



# McCauley Revitalization

**"A cultural experience."**

November 2, 2010

THE CITY OF  
**Edmonton**



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# Chapter 1: Background

Neighbourhood Revitalization is a Corporate initiative which identifies neighbourhoods with opportunities to improve their quality of life. In these neighbourhoods, not all residents have access to resources to meet basic needs and the neighbourhood does not necessarily have the assets required to keep it strong and vibrant.

A safe physical environment, vibrant, culturally rich, welcoming – are attributes that contribute to quality of life. In neighbourhoods which struggle to maintain a clean, safe, quality community to live, work and play in, it is important that the quality of life be revitalized through the identification of key areas in need of resources and improvement. Revitalization refers to building on the many assets of the neighbourhood. By dedicating time and attention to increasing quality of life in a neighbourhood, it will have the potential to be rejuvenated, affecting real change.

The Revitalization Strategy for the McCauley neighbourhood will create a vision for the future and will encompass those social, environmental and economic aspects important to community life.

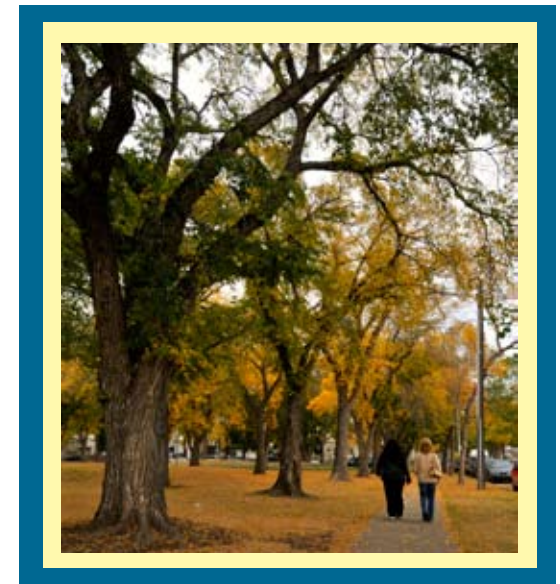
Since March 2008, the McCauley Coordinator has connected with community residents, businesses and existing organizations to begin the process of identifying issues, solutions and a new vision for their Neighbourhood. To date, 26 public involvement sessions (more than 650 attendees), community update meetings, coffee meetings and other community connection efforts have helped direct the revitalization of McCauley and allowed for communication and collaboration between neighbourhood residents and the City.

## Supporting Liveability

According to the City of Edmonton’s Strategic Plan “The Way Ahead”, livability refers to “an interrelated set of factors that influences people to choose a place to live and reinforces their sense of well-being there.” A liveable city provides links between economy and social life, and “is intimately linked to its natural and built environment, and together these elements impact social and cultural goals.”

## The Way Ahead Goal: Improving Edmonton

“To improve Edmonton’s livability, the City intends to focus on the people concerns associated with improved livability by concentrating efforts on prevention and getting to the root causes or barriers that are in the way of achieving a more livable city. This goal is focused specifically on the strategic areas of welcoming, safety perception, cleanliness and aspects important to the notion of urban village creation.”





## The Office of Great Neighbourhoods works to:

Revitalizations are coordinated by the Office of Great Neighbourhoods to ensure a corporate, integrated approach, ensuring communities benefit from the attention of all City departments.

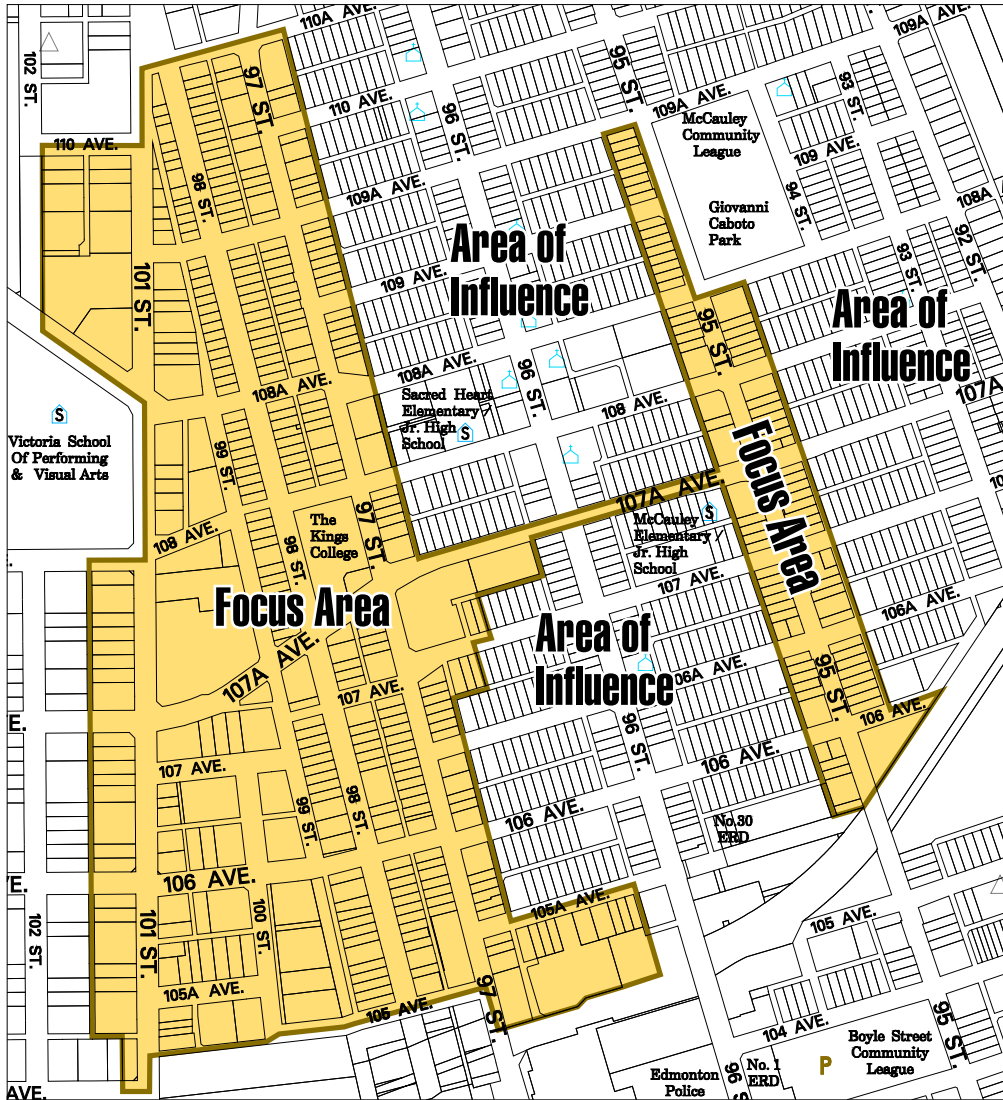
- facilitate harmonized delivery of municipal services, programs and planning in neighbourhoods
- foster innovative approaches to creating and sustaining great neighbourhoods
- increase the City's responsiveness to critical, time sensitive issues and opportunities in neighbourhoods
- enhance two-way communication with residents and other neighbourhood stakeholders
- deliver programs and services related to neighbourhood revitalization, litter and graffiti reduction and neighbourhood empowerment

## Neighbourhood Revitalization Introduction

Strong neighbourhoods contribute to quality of life for everyone – clean streets, vibrant local businesses, walkable communities with nearby amenities and parkland, and an environment that shuns crime and violence. Steps to build social infrastructure and strengthen neighbourhoods are among the most important investments made in the health and well-being of Edmonton's communities. They are often less visible than the roads that are paved or the facilities that are built,

but they are essential to supporting strong, vibrant communities. Through Neighbourhood Revitalization, community members are supported as they identify and resolve issues within their neighbourhoods. The community members direct the kinds of initiatives that they want to see, and lead changes that will have the greatest impact on quality of life.





## Planning Context

In 1994, after an extensive community planning process involving many hours of volunteer time, City Council approved the Boyle McCauley Area Redevelopment Plan (ARP). The ARP remains the primary land use document for the area. The McCauley Revitalization strategy represents an updated vision for the community, addressing issues beyond the scope of the ARP. ARP amendments will be made with implementation of the strategy.

## History of the Area

The neighbourhoods surrounding the Chinatown/Little Italy area are among Edmonton's oldest. Houses in the McCauley community were constructed in the early 1900s, and while some have been renovated and rebuilt, many remain. The first civic committee formed in the McCauley area was the Norwood Residents Grievance Committee of 1910 - 100 years ago! A meeting in January 1922 resulted in the formation of the Norwood-Patricia Square Community League. Interestingly, the group started a local beautification program, and an annual flower and garden competition; activities which have been resurrected today in the revitalization beautification efforts and the Primavera Spring Garden event.

### Little Italy

In Little Italy, Giovanni Caboto Park, as it is known today, was built as the Gyro Park in 1913. Children have gathered and enjoyed outdoor activities on this space for more than 100 years! In 1980 the park was renamed in honour of the Italian community and the concentration of restaurants and shops featuring Italian foods and merchandise.



## Chinatown

The beautiful Red Gates signify the entrance to Edmonton's Chinatown, a vibrant shopping and dining destination brimming with Asian culture and flair. In addition to the Chinese population in this area, there is a growing Vietnamese population has added to the cultural diversity. Historic buildings dot the area, while new and upgraded structures are popping up as part of the renewal of the area.

## Environmental Scan

As one of Edmonton's oldest neighbourhoods, McCauley is located just north east of the downtown core. Bordered by adjacent neighbourhoods Boyle Street, Cromdale, Parkdale, Alberta Avenue and Spruce Avenue, McCauley offers a unique multicultural dynamism particular to the area.

With a population of 4,750 residents, the geographical scope of the planning area of the McCauley Revitalization is Norwood Boulevard to 111 Avenue to the north, 105 Avenue to the south, 101 Street to the west and the LRT tracks to the east.

According to the McCauley Community profile, the average resident is between the ages of 35 to 49, live alone and have an average income of \$33,888 (2006), with less education than

the average Edmonton citizen (24.18% of population age 20+ with less than Grade 9). This is a low income area, with a large portion of residents living in apartment buildings/multi-family dwellings (duplex, rooming houses, row housing, etc.), a majority of residents rent their home (72.94%).

## Businesses in McCauley

There are 246 businesses, large and small, ranging from furniture stores, bakeries, grocery stores, pharmacies to restaurants. Shoppers can also enjoy ethnic experiences in 'Chinatown' and 'Little Italy.' These are included in the BRZ Area. A number of businesses do not own the property.

## Leger Marketing Survey of Business Owners

In December 2008, Leger Marketing Edmonton was commissioned by the City of Edmonton to conduct a survey of 50 business owners in China Town and Little Italy, to gather their impressions on several aspects of the area, for input in the McCauley revitalization project. (Note: due to small sample size, caution should be exercised in interpreting the results). Among the findings:

- Majority (81%) of respondents agree that safety concerns deter customers from going to their businesses (88% in China Town and 74% in Little Italy).
- Activities celebrating multiculturalism strongly supported by respondents (93%)
- Celebrating the arts is supported to a lesser extent (70%)
- Business owners agree that improving store fronts is important (84%, with 92% in China Town)
- 98% of respondents agree that cleanliness should be improved
- 79% agree that improving greenery is important
- 81% agree that increased lighting is important
- 81% agree that homelessness in the area is a deterrent for customers
- 71% of China Town business owners and 47% of Little Italy business owners agree that foot traffic is adequate for their businesses
- 40% disagree that there is adequate parking
- 74% agree that the City of Edmonton should help pay to close streets for celebrations
- 72% support having a shuttle bus to bring people to the area

## Emerging Directions and Community Services Consulting – Review of Social Service Agencies

In March, 2008, Emerging Directions was contracted by the City of Edmonton to evaluate stakeholder input about the social service agencies that operate in the McCauley area. They researched information on demographics of the area, mapped the agencies to show clusters, and reviewed literature about other North American cities facing similar issues.

Between April and September 2008, stakeholder consultations were held, with the following comments provided:

- There is an over-concentration of social service agencies in McCauley
- 8 of 26 stakeholder groups suggested relocating agencies to other areas of the city
- Relationships between agencies and area residents need to be improved, and agencies need to become more involved with the community.

## Strengths and Challenges in McCauley

Strengths	Challenges
Great trees	Crime/Safety
Proximity to downtown, Stadium	Drugs
Multicultural areas (Chinatown/Little Italy)	Prostitution
Giovanni Caboto Park	Vacant lots (31)
Church Street (most churches on one street)	Untidy/unclean properties, litter
Walkable	Lack of community focal point
Easy access, connectedness	Emerging community leadership
Commonwealth Community Recreation Centre	Number of social agencies
Character homes	Not enough parks, green spaces
Historical buildings/areas	Absentee landlords
Supportive community	



**A Cultural Experience.**





## Revitalizing the Community

Directed by the community and supported by the Office of Great Neighbourhoods and City departments, neighbourhood revitalization is a corporate process which identifies the strengths, issues, challenges and potential of a particular neighbourhood. Together, people, businesses, and organizations determine goals and action plans to strengthen and improve the quality of life in a community.

Consulting with people in the area, the Office of Great Neighbourhoods Revitalization Project Manager works with individuals, businesses and organizations to support them in determining community goals and an action plan.

## What Defines Success?

People from the community will define success based on their goals and action plan. The Office of Great Neighbourhoods will monitor a series of indicators that will help track neighbourhood changes as plans are implemented.

## Starting the McCauley Process

The McCauley Revitalization Steering Committee, comprised of volunteers and Ward Councillors Jane Batty and Ben Henderson, collaborated with the Office of Great Neighbourhoods in February 2008 to begin developing the best possible plan for McCauley.

The Project Manager, through a series of consultation sessions, collected the opinions of residents, businesses and agencies to determine improvement priorities.

The Steering Committee was responsible for the following when representing McCauley concerns:

- Appreciating the significance of the McCauley strategy for all stakeholders and strive to represent their needs
- Having an interest in a broad range of issues in the revitalization efforts

- Being genuinely interested in the Revitalization process and be an advocate for the people in McCauley
- Promoting a positive meeting environment that encourages new members who get involved
- Recognizing that the Committee reports back to the community and ensures that the community is brought together on an ongoing basis to provide feedback on emerging issues and updates with the Revitalization.





## Objectives and Issues

The McCauley Revitalization strategy will focus on physical, social, and economic improvements impacting the area defined as the Chinatown and Little Italy BRZ.

Objectives:

- To ensure the community is consulted throughout the process
- To ensure City branches/departments have an integrated response to issues and challenges faced by the McCauley neighbourhood
- To ensure the plan has long-term sustainability
- To develop strong relationships between residents, businesses and City departments that foster collaboration and constructive problem solving.

Street safety and cleanliness were among the most prevalent community concerns. Neighbourhood residents suggested solutions such as more police support, improved lighting and care of public spaces, and controlled activities for those without homes led by local agencies and churches. Residents expressed concern the area is not receiving as many

City services as is necessary to maintain a reasonable level of cleanliness. Residents suggested increased services including garbage removal, street cleaning, maintenance and improved use of vacant lots, improved City-owned lots as well as pilot projects to help design better removal of refuse in the community. Residents pinpointed a number of areas requiring immediate attention including Mary Burlie Park, and storefronts of various agencies and businesses.

It was suggested that incentives for residents and business owners be put in place to improve care and attention of neglected properties. Residents suggested clean up pilot projects spearheaded by a community resident group, would help improve the look of the area while promoting a sense of responsibility on behalf of residents and business owners.

Cultural events, including those designed to involve both children and seniors, will help create a sense of community while making positive use of local parks and venues. Residents also suggested creating a number of social “hubs” such as coffee shops, theatres and a community recreation centre to engage community residents – and particularly youth – in a positive way. Residents are interested in promoting greater accessibility for bicycles

and walkability by improving the pathways and creating a walkability program to showcase the assets of the community while increasing tourist and local traffic to areas such as Little Italy and Chinatown. Lastly, residents are interested in the possibility of creating a community corporation to sustain efforts and working towards achieving established goals.

## Approach

The Office of Great Neighbourhoods is following a project management framework as outlined in the Neighbourhood Revitalization Framework that includes four phases:

Phase I: Project Concept and Workplan

Phase II: Consultation and Research

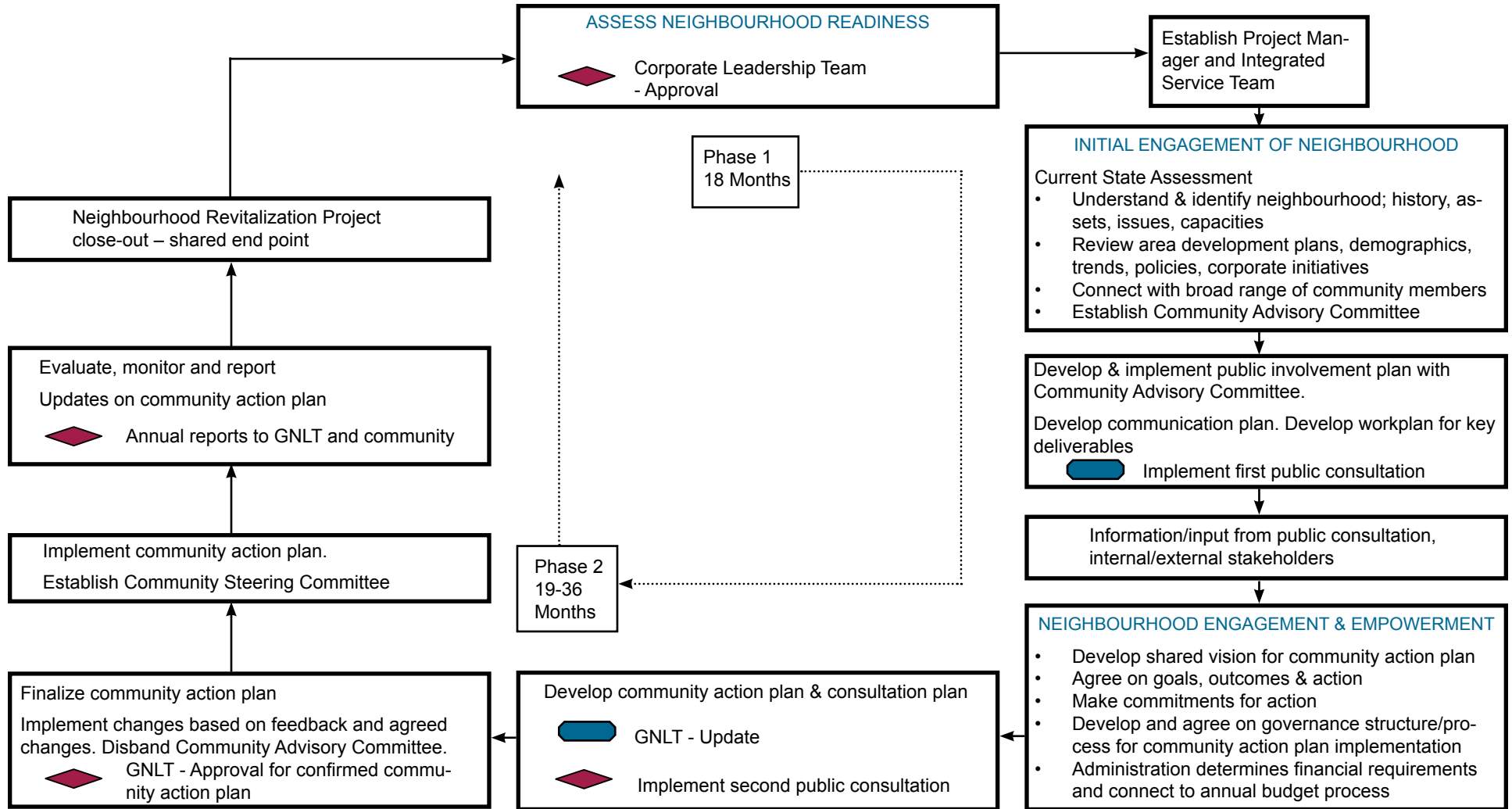
Phase III: Development of the Strategy, and Implementation

Phase IV: Termination and Transfer of Ownership to Community



### City of Edmonton Neighbourhood Revitalization Framework

*Vision  
Guiding Principles  
Key Steps and Activities*



# Chapter 2: Planning and Vision

## Collaborative Planning

Collaborative planning ensures community revitalization strategy takes root in the community and is driven by stakeholders. Key advantages include stronger ownership by community stakeholders and greater 'outside' pressures on government to make the necessary changes.

Throughout the McCauley revitalization process, residents and business owners have been engaged to ensure the goals and actions decided upon represent the expectations of the community.

The McCauley Revitalization Strategy provides a mechanism to address many facets of the community: social, economic and environmental. The strategy complements the existing Area Redevelopment Plan (ARP), which is the primary land use document for this area. Through the development of the strategy, there will be opportunities to recommend amendments to the ARP as the people of the community help shape the future of McCauley. ARP revisions will be needed to facilitate the vision and outcomes of the charette process.

## Summarizing the Consultation Process

### Community Input 2008

Twelve input sessions were held over four months during 2008. The following input groups were included in the consultation process:

- Session 1: Youth & Children, Grades 4 through 9
- Session 2: Agencies & Churches
- Session 3: Cancelled due to poor participation
- Session 4: Residents
- Session 5: Italian Community & Seniors
- Session 6: Businesses in Chinatown
- Session 7: Residents
- Session 8: Residents
- Session 9: Aboriginal Community
- Session 10: Residents
- Session 11: Residents
- Session 12: Residents

### Community Input 2009

- Spring: Three resident sessions
- Summer: Three resident sessions
- Fall : Three resident and business workshops

### Community Input 2010

- Ten meetings with businesses
- Three meetings with churches
- Five meetings with agencies





**Here's what the Community said:**

Area discussed	Vision for McCauley	Changes you'd like to see	Areas for improvement	Priorities to focus on
Safety and violence	More security, police, less gangs, riots, thefts	Better lighting, pedestrian traffic control, less muggings, vandalism	Less cars, more police, security, less bullying, vandalism, gangs	More police, better lighting, education, less crime, racism, patronizing of businesses
Cleanliness and beautification	Less garbage, cleaner neighbourhoods, more controlled development, art/ sculptures, upgrade streetscapes	Clean up litter, graffiti, improve environmental design, back alleys	Recycling, rid clutter, more sharp's containers, cleaner environment, architectural ideas, better/more walking/bike paths	Example: clean schools, graffiti, community area, upgrade streets/ sidewalks, frontage of houses and businesses, add sculptures/art, streetscape projects, walkability improvements
Business and services	More stores (hardware, etc.), markets, vision/health services, support groups	More restaurants, bike shops, seniors' homes, counselling services, volunteers	Need help centres, chiropractors, newspaper boxes, mailboxes, open market, community liaisons, counselling services	Bring in welcome wagon, stores, Starbucks, rehabilitation centres, outreach programs
Transportation	Affordable transit, pathways/ improve pedestrian areas	Affordable public transportation	More frequent bus runs, better traffic control, transit east/west 107A Ave	Improve walkways and walkable areas
Recreation, parks and green spaces	More swimming pools, tennis courts, parks and playgrounds	Want athletic fields, leisure centres, more flowers, gardens	Establish clubs, a recreation centre, swings, bigger parks, more trees/flowers	Would like fairs/festivals, soccer centres, skateboard/rock climbing, parks, plants/ trees
Drugs and prostitution	Fewer dealers, addicts, prostitutes	Get rid of drug houses, drug dealers, hookers, hustling	Get rid of addicts, dealers, prostitution	Rid of drug dealers, addicts, prostitutes
Help for homeless	Affordable housing, shelters, panhandlers, street people	More shelters/drop-ins, public facilities	Water facilities, public washrooms, affordable housing/ apartments	Food, drop-ins/shelters, public facilities
Miscellaneous	Diversity, incentives, more funding	Better mixed income families, resources for agencies, best practices	More funding, best practices, wheelchair accessibility	More funding, diveristy mix, best practices policies, smokehouse



## Community Walkabout 2008

More than 30 people turned out for the community walkabout – an exercise to examine key areas of the revitalization project and evaluate strengths and weaknesses. People broke into groups of five or six, each group taking a look at a different area:

- Cooks Corner – 111 Avenue
- Little Italy
- Paskin House site
- Church Street – 96 Street
- Chinatown
- Mary Burlie Park

The Community Walkabout helped participants view areas of McCauley with the specific intention of identifying assets and areas for improvement.

Priorities included:

- Create a clean/safe neighbourhood
- Celebrate the great aspects of Chinatown/ Little Italy
- Bring in new business - incentives
- Create gardens on vacant lots
- Add to the 'Cultural Experience'
- Connect Chinatown and Little Italy

## Design Charrette 2009

A public consultation and design “charrette” (workshop) was held March 6 and 7. The primary purpose was to give an opportunity to residents, business owners and stakeholders to work alongside planners and urban designers from the City of Edmonton to create a new urban design strategy for McCauley. About 30 people participated over the two days of the workshop. Some common themes emerged:

- **Create and accommodate street vendors, cafes and a vibrant pedestrian environment.** Well-designed small scale buildings with ground floor retail and residential units above - 97 Street Chinatown Core.
- **Add outdoor cafes, markets and festivals at Giovanni Caboto Park to contribute to the vitality of the area.** Increased family-oriented housing with a focus on pedestrian environment - 95 Street Little Italy.
- **A mixed commercial, pedestrian friendly development with traffic calming to create a pleasant multi-modal connection between Chinatown and Little Italy** - 107A Avenue Link.

- **Enhanced downtown themed development consisting of medium-to-large scale retail, offices and other anchor developments** - 101 Street Corridor.
- **Create a mixed character area with residential character intended to be retained through improvements to existing buildings and construction of new, fine-grained residential units** - 97 Street.
- **Recognize that a vision for the future needs to be developed and an implementation proposal developed** - 111 Ave/Norwood Blvd.

## McCauley Community's Vision for its Neighbourhood:

“We are proud of McCauley as a vibrant, safe, colourful and diverse neighbourhood. As we plan for its growth, we are guided by principles of sustainability, inclusivity, preservation and beauty. At the same time – with gusto – we embrace ideas of community connectedness and vitality for all those who walk our sidewalks, reside in our homes, work and shop in our businesses, and are cared for in our neighbourhood.”



## Goals McCauley Revitalization "A Cultural Experience"

This input resulted in the creation of four goals for McCauley.

### Goal 1 – Creating a Safe Community

Residents of McCauley envision a neighbourhood where people can live, work and play in safety, without threat of crime, drugs and prostitution encroaching into their lives. McCauley will be a place for families, individuals, entrepreneurs, workers, Church members, shoppers, and other support systems that contribute to the well-being of the people of McCauley. The business area will be safe and vibrant for all citizens.

### Goal 2 – Celebrating the Community

The ability to create and share community events brings people together. The first East Meets West community fair, held August 22 and 23, attracted about 4,000 people from both the McCauley area and the rest of Edmonton. Events such as this promote diversity, art, culture, and greater understanding. Most of all, it helps everyone to see McCauley in a new light, and awareness is the first step in change.

### Goal 3 – Building the Community

Enhancing the effective use of land in the McCauley area is important to residents. People wish to see more parks and green space, vacant lots cleaned up, new businesses attracted, and enhancements to make the neighbourhood more walkable.

Building would include development of an LRT station, streets that have greater walkability and historical appreciation.

Building also refers to the need for community hubs to be created. Anchors exist in the community, but more are needed.

### Goal 4 – Providing Sustainable Housing and Service Options

McCauley is home to more than 30 social service agencies and churches, most of which provide services and supports to homeless persons, individuals with mental illnesses, prostitutes, drug addicts and alcoholics. The community needs to work together to create positive relationships between the residents and agencies. Initiatives such as housing and other service options may help. Market housing is a desired outcome.

## McCauley Revitalization Vision



- Other Area Initiatives**
- Commonwealth Community Recreation Centre
  - LRT Transit Oriented Development
  - EPCOR Building
  - Potential Downtown Arena Development
  - Boyle Renaissance
  - The Quarters
  - Immigration Hall
  - 111 Avenue Condominium Development



# Chapter 3: Community Recommendations

## Overview

After the community and Chinatown/Little Italy businesses provided their input through the many consultation processes, they were asked to think about the action items for each goal that would help McCauley neighbourhood achieve its vision. The actions are grouped into short, medium and long-term timeframes which are reflective of both the priorities and amount of work required to complete the actions.



## Project Teams

Project Teams of residents, businesses and agencies were developed to start the initial work needed.

### Safety

- Block by Block
- Clean up/Bylaw Enforcement
- Trees Please
- CPTED/Public Washrooms

### Celebration

- East Meets West
- Primavera
- Heart of Saturday Night
- Winter Festivals

### Building

- Artists Village
- Community Tea House
- Community Gardens

### Sustaining

- Market Housing
- Business Incentives





**Safety**

Goal	Short Term Actions	Long Term Actions
Enhance personal safety through investments in infrastructure and facilities	<ul style="list-style-type: none"> <li>• City will explore options to create Marco Polo Way on 107 A Avenue</li> <li>• Study transportation issues to determine improvements integrated with Marco Polo Way concept</li> <li>• Improved and innovative pedestrian lighting</li> <li>• Boulevard improvements, crosswalk at Pacific Rim Mall</li> <li>• Public washrooms</li> <li>• CPTED assessment to be completed for areas of need</li> <li>• Implement CPTED recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Study the privately-owned underpass on 97 St. to determine and achieve the best possible outcomes.</li> <li>• Boulevard development, including decorative elements, trees, flowers</li> <li>• Study traffic calming (107A Ave, 111 Ave and 92 St.)</li> <li>• 107A Ave development (Marco Polo Way)</li> <li>• Develop a plan for Mary Burlie park</li> <li>• Create new ways of lighting areas in the business community</li> <li>• LRT pedestrian access to be studied</li> </ul>
Increase enforcement of City bylaws	<ul style="list-style-type: none"> <li>• Have a Bylaw Officer assigned to McCauley to attend to requirements of vacant lots, absentee landlords, garbage and derelict properties</li> <li>• Neighbourhood and storefront cleanliness, graffiti prevention</li> <li>• Enhance fire inspections and prevention programs</li> </ul>	<ul style="list-style-type: none"> <li>• Work with absentee property owners to take responsibility for their property</li> <li>• Create a project team of businesses to work on an annual plan</li> </ul>
Enhance personal and property security through enhanced coordination with EPS and increased community connections	<ul style="list-style-type: none"> <li>• Zero tolerance for drugs, prostitution and other crimes</li> <li>• Request a NET Team</li> <li>• Increase neighbourhood involvement by creating a Block by Block safety program</li> </ul>	<ul style="list-style-type: none"> <li>• Educate residents on how to report crime</li> <li>• Educate residents on crime prevention</li> <li>• Trees Please implemented to create a new look</li> </ul>



## Celebrating the Community

Goal	Short Term Actions	Long Term Actions
<p>Enhance McCauley’s appeal as an attractive destination in Edmonton, especially Chinatown and Little Italy</p> <p>Develop the brand for McCauley - ‘A Cultural Experience’</p>	<ul style="list-style-type: none"> <li>• Develop a marketing strategy to promote the cultural events and activities in the area:               <ul style="list-style-type: none"> <li>• East Meets West</li> <li>• Primavera Garden Event</li> <li>• Lunar New Year</li> <li>• Heart of the City</li> </ul> </li> <li>• Create murals to discourage graffiti</li> </ul>	<ul style="list-style-type: none"> <li>• Promote McCauley’s unique cultural experiences (food, shopping, events)</li> <li>• Enhance cleanliness to make McCauley a more attractive destination</li> <li>• Create a tourism opportunity with local hotels</li> </ul>
<p>Develop opportunities to create a sense of connectedness in McCauley</p>	<ul style="list-style-type: none"> <li>• Develop leadership with key people in the community</li> <li>• Increase focus on heritage buildings and churches in McCauley, and promote historical walks of churches</li> <li>• Improve walkability - walkability assessment</li> <li>• Develop a walkability map</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a community gathering space</li> <li>• Increase membership in community activities and other existing programs</li> <li>• Complete walkability improvements</li> </ul>
<p>Improve access to services and community-based events and activities</p>	<ul style="list-style-type: none"> <li>• Link to translation services to improve access</li> <li>• Improve awareness of services (e.g. recreation, library, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Create a link for information</li> </ul>
<p>Encourage access to grants to enhance McCauley’s opportunities</p>	<ul style="list-style-type: none"> <li>• Publicize availability of grants</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of community activities eligible for grants</li> </ul>



## Building the Community

Goal	Short Term Actions	Long Term Actions
Enhance physical appearance of the McCauley Neighbourhood	<ul style="list-style-type: none"> <li>• Enhance entry to Chinatown</li> <li>• Enhance entry ways to McCauley on 95 St. (City lands)</li> <li>• Improve the LRT corridor from downtown to Stadium</li> <li>• City will explore options to create Marco Polo Way connecting Chinatown and Little Italy along 107A and 107 Avenues</li> </ul>	<ul style="list-style-type: none"> <li>• Study the privately-owned underpass on 97 St. to determine and achieve the best possible outcomes.</li> <li>• Implement, build, develop Marco Polo Way concept connecting Chinatown and Little Italy along 107A and 107 Avenues</li> </ul>
Make improvements that positively impact the neighbourhood's amenities, environment and business opportunities	<ul style="list-style-type: none"> <li>• Improve recycling and big bin opportunities</li> <li>• Work with school boards regarding closed schools, business plans or plans for reuse</li> <li>• Study enhancements for bike paths</li> <li>• Increase economic opportunities in McCauley including an Artist Village</li> </ul>	<ul style="list-style-type: none"> <li>• Create a net zero house as a demonstration project</li> <li>• Attract businesses to the area, including a bank with ATM services, hardware store, automotive repair, book store, chain restaurants (Tim Horton's, Starbucks)</li> <li>• Create community tea house</li> <li>• Create Artist's Village</li> <li>• Create community gathering space</li> <li>• Study opportunity for an LRT station</li> </ul>
Enhance green space	<ul style="list-style-type: none"> <li>• Park development and acquisition - need assessment</li> <li>• Community gardens/Chinese garden</li> <li>• Vacant lot improvement</li> <li>• Signage, historical enhancements on Church Street</li> <li>• Enhance trees and boulevards</li> </ul>	<ul style="list-style-type: none"> <li>• Redesign of Mary Burlie Park</li> <li>• Increase garden opportunities on vacant lots</li> </ul>
Develop a community development corporation	<ul style="list-style-type: none"> <li>• Start process for capacity and leadership building to work towards establishment of Community Development Corporation</li> </ul>	<ul style="list-style-type: none"> <li>• Community Development Corporation provides ongoing opportunity for community development initiatives in McCauley</li> </ul>



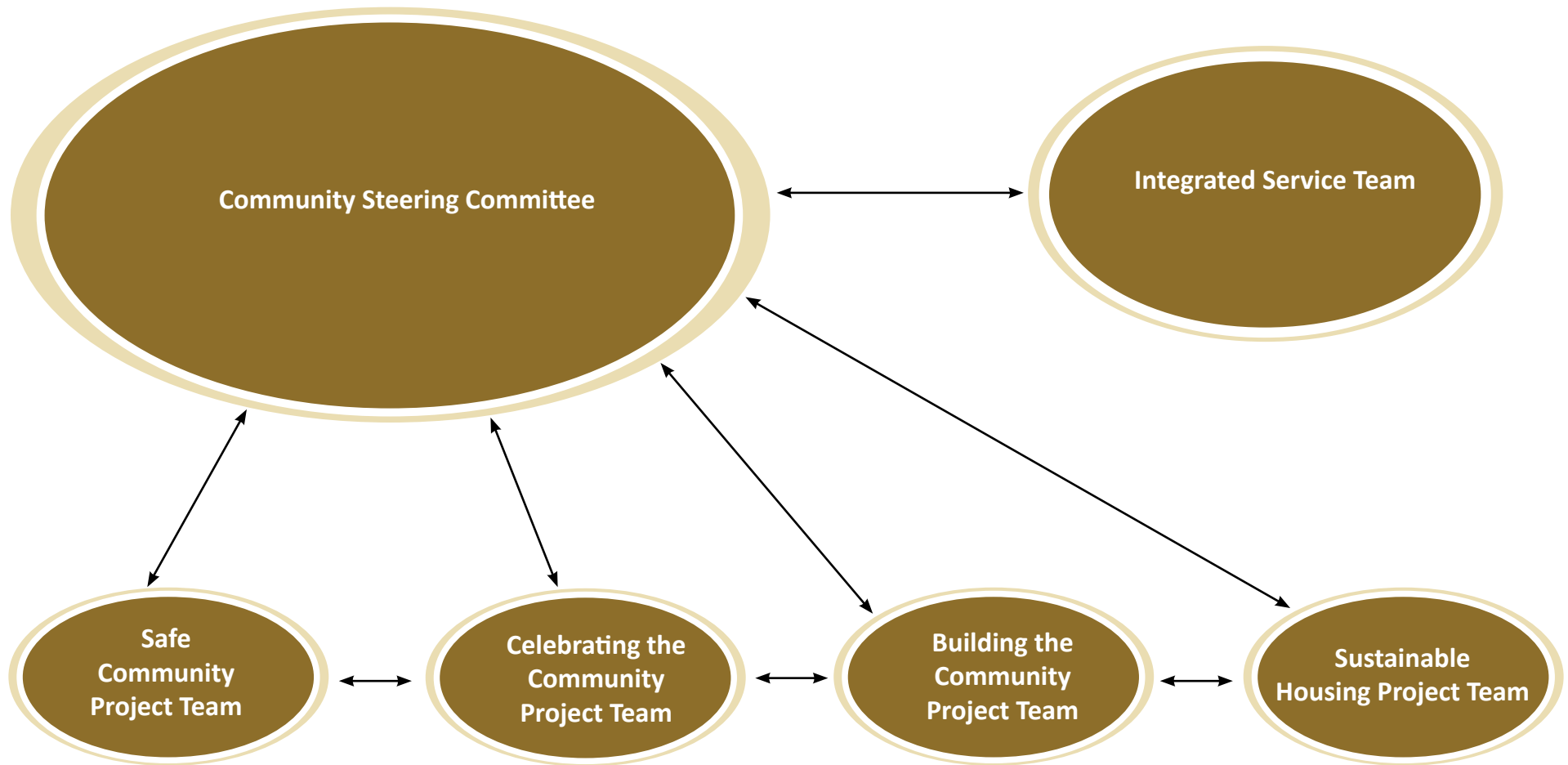
## **Sustainable Housing & Service Options**

<b>Short Term Actions</b>	<b>Medium Term Actions</b>	<b>Long Term Actions</b>
Attainable housing	<ul style="list-style-type: none"> <li>• Encourage a greater mix of housing</li> <li>• Encourage coop housing or other options to enable a range of housing options</li> <li>• Encourage condo developments, such as an artist's village</li> <li>• Promote existing grants: Development Fund/ Facade Program, green funds, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage Habitat for Humanity projects</li> <li>• Create opportunities for investment</li> </ul>
Create and sustain better community connections with social agencies	<ul style="list-style-type: none"> <li>• Create good neighbour agreements to help identify and resolve issues between groups/organizations</li> <li>• City policy on non-market housing</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing a Good Neighbour Agreement tool kit</li> <li>• Sustainable housing and services in community</li> <li>• Help facilitate changes to social programs to meet mutual interests</li> </ul>
Business Incentives Housing Incentives	<ul style="list-style-type: none"> <li>• Promotion of existing business development opportunities</li> <li>• Business incubator project</li> </ul>	<ul style="list-style-type: none"> <li>• New business start in McCauley</li> <li>• Increase economic opportunities in McCauley</li> </ul>

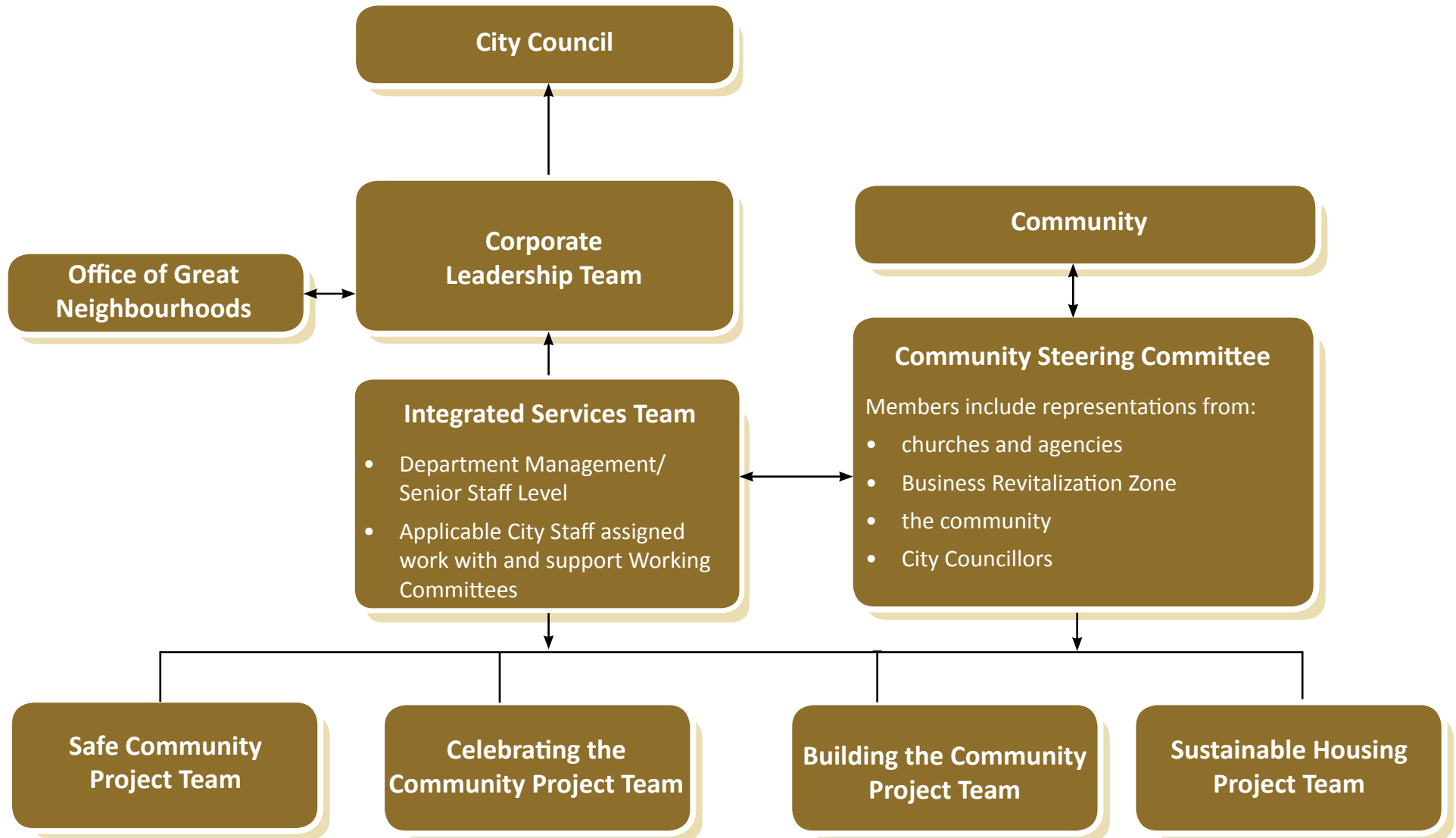


# Chapter 4: Implementing the Strategy

## Implementation Governance Structure



# Reporting Structure





## Summary

To date, 29 public input sessions, community update meetings, coffee meetings and other community connection efforts have helped not only direct the revitalization of McCauley but have also allowed an opportunity for greater communication between community residents and the City. Next up: the Steering Committee is focused on the implementation of specific actions to achieve goals and priorities. Project teams have been established to make changes happen. For example, safety was mentioned by many people as a priority for the area. A project team has been struck to look at the issues related to safety, and will work with City staff to identify actions that will help make improvements. New project teams have been established to work on other activities, such as walkability and cultural events.

Priorities identified for the McCauley Revitalization include: safe neighbourhood, neighbourhood building, celebrating and promoting our neighbourhood, and sustainable housing and support services. Corresponding project teams have been established to refine the goals and action for the strategy. Specific project teams have been created to help get things started.

## Measuring Change

In 2002, the City of Edmonton began to conceptually plan the processes to establish high priority neighbourhood service-delivery targets. The team was tasked with selecting indicators that would identify neighbourhoods requiring targeted efforts and innovative approaches to address significant social, economic and environmental issues. They then conducted “Best Practice Research” by collecting information from other North American cities, New Zealand and England that have adopted this targeted approach.

The City’s Corporate Leadership Team approved a list of corporate neighbourhood indicators. Census and local data were collected and tabulated to determine the score for each neighbourhood in Edmonton. Thirty neighbourhoods were identified as “highest need.”

Indicators measure six domains:

- Economic and Employment
- Social Health and Wellness
- Personal and Community Safety
- Education
- Housing
- Physical and Natural Environment

Indicators will be measured so that stakeholders and City staff can determine how well the McCauley Revitalization Strategy is improving safety, economic and environmental well being.

## Next Steps

Upon approval of this strategy, a detailed implementation plan will be developed that outlines roles, responsibilities, feasibility, budgets and more.

# Chapter 5: Financial Strategy

## Overview

The Revitalization Steering committee reviewed the full range of actions and initiatives contained in the strategy. This ranking process identified the top community priorities for the first budget cycle. The business and residential community had significant input into the ranking of the strategy actions and priority setting exercises.

Subsequent budget cycles will require the guidance of the Revitalization Steering Committee to identify new or emerging priorities for funding in the years ahead.

## Financial Requirements

**Operating Budget:** Contributions from the City's operating budget ensures that the Revitalization continues to engage residents through funding with grants, festival supports, projects and general program opportunities where gaps have been identified.

**Capital Budget:** Contributions from the City's capital budget support the conceptual and detailed design preparation and the construction of infrastructure including sidewalks, roadway and walkability enhancements.

## Budget Process

The City's budget process begins in the spring of each year with the preparation of a budget forecast. The forecast is used in the budget guideline setting process with Council that takes place in June. Operating budget submissions by City departments and authorities are submitted at the end of August. Submissions are reviewed by the Corporate Leadership Team to develop a proposed budget consistent with Council's priorities and the budget guidelines. The administrations proposed budget is released to the public

in early November. Council then deliberates on the operating budget starting in early December with the budget being approved by mid December.

The capital budget process works on a three year cycle. Projects are approved for three years with the current cycle being from 2009 to 2011. At the start of a 3 year cycle capital project submissions are submitted by departments and authorities in August. They are vetted through a Capital Steering Committee where they are prioritized and coordinated. The recommended capital budget then moves on to Corporate Leadership Team for their approval before moving to Council deliberations and final approval in December.

## Budget Allocations for McCauley

The funding for the McCauley Revitalization conceptual design have been recommended for 2010 and 2011. A recommendation is going forward to City Council for \$10.2 million, budgeted for 2011 to 2014.

A revitalization steering committee review of remaining actions and initiatives in 2011 will identify funding needs for the 2011 to 2014 period.

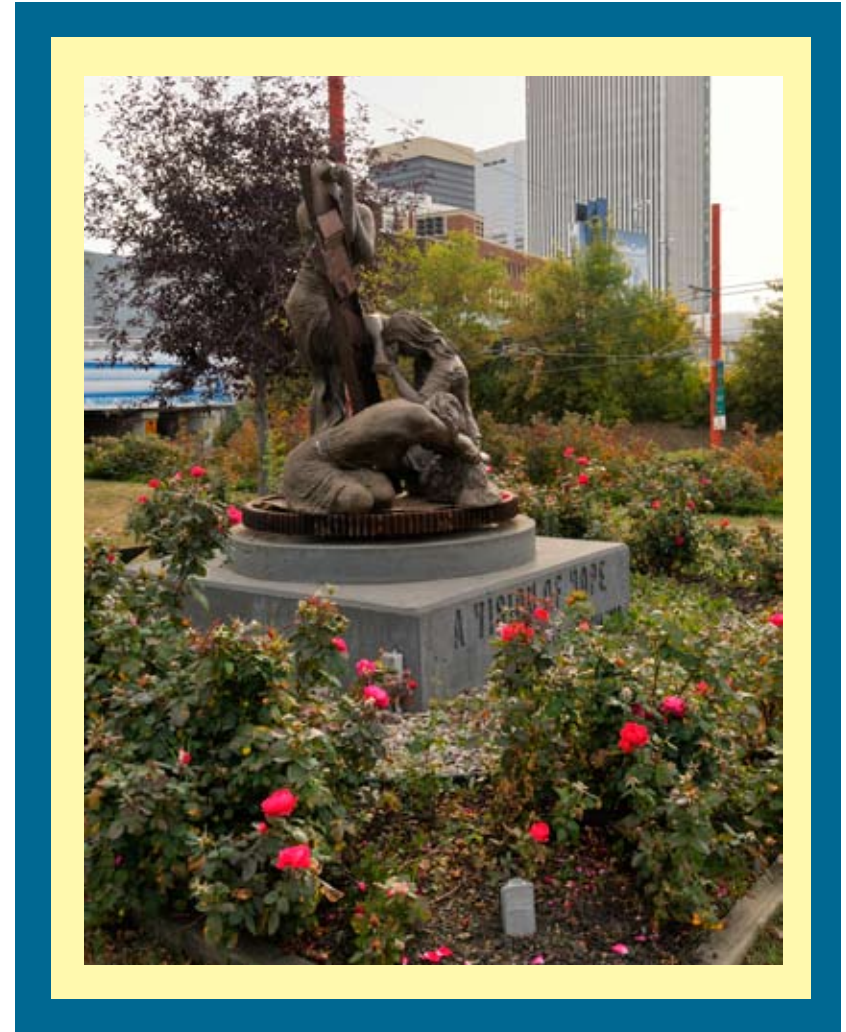




# Conclusion

Businesses, community members, agencies and churches have proven they are dedicated to revitalizing their community through shared effort and responsibility. Building on the momentum established in the various consultation processes initiated to date, the McCauley Revitalization strategy will continue to act upon and support issues and actions brought forward by its business owners, residents, agencies and churches.

With the commitment of the City of Edmonton and community resources, McCauley can be restored to a vibrant neighbourhood that welcomes all.



# Appendix A: Urban Design Strategy

## Key Urban Design Principles

Program year-round community events.

Energize the cultural character of Chinatown and Little Italy.

Create an interconnected network of open spaces and community gardens.

Attract market housing.

Strengthen Chinese cultural character in the existing Chinatown area (97 Street Corridor)

Encourage major anchors to promote the area as a destination of choice for citizens as well as for tourists.



Review design opportunities for Norwood Blvd.

Reclaim 96 Street (Church Street) as a major heritage destination.

Strengthen Italian cultural character in the existing Little Italy area (95 Street Corridor).

Develop strong east-west pedestrian connections between Chinatown and Little Italy.

Connect Chinatown and Little Italy to the LRT system.

Integrate Chinatown and Little Italy with downtown and surrounding areas.



## Appendix A: Urban Design Strategy

### Urban Design Principles & Strategy Actions

This document presents the draft urban design principles for McCauley. Each principle is paired with a set of opportunities and a range of short term and long term actions from the Revitalization Strategy. This arrangement is intended to demonstrate the alignment of the Revitalization Strategy and Draft Urban Design Principles, forming complementary, supportive documents.

Once implementation begins, a detailed urban design plan will be produced, including phasing, land use strategy and streetscaping.

Integrate Chinatown and Little Italy with downtown and surrounding areas.		
Opportunities	Short-Term Strategy Actions	Long-Term Strategy Actions
<ul style="list-style-type: none"> <li>• Improve connections from downtown to Chinatown and Little Italy along 97 Street, 85 Street and 101 Street;</li> <li>• Explore the possibility of an LRT station at 95 Street to serve Chinatown, Little Italy and the Quarters; and</li> <li>• Strengthen the character of 101 Street as a major entrance corridor to downtown.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance entry to Chinatown.</li> <li>• Enhance entryway to McCauley on 95 Street.</li> <li>• Improve LRT corridor from downtown to Stadium.</li> <li>• Study for enhancement of bike path.</li> </ul>	<ul style="list-style-type: none"> <li>• Study the privately-owned underpass on 97 Street to determine and achieve the best possible outcomes.</li> <li>• Redesign a plan for Mary Burlie Park.</li> <li>• Study LRT pedestrian access.</li> </ul>

## Appendix A: Urban Design Strategy

<b>Strengthen Chinese cultural character in the existing Chinatown area (97 Street Corridor).</b>		
<b>Opportunities</b>	<b>Short-Term Strategy Actions</b>	<b>Long-Term Strategy Actions</b>
<ul style="list-style-type: none"> <li>• Maintain and enhance the existing fine-grain, low rise built form along 97 Street;</li> <li>• Encourage mixed use developments along 97 Street with speciality Chinese retail at the ground floor and residential/offices above;</li> <li>• Maintain and upgrade existing streetscape;</li> <li>• Develop public gathering places along 97 Street with a strong Chinese cultural focus; and</li> <li>• Attract new Chinese businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved and innovative pedestrian lighting.</li> <li>• Neighbourhood and storefront cleanliness, graffiti prevention.</li> <li>• Streetscape maintenance (97 St).</li> </ul>	<ul style="list-style-type: none"> <li>• Create a project team of businesses to work on an annual plan.</li> <li>• Enhance cleanliness to make McCauley a more attractive destination.</li> </ul>

<b>Strengthen Italian cultural character in the existing Little Italy area (95 Street Corridor).</b>		
<b>Opportunities</b>	<b>Short-Term Strategy Actions</b>	<b>Long-Term Strategy Actions</b>
<ul style="list-style-type: none"> <li>• Enhance the existing streetscape design; Develop public gathering places along 95 Street with a strong Italian cultural focus;</li> <li>• Encourage mixed use developments along 95 Street with specialty Italian retail at the ground floor and residential/offices above;</li> <li>• Develop the area between 107 A Avenue and 105 Avenue on 95 Street as an artist's village; and</li> <li>• Attract more Italian themed retail.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a marketing strategy to promote the cultural events and activities in the area.</li> <li>• Create murals to discourage graffiti.</li> <li>• Concept plan for Artist's Village (business plan).</li> </ul>	<ul style="list-style-type: none"> <li>• Create a project team of businesses to work on an annual plan.</li> <li>• Enhance cleanliness to make McCauley a more attractive destination.</li> <li>• Build/develop Artist's Village</li> </ul>



**Appendix A: Urban Design Strategy**

<b>Develop strong east-west pedestrian connections between Chinatown and Little Italy.</b>		
<b>Opportunities</b>	<b>Short-Term Strategy Actions</b>	<b>Long-Term Strategy Actions</b>
<ul style="list-style-type: none"> <li>• Encourage mixed use residential infill along 107 A Avenue;</li> <li>• Improve the pedestrian environment along 107 A Avenue through streetscape improvements, including wider sidewalks, pedestrian-oriented lights and boulevard trees;</li> <li>• Provide opportunities for community amenities and multicultural institutions along 107A corridor; and</li> <li>• Encourage small scale restaurants and specialty retail along 107 Avenue. 107 Avenue could be an alternative pedestrian link to connect Chinatown and Little Italy.</li> </ul>	<ul style="list-style-type: none"> <li>• Create Marco Polo Way connecting Chinatown and Little Italy along 107A Avenue concept plan.</li> <li>• Improved pedestrian lighting.</li> <li>• Study traffic calming.</li> </ul>	<ul style="list-style-type: none"> <li>• Boulevard development including decorative elements, trees, flowers.</li> <li>• Implement Marco Polo Way concept plan.</li> </ul>

<b>Energize the cultural character of Chinatown and Little Italy.</b>		
<b>Opportunities</b>	<b>Short-Term Strategy Actions</b>	<b>Long-Term Strategy Actions</b>
<ul style="list-style-type: none"> <li>• Improve the public realm along 100 Street and 106 Avenue; and</li> <li>• Create incentives to attract and retain the multi-cultural aspect of the area.</li> </ul>	<ul style="list-style-type: none"> <li>• Create murals to discourage graffiti.</li> <li>• Develop a marketing strategy to promote cultural events in the area.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote McCauley’s unique cultural experiences (food, shopping, events).</li> <li>• Enhance cleanliness to make McCauley a more attractive destination.</li> </ul>



## Appendix A: Urban Design Strategy

Attract market housing.		
Opportunities	Short-Term Strategy Actions	Long-Term Strategy Actions
<ul style="list-style-type: none"> <li>• Provide incentives and a design framework for mid rise market housing along the 98 Street corridor; and</li> <li>• Develop community amenities and public spaces to attract young families to the area.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage greater mix of housing.</li> <li>• Encourage coop housing or other options.</li> <li>• Encourage condo developments such as Artist's Village.</li> <li>• Develop a walkability map.</li> <li>• Promote first time buyers program.</li> <li>• Improve walkability and identify areas for improvement.</li> <li>• Improve awareness of services (e.g. recreation, library, etc.).</li> <li>• Publicize availability of grants.</li> <li>• Create good neighbour agreements to help identify and resolve issues between groups/organizations.</li> <li>• Reduce rent/business incubator</li> <li>• Have a bylaw officer assigned to McCauley to attend to the requirements of vacant lots, absentee landlords, garbage and derelict properties.</li> <li>• Block by Block safety program.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a community hub/centre.</li> <li>• Increase membership in community leagues and other existing organizations.</li> <li>• Encourage Habitat for Humanity developments.</li> <li>• Net Zero demonstration house.</li> <li>• Enhance cleanliness to make McCauley a more attractive destination.</li> <li>• Implement walkability enhancements.</li> </ul>



## Appendix A: Urban Design Strategy

Encourage major anchors to promote the area as a destination of choice for citizens as well as for tourists.		
Opportunities	Short-Term Strategy Actions	Long-Term Strategy Actions
<ul style="list-style-type: none"> <li>• Attract major anchors with a cultural focus, as well as other specialty merchants, to the area adjacent to Chinatown’s main street (97 Street).</li> <li>• Improve pedestrian character of Norwood Blvd.</li> <li>• Encourage mixed use development in Norwood.</li> </ul>	<ul style="list-style-type: none"> <li>• Publicize availability of grants (i.e. Development Fund and Façade Improvement Program.)</li> <li>• Streetscape improvements.</li> <li>• Retail focus at ground level.</li> </ul>	<ul style="list-style-type: none"> <li>• Attract businesses to the area, including a banks, hardware stores, automotive repair, book stores, and chain cafes and restaurants.</li> <li>• Create community tea house.</li> <li>• Create Artist’s Village.</li> <li>• Enhance cleanliness to make McCauley a more attractive destination.</li> </ul>

Create an interconnected network of open spaces and community gardens.		
Opportunities	Short-Term Strategy Actions	Long-Term Strategy Actions
<ul style="list-style-type: none"> <li>• Work with property owners to develop temporary community gardens for community use; and</li> <li>• Identify key land parcels for the City to purchase and develop as community open spaces and/or community gardens.</li> </ul>	<ul style="list-style-type: none"> <li>• Park development and complete park needs assessment.</li> <li>• Community gardens/Chinese garden.</li> <li>• Vacant lot improvement.</li> <li>• Signage, historical enhancements.</li> <li>• Trees and boulevards.</li> </ul>	<ul style="list-style-type: none"> <li>• Redevelop Mary Burlie Park.</li> <li>• Increase garden opportunities on vacant lots.</li> <li>• Trees Please implemented to create a new look.</li> </ul>

## Appendix A: Urban Design Strategy

Program year-round community events.		
Opportunities	Short-Term Strategy Actions	Long-Term Strategy Actions
<ul style="list-style-type: none"> <li>Develop a variety of year-round events that celebrate Chinese, Italian and other cultures, to strengthen community identity and pride.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a marketing strategy to promote the cultural events, street markets and activities in the area:               <ul style="list-style-type: none"> <li>East Meets West</li> <li>Primavera Garden Event</li> <li>Lunar New Year</li> <li>Heart of the City</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Build a community gathering space with programmed events.</li> </ul>
Connect Chinatown and Little Italy to the LRT system.		
Opportunities	Short-Term Strategy Actions	Long-Term Strategy Actions
<ul style="list-style-type: none"> <li>Study the potential LRT station at the intersection of 95 Street and 106 Avenue can help revitalize the Little Italy Area and the potential artist village along 95 Street.</li> </ul>	<ul style="list-style-type: none"> <li>Study a continue bike path.</li> </ul>	<ul style="list-style-type: none"> <li>Study the potential of a LRT Station.</li> </ul>
Reclaim 96 Street (Church Street) as a major heritage destination.		
Opportunities	Short-Term Strategy Actions	Long-Term Strategy Actions
<ul style="list-style-type: none"> <li>Develop a strong node/ public gathering place at the intersection of 96 Street and 107A/107 Avenue;</li> <li>Maintain, preserve and enhance the existing heritage character of 96 Street; and</li> <li>Explore opportunities for the reuse of existing churches for alternative community uses without compromising their architectural character.</li> </ul>	<ul style="list-style-type: none"> <li>Signage and historical enhancements.</li> <li>Increase focus on heritage buildings and churches in McCauley and promote historical walks of churches. NOTE: Heritage Inventory underway in McCauley.</li> </ul>	<ul style="list-style-type: none"> <li>Create a community hub/centre.</li> </ul>





# Appendix B: Artist's Village Design Concept



All renderings conceptual.  
For inspiration only.

**A Cultural Experience.**



**Appendix B: Artist's Village Design Concept**





**Appendix B: Artist's Village Design Concept**



**A Cultural Experience.**



**Appendix B: Artist's Village Design Concept**





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**A Cultural Experience.**



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