- Providing for street car extensions;
- Creating a complete park system;
- Developing a two-sided CPR Station to service and connect the north and south side of the tracks; and
- Recommending a market in the Victoria Park area.

**1966 Downtown Master Plan**

Award winning plan that re-asserted Downtown’s role as the pre-eminent and central organizing principle for the entire city.

- Reinforced the Downtown as Calgary’s major office employment centre.
- Proposed a rapid transit system converging on 7 Avenue South.
- Created a pedestrian mall on 8 Avenue South (Stephen Avenue).
- Set parking rules and standards promoting public transit.
- Introduced a new development control concept and the use of a bonus system to achieve higher development standards and build the +15 system.

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**Fort Calgary**

**Mawson Plan**

**1966 Plan**
1 INTRODUCTION

1979 Downtown Plan
A non-statutory, but comprehensive plan that:

- Reinforced the linear core along the 7 Avenue transit corridor with highest development intensity along the corridor;
- Proposed lower density on the Downtown periphery;
- Integrated retail at-grade and at the +15 level to form a continuous retail core;
- Restricted vehicle traffic on Downtown’s primary roads;
- Reinforced the building and completion of the +15 system;
- Introduced the Restricted Parking Area policies to achieve a desired transit/vehicle modal split; and
- Managed the location of parking to optimally serve the retail core and minimize impacts on residential areas.

Area Redevelopment Plans (1980 - 2006)
Various Area Redevelopment Plans (ARP’s) have been approved and implemented to provide detailed guidance for development on a community scaled basis. This has included plans for Connaught, Victoria Park, Beltline, Chinatown, Eau Claire and East Village.

The 1982 Core Area Policy Brief
- Developed a comprehensive strategy for Public Systems and Improvements including Transportation, Open Space and Pedestrian Circulation. The Transportation system incorporated the Downtown Street Network Plan that classified the Downtown roadway network into primary, secondary and local roads.
- Introduced environmental standards relative to sunlight, wind and the riverbank.
- Refined the bonus system to include provisions for heritage conservation, off-site public improvements and public art and allowed for projects up to 20 Floor Area Ratio.
- Attempted to reinforce the linear east-west office core and protect the surrounding residential areas from office encroachment.

Blueprint for the Beltline – 2003
A collaborative community and City initiative that:

- Advocated increasing densities while improving the quality and diversity of development in the Beltline area;
- Merged the former communities of Connaught and Victoria Park into one community known as Beltline; and
- Included the lands between the CPR tracks and 12 Avenue into the Beltline Community for planning purposes.

2005 – Centre City Plan
Initiation of this Plan resulted in the creation of the “Centre City” area for planning purposes, including both the Downtown and Beltline.

The Inner City Transportation System Management Strategy- 2000
Reviewed the role and function of major streets and network collectors that serve the downtown and inner city area. It also made suggestions to improve transit and bicycle connections within the inner city. This study recommends balancing mobility for road users and the quality of the residential environment for adjacent communities.
1.2 The Centre City Plan Initiative

In 2007, Calgary is at a pivotal stage in its development as a city. Having reached a population of one million people and experiencing one of the most dynamic and possibly enduring eras of economic growth it has ever seen, Calgary has the potential to remake the Centre City as a great urban place. In order to “seize the moment”, a new kind of plan is required.

In addition to critical aspects of physical planning, the Centre City also needs direction on all those areas that give life, vibrancy and meaning to the Centre City including social, economic and environmental dimensions. For these reasons, the Centre City Plan Initiative focused on three key themes during the public input process; the Livable Centre City, the Thriving Centre City and the Caring Centre City. This broad scope led to many ideas from diverse areas including, architecture, transportation, culture, tourism, economic development and safety, to name a few. In the working groups and public discussions, it became apparent that all these things were interconnected and, in many cases, mutually supportive. This diversity of responses has resulted in a holistic and wide ranging plan.

In order to achieve the objectives of the Centre City Plan (“the Plan”), collaborative and coordinated action will be required from The City, its partners and many other groups and organizations. No one group will be able to do it all. For this reason, implementation over time will seek partners and groups to “do their part” and contribute their passion and ideas. This will be an ongoing dialogue with our citizens that will ensure the relevancy of The Centre City Plan over time.

Lastly, the Plan, and the process leading to it, embraced the mantra of “creativity” in all aspects of Centre City life. Encouraging the development of new ideas and more importantly, having the confidence and entrepreneurial spirit to try new ideas. Taking risks are a necessary part of achieving greatness and Calgary has the ability to achieve greatness. It doesn’t just happen on its own. We have to strive for it and make it happen!

The Role of the Centre City Plan

The Centre City Plan is a comprehensive and strategic long term vision for the future of Calgary’s Centre City. It was developed through extensive consultation with Calgarians. The Plan contains long-term visions and opportunities as well as specific, short and medium-term actions.

The Plan will be used in the following ways:

1. A guide for making long-range planning decisions.

When major new infrastructure projects, programs or policy initiatives or land development projects are being proposed and evaluated, the Plan can be used as a non-statutory guide in assessing both short and long-term impacts of the proposal on the future of the Centre City. The objective is that all actions will work toward the achievement of a common vision.

2. An input into the development of Corporate Work Programs and Budgets.

Each year as City Departments and Business Units prepare their work programs and budgets, the Plan will be used as a guide to assist in prioritizing actions. It will also be used to assist in the coordination and alignment of work programs and budgets to allow for effective and timely implementation.

3. A source of ideas and inspiration for community action and collaboration.

Achieving the vision of the Plan will require the involvement and participation of many citizens, community groups and stakeholders. The Plan will serve as a source of ideas and inspiration for actions that will be aligned with and mutually supportive of the Plan’s vision and principles.

Legal Basis

The Centre City Plan replaces both The Core Area Policy Brief and the Downtown Handbook of Public Improvements (both approved by Council on October 29, 1982). Like the documents it replaces, the Centre City Plan is a non-statutory policy document and does not supercede any other existing approved Area Redevelopment Plans, Policy Consolidations or Bylaws. Specifically, the following documents remain in effect:

- Beltline Area Redevelopment Plan;
- East Village Area Redevelopment Plan;
INTRODUCTION

- Chinatown Area Redevelopment Plan;
- Eau Claire Area Redevelopment Plan;
- West End Policy Consolidation; and
- Land Use Bylaw 2P80.

The Plan will be used as a guide to the on-going review and amendment of these documents, where required, in order to implement specific policies or actions. It will also be used as the principal guide for the integration of the Downtown area into the new Land Use Bylaw 1P2007.

Relationship to Other Plans, Policies and Strategies

The Centre City Plan will be consistent and aligned with the imagineCALGARY Long Range Urban Sustainability Plan (2006), the Municipal Development Plan, and Calgary Transportation Plan (both currently under review). The Centre City Plan is the pre-eminent document for planning and action within the Centre City. It will be implemented through both statutory and non-statutory plans, polices, bylaws, strategies and actions. The Plan provides a broad framework for the acknowledgement of existing or preparation and development of more detailed area-specific or topic-specific plans and strategies. Examples include the Centre City Open Space Management Plan, the Centre City Social Plan and Action Strategy, a new Centre City Transportation Plan/Strategy, the Olympic Plaza Cultural District Strategy, and the 17 Avenue Urban Design Strategy. See Hierarchy of Plans, Policies, Strategies and Actions Diagram. These plans and strategies have had or will have their own development processes and may be approved and implemented in a variety of ways.
The Role of the Images in the Centre City Plan

The policies and actions within the Plan are supplemented with two-dimensional concepts and maps and three-dimensional illustrations and photos. For this Plan, a map is a factual two-dimensional drawing. The concept is a two-dimensional drawing that generally represents the intent of the policies and actions that make up the vision for the Centre City. It is intended that the images will provide the reader with a visual picture and better understanding of the ideas in the Plan. A common understanding of the Plan will result in more effective and timely implementation.

Financial and Budget Implications

Being a visionary and strategic document, the Plan does not include specific financial cost estimates for individual projects or initiatives. Costing will be done at the time of further reporting to Council on specific actions or initiatives or through the budget process. The financial implications of any action will be one of the key determinants in any future decision making. Preliminary costing of some essential services and infrastructure was undertaken as part of work on the Centre City Redevelopment Levy. The Centre City Redevelopment Levy is proposed to be one of the tools used to fund the implementation of the Plan. Other funding may come from: the density bonus system, partnerships, local improvement bylaws, community revitalization levies, development permit requirements and the operating and capital budget process.
1 INTRODUCTION

1.3 Demographics And Statistical Context

Population
In 2005, the Centre City was home to approximately 30,000 people. This has been the result of slow, but steady increases over the last decade. However, the trend is currently in a significant upswing that will likely see tremendous growth over the next 30 years. The Centre City is expected to receive an additional 20,000 to 40,000 residents by 2035, for a total resident population of between 50,000 and 70,000. This increase assumes the continued overall growth of Calgary and the continuance of a trend to multi-dwelling housing as a principal housing choice.

In terms of household composition, it is expected that the vast majority of new residents will be one or two person households without children. A wide range of ages is expected, but with an emphasis on young or empty nest households. An emerging trend to watch will be the increase in households with children. Recent research has shown that young, urban households are increasingly receptive to multi-dwelling, apartment living as a viable environment for the raising of children. As a result, the needs of families and children should be considered in all Centre City planning initiatives.

Housing
Given the population potential above, and assuming an average household size of 1.5 persons per unit, the Centre City can expect to see the development of an additional 13,000 to 26,000 dwelling units by 2035. To picture this magnitude of growth, if we assume an average unit size to be 100 square metres and an average floor size to be 650 square metres, 26,000 dwelling units would require 123 new 30 storey towers to be constructed.

Employees
The Centre City currently has approximately 120,000 employees and could increase to as much as 180,000 employees by 2025. This estimate is largely based on an assessment of the office employment market. Additional jobs will also be created in the service industries such as retail, hospitality, entertainment and cultural industries. While the precise number is not important, the magnitude of the potential growth is significant.

The Centre City land base still has more than adequate inventory to accommodate this amount of growth. However, in the longer 30 to 50 year time frame, the picture becomes less certain. If growth continues according to current trends, land supply for employment will likely become constrained by the lack of easily developed land. This will be due to the expected growth in both the residential and office markets. This trend will need to be monitored in order to inform land use policy decisions into the future.

Office Floor Space Requirements
Based on the employee forecasts, the Calgary Economic Development Authority reports that the Centre City will require between 490,000 and 790,000 square feet of new office space per year. If office construction can keep pace with this demand, it is possible that, based on an average floor size of 20,000 square feet, the Centre City could see the equivalent of 16 to 26 new 30 storey office towers by 2025. This magnitude of growth requires the continued strength of the energy and business services sector into the future.
Centre City Residential and Office Growth (by 2025-2035)

- Existing buildings
- New residential developments (from 2000 to 2006, completed and proposed with a DP or Land Use in place)
- New office/commercial (from 2000 to 2006, completed and proposed with a DP or Land Use in place)
- Potential residential towers on selected developable lands
- Potential office towers on selected developable lands

Note: East Village modeling was not available at time of print.
1 INTRODUCTION

The Centre City will be a livable, thriving and caring place.

Throughout the Plan, references are made at the beginning of each section that identify which of the three components (livable, thriving and caring) are being addressed by the section. In many cases, all three components are being addressed, illustrating their interconnectedness.
VISION & PRINCIPLES

VISION

To make Centre City a livable, caring and thriving place:

- That is a premier urban living environment;
- That is a national and global centre of business;
- That is a centre for the arts, culture, recreation, tourism and entertainment; and
- That welcomes people, in all their diversity, to live, work and visit here.
2.0 Vision & Principles

2.1 Fundamental Principles

1. Build Livable, Inclusive and Connected Neighbourhoods

As the population of Calgary grows, it is desirable that the Centre City share a significant component of that growth. Providing for significant residential growth in the Centre City reduces the pressure to develop at the edges of the City. However, allowing for the growth is not enough.

In order to attract new residents, the Centre City will be a residential environment of the highest quality. Residents will feel connected to and included in their neighbourhoods that contain a wide range of housing options, have a high quality public realm and a full range of both public and private services and amenities. Without these elements, the Centre City may not achieve its full population potential.

The Centre City Plan provides a model for achieving excellence in creating high density, urban living environments. The model demonstrates the appeal of such environments as the City strives to increase the density of the urban environment over time.

2. Put Pedestrians First

The Centre City Plan embraces the principle of putting pedestrians first. Regardless of how someone travels to the Centre City, they will at one point be a pedestrian during their visit. This principle is best expressed by The Green Transportation and Public Realm Hierarchy illustrated below. Pedestrians and cyclists are given the highest priority because of the vitality they add to the public realm and because of their low environmental impact. Further, pedestrians feed into the transit system. Transit is given a high priority because of its ability to move people directly and efficiently with a low environmental impact. Commercial vehicles and trucks, including emergency vehicles, are a higher priority than personal vehicles because of the essential services they provide to the economic life and safety of the Centre City. Single occupant vehicles are placed at the bottom of the hierarchy because of their significant environmental impact and high physical space needs per person served. This hierarchy will be used when reviewing or developing new plans, policies and strategies and when designing the public realm, including streets, sidewalks, open spaces and the +15 system. Further, it will be used when reviewing plans for new buildings and public facilities, ensuring that they support the development of a walkable, “green” and vibrant Centre City.
3. Create Great Streets, Places and Buildings – for People

Ultimately, a city is its citizens – its people. When designing a city, it should be designed for people. In designing streets, places and buildings, full consideration must be given to the people who use them including residents, employees, tourists, pedestrians, cyclists, transit riders and vehicle operators.

Great public spaces and buildings do not happen by chance. Intentional acts of design and the coordination of public and private places are necessary for the realization of the full potential of the urban environment. A great building on its own may be a great building. However, a great building on a great street beside a beautiful park, all integrated and adding to one another makes for a great urban environment – a great city. While all these elements may not be achievable at the same time, making a long term commitment to this principle will produce a truly great Centre City.

4. Support and Enhance Centre City as Calgary’s Centre of Culture, Information Exchange and Communication

Culture, information exchange and communication occur in all parts of Calgary, but it is in the Centre City where they occur in their greatest intensity. It is this level of intensity that makes the Centre City an exciting and stimulating environment. The Centre City will increase in excitement, by building on the existing strong cultural foundation through support of existing elements while attracting and developing new initiatives. This will include the pursuit of new information and communication technologies to inform and engage the public in the affairs of its City.

The Centre City is home to many of Calgary’s major cultural institutions, historic resources and festivals, as well as a growing number of smaller and alternative cultural facilities and events. A City’s culture represents the achievements of its people and encompasses diverse fields including music, theatre, dance, sport, visual arts, architecture, education, fashion and the culinary arts. The Centre City will be a place where these achievements can be showcased and nurtured. In order to achieve this, the Centre City will provide the physical and creative environment to allow for the growth and development of culture in all its varied forms.
5. Ensure the Centre City Remains and Grows in Reputation as a Location of Choice for Business

The Centre City is a business centre of national and global importance. The underlying strength of the Centre City is the intense concentration of the energy sector and the business and financial services that support it. Calgary’s importance is only expected to grow over time. In order to realize this potential, the Centre City must provide the necessary environment, services and amenities to ensure that the Centre City remains a location of choice for both small and big businesses operating on the local, national and international stage.

6. Create and Maintain a Caring and Safe Centre City Environment

A true measure of a great city is how it treats its citizens. Providing a safe and caring environment where citizens are able to pursue their aspirations and to become fully engaged in the community is essential for the creation of a great Centre City. A very diverse population will work, live, and visit the Centre City. The Centre City will be a place where diversity is considered a strength and where people feel safe and secure.

People must have access to the necessary goods and services to meet their basic needs of health, shelter and safety. Unless these basic needs are met, people cannot reach their full potential or contribute to the community in which they live. As a result, a community cannot achieve its full potential. The Centre City will provide the necessary support and services to ensure a safe environment and that citizens have access to the services they need.
7. Create a Lively, Active and Animated Environment
The Centre City will be the liveliest area of the city, a place where there is always activity to engage people and where the environment is animated, delights the senses and lifts the spirit.

This environment will be achieved through strategies such as public activities and events, public art, architecture, retail services, lighting, landscaping, signage and other techniques that contribute to a vital urban environment. The Centre City will be a place where creativity and risk taking in achieving this principle will be encouraged and supported.

8. Be a Model of Urban Ecology
The Plan recognizes climate change as one of the major issues of our time. The intent of the Plan is to foster an ecologically sound and sustainable environment. Ecology is the study of the interaction of people with their environment. In the Centre City this means both the natural and built environments. To be a model of urban ecology, the Centre City will embrace and actively promote new technologies and ideas that either make a positive contribution to or reduce the human impact on the natural environment. The desire is to achieve this in the context of a very urban place. This principle will be implemented both through new development and through remediation and retro-fitting of the existing built environment.
2.2 Implementation Principles

In striving to achieve the Vision and honour the Fundamental Principles, the implementation stage of the Centre City Plan will use the following principles as a compass:

**It’s About People**
A city is its people. People are at the core of why we do things and how we do things in the Centre City. People should be involved and engaged in the community. Any action taken in the Centre City is intended to leave people better off than they were before implementation.

**It’s About Creativity**
Creativity must be fostered and supported in order to excel and achieve great things. Along with this comes an element of risk taking. Playing it safe will not result in a great place. It is accepted and expected that sometimes initiatives or projects may not achieve the desired result. However, valuable learning and experience is always a positive outcome of any creative endeavour.

**It’s About Flexibility**
No matter how well a plan is thought out or researched during its preparation, there will always be new information, circumstances, opportunities or ideas that present themselves that may require a different approach than originally planned. The implementation of the Plan will be flexible to achieve the best possible outcome that is consistent with the Vision and Fundamental Principles.

**It’s About Collaboration**
Great things can be achieved when the talents and resources of many work together toward common objectives. The scale and scope of what is envisioned in the Centre City will require collaborative efforts involving diverse interests, including government, education, business, arts and culture, community and the non-profit sector.
3.0 Sustainment Strategy

3.1 Implementation

The Centre City is of great importance to Calgary’s overall health and image. The Centre City Plan therefore requires a high level implementation body that can champion the Vision and provide input regarding the strategic direction and priorities. To this end, the Plan proposes the following new bodies to guide implementation.

Centre City Vision Congress

This new body will convene at least once annually to receive an update on progress made toward implementation of the Centre City Plan and to provide input, support and advice to Council and Administration. Other more topic-specific panels or groups may be established under the auspices of this Congress. One specific sub-group may be a Committee on Design. The sub-group may meet more often depending on the activities in any given calendar year. The City will provide administrative support to keep the group running and informed.

Congress delegates should come from people and groups with significant interests in the Centre City and may include the following:

- Mayor
- Centre City Ward Aldermen
- imagineCALGARY Representatives
- Calgary Economic Development
- Calgary Downtown Association
- Tourism Calgary
- Post Secondary Education Institutions
- Calgary Transit
- Calgary Parking Authority
- Calgary Stampede
- Calgary Arts Development
- Arts and Culture Groups
- School Boards
- Business Revitalization Zones
- Chinatown Leaders
- Community Association Leaders
- Building Owners and Managers Association
- National Association of Industrial and Office Properties
- Chamber of Commerce
- Civic Partners (such as Fort Calgary)
- Calgary Public Library
- Alberta Association of Architects
- Alberta Association of Landscape Architects
- Alberta Association of the Canadian Institute of Planners
- Association of Professional Engineers, Geologists and Geophysicists of Alberta
- Calgary Region Homebuilders Association
- Urban Development Institute
- Calgary Heritage Authority

Centre City Integrated Action Committee

In 2005, arising out of a need to address pressing social issues in the Downtown area, The City established an Integrated Action Team of key people in The City administration to address Centre City issues and discuss policies under development. Chaired by Community and Neighbourhood Services, this team has been highly effective and well supported by the Business Units involved. It has produced concrete results and has served as a vehicle to ensure cross Business Unit alignment. It is proposed to more formally entrench this group within administration to ensure its ongoing success and evolution.

Sponsored by the key General Managers, this team will be comprised of all administrative departments with a major role in the Centre City. This will be a working committee that will engage in cross Business Unit actions and coordination in order to achieve the Centre City Vision. Again, there may be sub-groups or “action teams” that focus on particular issues such as public realm design and construction or social issues. This group will meet on a monthly basis. Action teams will meet as required depending on work programs and initiatives underway and report as required to the Action Committee on project status or to seek direction and advice.
Membership:
- General Managers (or delegates)
- Community and Neighbourhood Services
- Land Use Planning and Policy
- Corporate Properties & Building
- Calgary Housing Company
- Calgary Transit
- Transportation Planning
- Parks
- Recreation
- Roads
- Urban Development
- Utilities (such as Enmax, Telus, Shaw)
- Finance
- Police
- Fire
- EMS
- Animal and Bylaw services
- Key External Stakeholders and Partners (as required)
- Aldermanic Office, Ward 7
- Aldermanic Office, Ward 8
- Mayor’s Office

Centre City Partners
This will be a “virtual” group of organizations that “sign-on” to undertake projects or initiatives consistent with the Vision of the Centre City Plan. Partners will be invited to attend the annual Centre City Vision Congress meeting/conference and will be invited to participate on “action teams” where appropriate. Partners will also receive regular communication updates on what is happening in the Centre City. It is expected that many partners will be drawn from those organizations involved during the public engagement process.

Centre City Website
This is proposed to be a new website that coordinates all information regarding the Centre City. This includes information on City projects or initiatives, but also those of other stakeholders, partners and private developments. It is meant to be a “one-stop” visit to find out about the Centre City. As it stands now, information is scattered all over the City and other websites, making it very difficult for the general public or “outside” interests to find out what is happening in the Centre City. One possibility is that the website is developed to be externally hosted, but linked to The City website. This communication tool will be essential during the implementation phases of the Centre City Plan to demonstrate progress, sustain momentum, inspire ideas, celebrate achievements and foster communication, collaboration and coordination. The website should include opportunities for “blogging” and real time communication.

Monitoring
This Plan has not established specific targets or monitoring indicators. However, in order to measure progress toward achieving the objectives of the Plan, it is essential to do so. It is recommended that the Centre City Integrated Action Committee develop a series of targets and indicators as a priority item and to report back to Council. Consideration should be given to aligning with the targets established through imagineCALGARY. In addition, it is proposed that a regular report be prepared (perhaps on an annual basis) that will be used as the basis for the Centre City Vision Congress that will highlight successes and issues and can include a summary of the targets and indicators.

Action Items
- Establish a permanently funded resource to organize the annual Centre City Vision Congress and facilitate and coordinate the operations of the Centre City Integrated Action Committee.
- Develop a formal “Partner” program to recognize and reward those who come forward to undertake actions that are aligned with the Centre City Plan Vision.
- Develop a series of targets and indicators to monitor progress on achieving the objectives of the Plan.
URBAN STRUCTURE
4 URBAN STRUCTURE

4.0 Urban Structure

Preamble

A livable Centre City is one where the nature of the housing, the physical environment and the amenities and services required for day to day living are of a quality, quantity and frequency that living in the Centre City is equal to or better than the quality of life outside the Centre City. This benchmark must be achieved and maintained if the Centre City is to have sustainable residential growth in the long term, fulfilling its part in the City’s overall smart growth strategy. The Centre City will serve as the model of how to achieve high density residential environments while ensuring a high quality of life.

Livability is most often perceived and achieved through a focus on the quality of the physical components. Such physical components include the function and design of the public realm, open spaces, buildings, and movement systems, often times referred to collectively as “urban design”. Although not exclusive of vitality and community building components that contribute to livability, policies for the urban structure, open spaces, riverfront, movement systems, public realm and architecture comprise a significant portion of the Centre City Plan.

In the past, the area now known as the Centre City was identified as the Downtown with the Beltline, primarily residential community, to the south of 12 Avenue S. See Concept 1: Previous Urban Structure.

The Centre City Plan shifts from this previous urban structure of a Downtown and Beltline community to one of a Downtown (the commercial/office core) surrounded and supported by eight mixed-use neighbourhoods and Stampede Park. The new urban structure is to support achieving the vision of meeting the needs of a series of unique neighbourhoods of approximately 10,000 people while continuing to retain and enhance the vital role that the Downtown and Stampede Park contribute to the entire City of Calgary. See Concept 2: New Urban Structure.

To complement the structure of the Centre City, boundary revisions and associated policy work will be required to the West End and East Village to both address voids in policy and achieve more complete neighbourhoods. See Concept 3: Urban Structure Neighbourhood Boundary Revisions.

To implement the concept of integrated neighbourhood planning for the Centre City, the Plan considers policy boundaries both internal and external to the Centre City.

Policies

1. Establish the following as the Organizing Principles of the Centre City’s Urban Structure:

   - A complete and dynamic Downtown that incorporates unique Districts;
   - Diverse and integrated mixed-use neighbourhoods that focus on a Neighbourhood Centre; and
   - Special places such as Stampede Park, Shaw Millennium Park, Eau Claire Plaza, Prince’s Island Park, Fort Calgary, Central Memorial Park, Olympic Plaza, a possible new West Park, etc. See Special Areas section.

2. Recognize existing approved land use and density policies contained within the existing Land Use Bylaw and Area Redevelopment Plans. Any changes to land use or density will require amendments to these documents.

3. Encourage the development of vacant lands and surface parking lots.

4. Preserve existing and future lands for civic and cultural facilities in the Centre City such as parks, museums, libraries and any other creative venues that will enliven the Downtown as a destination for residents, employees and visitors to the City.

5. Support the location of educational institutions and related uses throughout the Centre City, not just in one location. Advantages of this policy include:
   - Making efficient use of transit service;
   - More vitality/active uses day and night; and
   - Opportunities for student housing which would animate all areas of the Centre City day and night.

6. Use a variety of traditional and non-traditional planning tools/processes to achieve the planning polices within the Plan.
Concept 1: Previous Urban Structure

Legend:
- Plan Boundary
- Downtown
- Stampede Park

Neighbourhoods:
1. Eau Claire
2. Chinatown
3. Beltline Communities of Connaught and East Victoria

Legend:
- Plan Boundary
- Downtown
- Stampede Park

Neighbourhoods:
1. Eau Claire
2. Chinatown
3. Beltline Communities of Connaught and East Victoria
4 URBAN STRUCTURE

Actions

- Review the Centre City Land Use Districts and density bonus systems to achieve the policies in the Plan. Special emphasis shall be placed on the area north of 9 Avenue and the Canadian Pacific Railway (CPR) corridor between 9 and 10 Avenues. A new density bonus proposal is included in Appendix ‘B’.

- Develop a Vacant Lands Strategy that establishes incentives (e.g. higher taxes for vacant lands, tax surface parking lots, etc.) for the development of vacant lands.