



# COMMUNITY RECOMMENDATIONS FOR CAPITAL INVESTMENT

NEIGHBOURHOOD REVITALIZATION  
BALWIN & BELVEDERE

May 2021

**SHARE YOUR VOICE**  
**SHAPE OUR CITY**

**Edmonton**

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## Land Acknowledgment

We acknowledge that we are on the traditional land of the Treaty Six Territory and the Traditional Metis Homeland of Region 4.

We would like to acknowledge the diverse Indigenous Peoples whose ancestors' footsteps have marked this territory for centuries such as: Cree, Saulteaux, Nakota Sioux, Blackfoot, Dene, the Métis and the Inuit.

We do this to create awareness that we are all treaty members, and to show recognition and respect for Indigenous Peoples and the traditional territories on which we live and work.

Together we call upon all of our collective honoured traditions and spirits to work in building a truly intercultural city for today and future generations.



## Team

This project would not have been possible without the energy, contributions, and support of many people. Thank you to everyone who contributed their time and ideas to this project.

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Packingtown Community Growers  
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# Chapter 1: **Project Overview**

# Project Overview

## Purpose

This report sets out recommendations for the prioritization of Neighbourhood Revitalization funding for capital projects in the Edmonton neighbourhoods of Balwin and Belvedere. The work was initiated in December 2020 as a collaboration between residents of Balwin and Belvedere, City of Edmonton Neighbourhood Revitalization, local stakeholders, and external facilitators.

## Neighbourhood Context

Balwin and Belvedere are located in northeast Edmonton. The two neighbourhoods are adjacent to each other, sitting just above the Yellowhead Trail Corridor, with Belvedere nestled along the Capital LRT Line. Both neighbourhoods are part of the area historically known as 'Packingtown', a settlement formed around the convergence of the Canadian Northern Railway and the Grand Trunk Pacific Railway corridors. The railways attracted many stockyards and packing houses, which drew new residents in search of jobs and opportunity. The area was officially incorporated as North Edmonton in 1910 and became part of the City of Edmonton in 1913.

Balwin is the area defined by 66 Street to 82 Street and 132 Avenue to 127 Avenue. Today, the neighbourhood contains three schools: Princeton School, Balwin School, and St. Francis of Assisi. There are commercial areas along 127 Avenue and 82 Street which provide local services within walking distance of residents.

Belvedere is a triangle shaped neighbourhood defined by 66 Street to the west, 137 Avenue to the north, and the Capital Light Rail Transit (LRT) line along the southeast. The neighbourhood benefits from access to the Belvedere LRT Station, contains Belvedere School, and is adjacent to Londonderry Mall, a large shopping centre.

Both Balwin and Belvedere are mature neighbourhoods. They contain a mix of housing types and tenures, with both property owners and renters. These neighbourhoods are diverse, with approximately 60% speaking English as a first language. Both neighbourhoods also have a high population of people of Indigenous identity (Belvedere at 15%, Balwin at 12%) - which is more than double that of Edmonton's city-wide average (Federal Census 2016). Both neighbourhoods have a slightly higher proportion of seniors than the City average and Balwin has a slightly higher proportion of youth.

Balwin and Belvedere contain several neighbourhood parks and each have their own Community League. These parks include:

### Balwin

- + Balwin Park & Community League Hall
- + Zoie Gardner Park
- + Ralph Hopp Park

### Belvedere

- + Belvedere Park and Community League Hall
- + Braids Park
- + Robert Brett Park

South of both neighbourhoods is the Edmonton Exhibition Lands, which will be redeveloped into two mixed-use transit villages over the next 30 years.

The capital investments and catalyst projects recommended in this report are the foundation for future renewal and revitalization work. Once the recommended projects get submitted, these projects will undergo further review and refinement at the City of Edmonton. They will be assessed in the context of budget cycles, ownership, maintenance, and other more detailed constraints.

Balwin and Belvedere are just getting started on their path towards revitalization, with momentum and capacity being generated in the community as it begins to collectively imagine its future.

There are opportunities to leverage this work, the work of other community organizations, as well as existing and planned City transportation upgrades to accomplish priority safety improvements while contributing towards future beautification and activation priorities. Other current City projects in the area include the [Fort Road Widening](#), [132 Avenue Renewal](#), and Fort Road BIA (Business Improvement Area) [Alley Renewal Program](#).



Figure 1: Balwin & Belvedere Neighbourhood Context

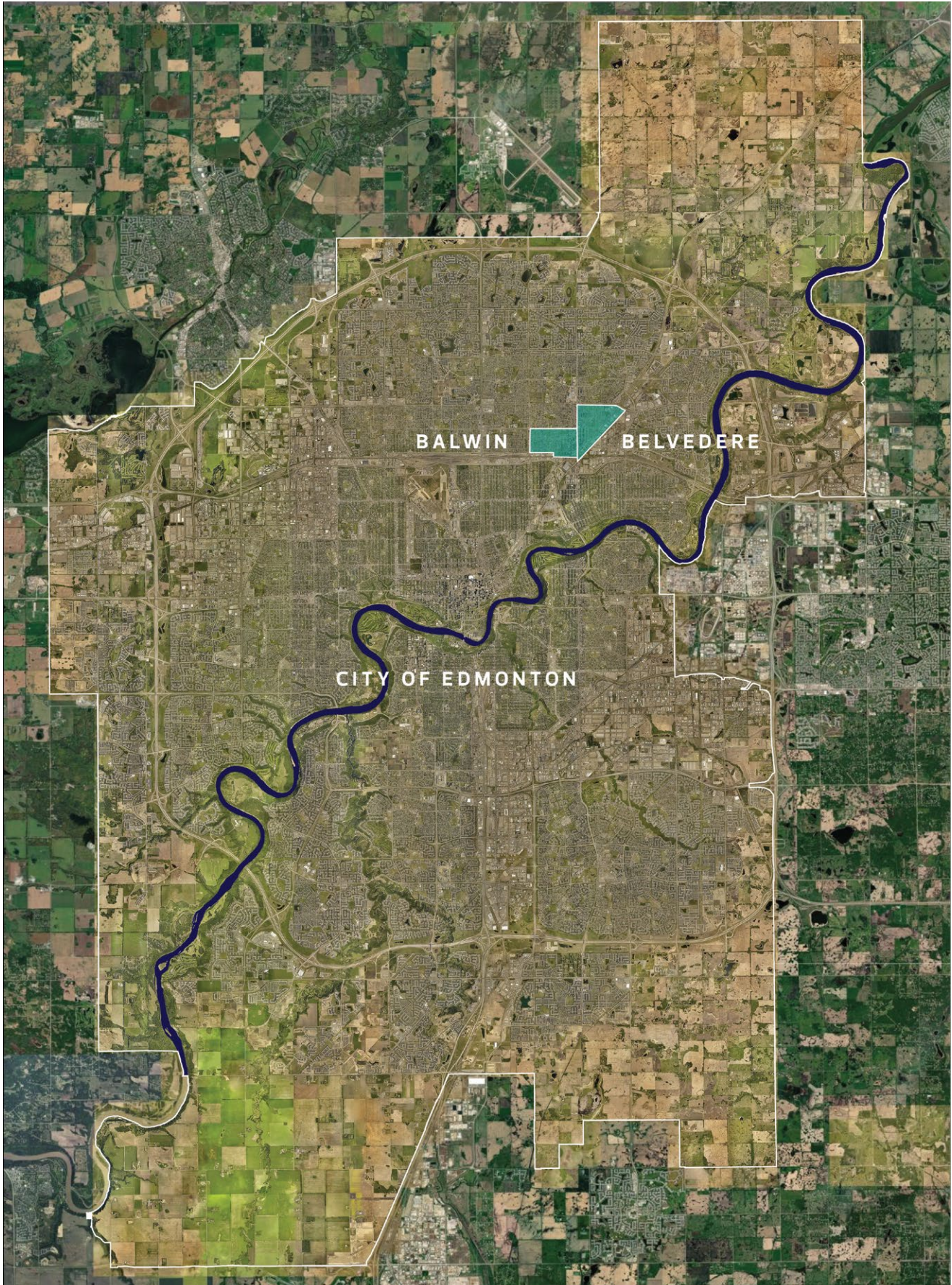


Figure 2: Balwin & Belvedere in Edmonton



## Process Overview

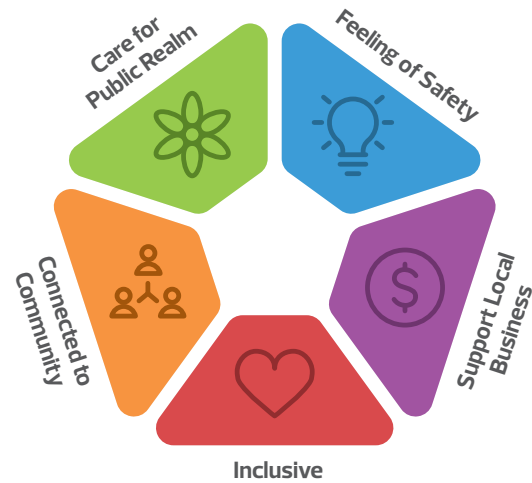
Figure 3: Criteria areas

This work stems from the Balwin and Belvedere Revitalization Strategy which was published by the City of Edmonton in 2019. The Strategy set out a vision, goals, and high-level priorities for revitalization actions (both capital projects and programming work) in the neighbourhood.

The prioritization process outlined in this report used the Balwin and Belvedere Revitalization Strategy as a basis and departure point. Additional inputs included 'What We Heard' reports from recent engagements through both Revitalization, Renewal, other City of Edmonton projects, and records of community ideation. In close collaboration with the Community Capital Investment Project Team, these inputs were organized and reframed into a project shortlist and a rigorous set of criteria.

The community-defined criteria were used to refine a short-list of prospective capital projects in a rigorous scoring process that resulted in the lists on the following page.

For additional detail about the processes and scoring, see Chapter 2. For a complete list of projects considered, including detailed information about the top priority projects, see Chapter 3.



### Project Criteria Categories:

**Connected to Community:** Supports a welcoming and connected community by bringing people together through events, food sharing, and play.

**Care for Public Realm:** Ensures public spaces are beautiful reflection of neighbourhood identity and pride in the community.

**Feeling of Safety:** Makes people feel safe travelling through and spending time in public spaces.

**Support Local Business:** Creates a vibrant pedestrian experience that draws people to local businesses and services.

**Inclusive:** Acknowledges the diverse cultures and needs of the community and ensures public spaces and events are barrier-free, accessible, and inclusive of everyone.

# Community Capital Project Priorities

The following projects were defined and identified as priority capital investments in Balwin and Belvedere. Additional detail for each project can be found in Chapter 3.

## Priority Areas

The Priority Areas provide the starting place for investment. These areas have been identified because improvements in these locations are of high priority to enhance the safety of public spaces, namely streets and parks. While there are other neighbourhood-wide priorities that lie both in and out of the scope of Revitalization, the intent is that these areas will act as the catalysts to spark other improvements throughout the neighbourhoods and signal ongoing revitalization efforts. The success of these short-term momentum building projects will unlock future opportunities for improvements and ongoing community visioning.

The Priority Areas are:

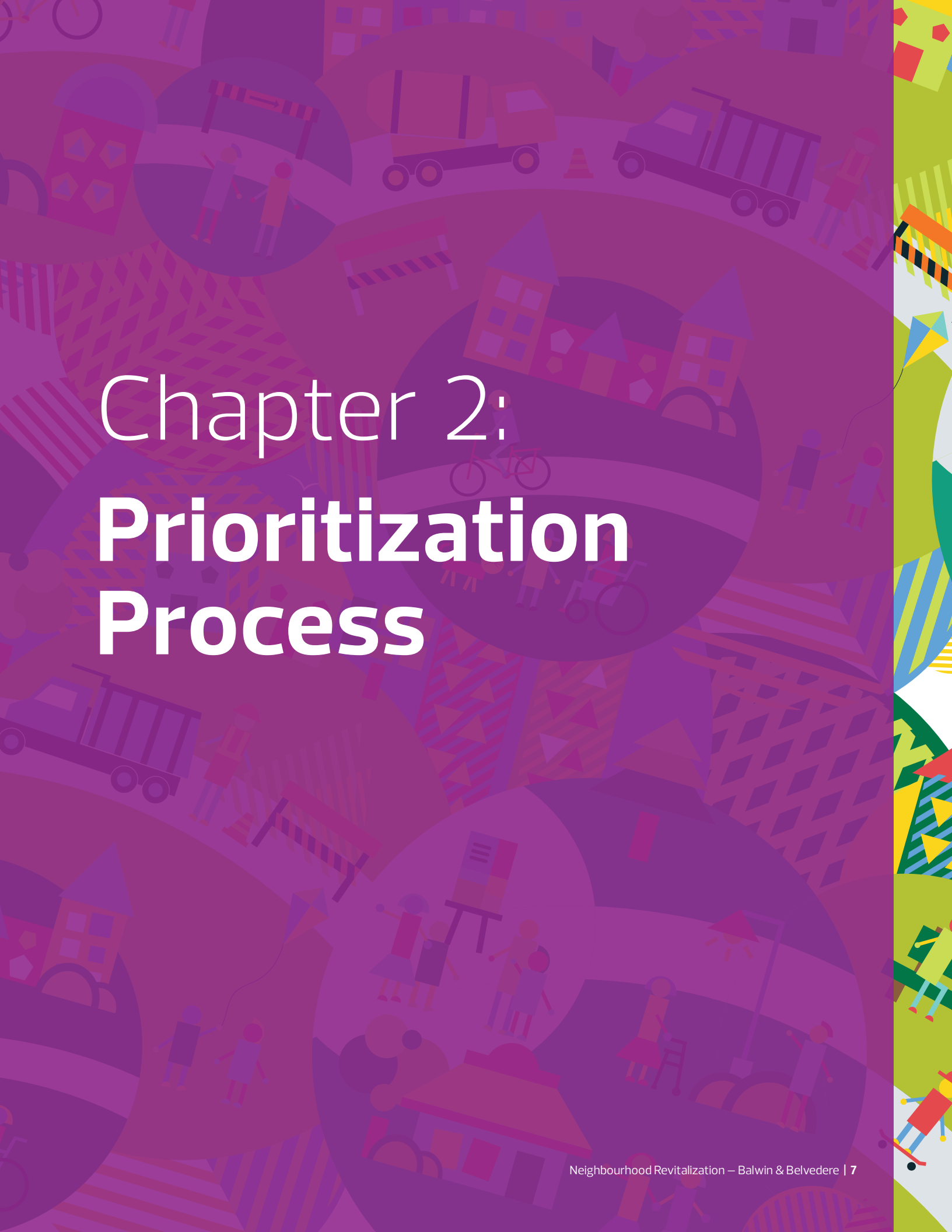
- + **Robert Brett Park:** Improved park lighting, renewal of existing amenities, and improved opportunities to play and gather for local residents of all ages.
- + **Belvedere Park:** Improved park lighting, renewal of existing amenities, and future social and recreation opportunities.
- + **Balwin Park:** Improved park lighting, renewal of existing amenities, and future social and recreation opportunities.
- + **Zoie Gardner Park:** Improved park lighting, increased pedestrian connections, and traffic calming measures around the park.
- + **Braids Park:** Improved park lighting and renewal of some basic amenities.
- + **Fort Road & 66 Street:** Improved pedestrian crossing and welcoming entry to the neighbourhoods.
- + **66 Street (128–130 Ave):** Improved pedestrian crossings, traffic calming, and street beautification.

## Neighbourhood-wide Priorities

During the investment prioritization process, several neighbourhood-wide priorities were identified through public engagement and by the Community Capital Investment Project Team. Most of these priorities were essential safety upgrades and improvements. Though most of these neighbourhood-wide priorities are beyond the scope of Revitalization, they are important to highlight to ensure they are captured and incorporated into future work and City projects in the area. These priorities include:

- + **Neighbourhood Lighting:** Replacements and additional lighting of public spaces, streets, and alleys to ensure spaces are safe at night.
- + **Pedestrian Improvements:** Replacement, repair, and creation of new sidewalks and pedestrian crossings as well as traffic calming throughout neighbourhoods to make them more safe and accessible for those walking and wheeling.
- + **Street Beautification:** Aesthetic improvements to streets and infrastructure, such as new street trees and planters, banners, community murals, or art on electrical boxes.
- + **Back Alley Improvements:** Paving, lighting, and art to make alleys more functional, safe, and attractive.





# Chapter 2: **Prioritization Process**

# Prioritization Process

There are many different methods that may be applied to the question of prioritization. This project took a weighted-scoring prioritization, in which each prospective capital project was scored according to a consistent rubric. This approach had the following advantages for Balwin-Belvedere Revitalization:

- + established a strong connection to the existing vision and goals outlined in the Revitalization Strategy
- + enabled a collaborative, asset-based approach grounded in community input
- + provided a rigorous process that was clear and defensible
- + equipped the community with a set of well-considered criteria that can be carried forward to inform future neighbourhood change

The broader capital project process is outlined in the diagram on the next page. The project list, criteria, and priorities were all developed by the Community Capital Investment Project Team through a six-step process outlined throughout this section.

## Prioritization Steps

1. **Gathering Insights**
2. **Goals and Qualities**
3. **Criteria**
4. **Project Scoring**
5. **Weighting the Criteria**
6. **Project Definition**

## Step 1: Gathering Insights

### An Asset-based Approach

The capital prioritization project began with a strong foundational position: direction for the project's recommendations should be driven by community, rather than external expertise. This aspiration was central to the approach developed for prioritization, and impacted how the project was framed and executed in collaboration with the Community Capital Investment Project Team and other community stakeholders.

In any ranking or prioritizing process, there are two key ingredients: the *what* (the items being evaluated), and the *why* (the criteria by which they are evaluated). In the case of this work, the *what* were capital revitalization projects, and the *why* were the goals the community had established for itself. To achieve the project's foundational aspiration, both the projects and goals/criteria needed to be driven by community members and existing neighbourhood assets.

### Key Source Materials

Together, the City and the community Revitalization committees have led several engagements with the community at large over the past few years. Community insights reviewed within this process were gathered from the following sources:

- + [Balwin-Belvedere Neighbourhood Revitalization Strategy](#) (2019)
- + [Balwin-Belvedere Neighbourhood Revitalization What We Heard Report](#) (2019)
- + [Balwin-Belvedere Revitalization What We Heard Report – Your Input on Capital Investment](#) (2020)

## Community Capital Investment Project Team

The project was driven in large part by the input of the Community Capital Investment Project Team, who met biweekly throughout the process to define, affirm, critique, review, and ultimately drive the process forward. With the stage set by the source material, the Community Capital Investment Project Team brought together the *what* and the *why*, breathing life and direction into the process.

The diagram below illustrates the broader capital project process, from ideation to implementation. The scope of work outlined in this report is highlighted in the diagram.

The *Goals* and *Ideate* stages were populated with material from the key source material. The Neighbourhood Revitalization Strategy set out goals that anchored the vision for the neighbourhood. Using these goals, criteria were developed by the Community Capital Investment Project Team to help rank the projects.

The community insights collected from the other source materials were used by the Community Capital Investment Project Team to generate the initial list of project ideas for evaluation and to provide further definition to the goals outlined in the Revitalization Strategy.

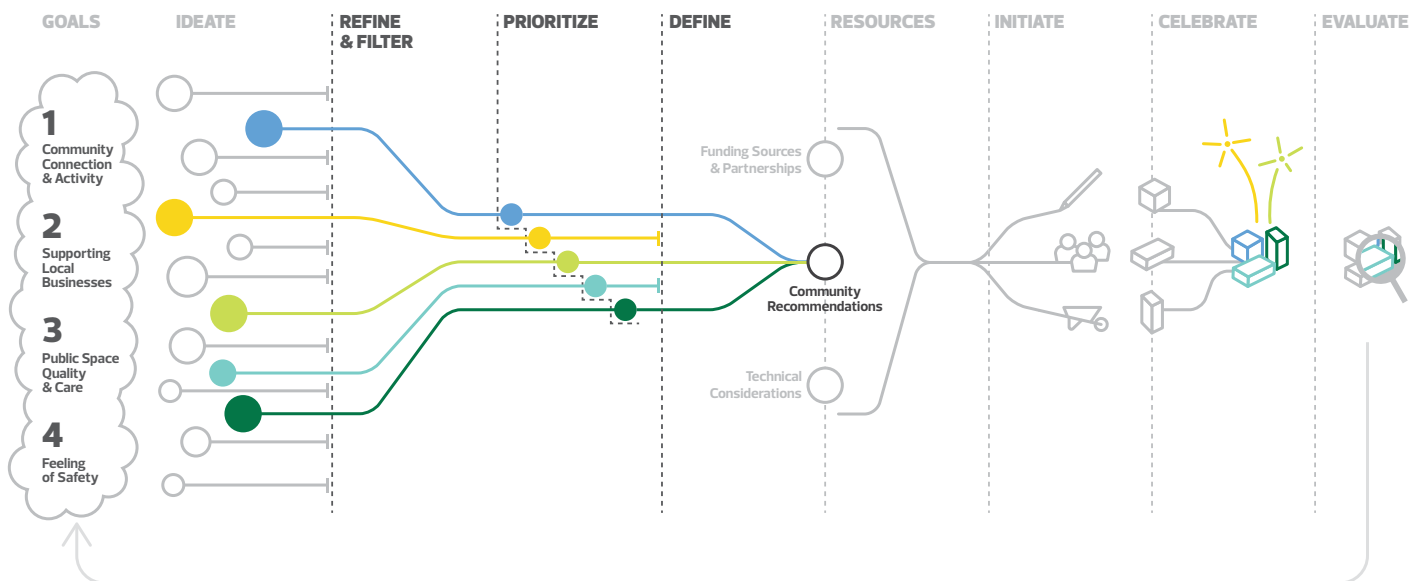


Figure 4: Neighbourhood Revitalization Capital Investment Process

## Step 2: Goals and Qualities

The project's first exercise with the Community Capital Investment Project Team sought to build a collective understanding of the high-level goals for Balwin and Belvedere and to begin to translate these goals into more tangible neighbourhood qualities. This step is important to help build a bridge between an abstract concept like "social connectivity" and concrete elements like seating, public art, or recreation space. An interactive online whiteboard space was used to cooperatively develop and discuss these qualities.

Building from the goals from the Balwin-Belvedere Revitalization Strategy, the Community Capital Investment Project Team developed the lists captured below.

## Revitalization Strategy Goals

1. Individuals who live, work and play in Balwin and Belvedere are more **connected with each other** and engaged in community activities.
2. **Local businesses** in Balwin and Belvedere are welcomed, celebrated and supported by local residents as part of the community.
3. Homes, businesses, sidewalks, parks and other places in Balwin and Belvedere are kept **clean, tidy and well-lit**.
4. Residents and businesses in Balwin and Belvedere take deliberate actions to help make the neighbourhoods **feel safer** for all community members.

*In Balwin-Belvedere, we want to...*

Connect with Community	Care for the Public Realm	Feel Safe	Support Local Businesses
<i>What makes a neighbourhood connected with <b>community</b>?</i>	<i>What makes a neighbourhood feel <b>cared for</b>?</i>	<i>What makes a neighbourhood feel <b>safe</b>?</i>	<i>What makes a neighbourhood support <b>local businesses</b>?</i>
<ul style="list-style-type: none"> <li>› Social gathering spaces</li> <li>› Murals/artwork that displays community diversity</li> <li>› Visible community identity</li> <li>› Accessible to all</li> <li>› Community history on display</li> <li>› Draws for all ages</li> <li>› Year-round use</li> </ul>	<ul style="list-style-type: none"> <li>› Better lighting</li> <li>› More plants/nature</li> <li>› Trash bins</li> <li>› Pickup of larger items</li> <li>› Identify empty lots and keep tidy</li> <li>› Initiatives for home upgrades</li> <li>› Park maintenance</li> <li>› Facade upgrades</li> <li>› Repair sidewalks and potholes</li> <li>› Upgraded fences, signs, etc.</li> </ul>	<ul style="list-style-type: none"> <li>› Better lighting</li> <li>› Porch lights on</li> <li>› Well lit transit stations</li> <li>› Shops open later</li> <li>› No dark, concealed spaces</li> <li>› More people out and about</li> <li>› Regular (late) transit service</li> <li>› Year-round use</li> <li>› Better street crossings</li> <li>› At grade permeability</li> <li>› Community response to transient population</li> </ul>	<ul style="list-style-type: none"> <li>› Different types of businesses</li> <li>› Business clusters</li> <li>› Supplied everyday needs</li> <li>› Facade upgrades</li> <li>› Longer hours</li> <li>› Event sponsorship</li> <li>› Lots of foot traffic</li> <li>› Info sharing and signage</li> </ul>

## Step 3: Criteria

The exercise of determining qualities helped make the Goals more concrete and neighbourhood-focused, but they were not yet criteria suitable for assessing a prospective project. The Community Capital Investment Project Team underwent an additional activity where they translated these qualities into criteria. Criteria completed the sentence: *A successful capital project will...*

A good set of criteria is easy to use and provides meaningful evaluation. The criteria were reviewed to ensure that they were:

- + **Measurable** (team was able to measure based on the level of detail provided)
- + **Defensible** (criteria were based on research, best practice, or precedent)
- + **Distinct** (criteria did not measure elements already largely measured by another criteria)
- + **Differentiating** (criteria helped make distinctions between the projects being evaluated)

It is important to note that the suite of criteria does not aspire to be comprehensive or account for all dimensions and domains of a project's success. The foremost goal is to clarify the performance of particular areas of concern, building specifically on goals that emerged from community conversation. Additional criteria relating to need, cost, partnerships, and other design and engineering constraints are applied either as filters to the project list, or later in the process.

## Criteria Refinement

The criteria started to create strong definition for the process moving forward. The Community Capital Investment Project Team worked through multiple iterations, refining each time as they discussed, tested and vetted the process over several meetings.

Building from the goals and qualities, the Community Capital Investment Project Team added new criteria related to Inclusivity to ensure all project initiatives worked towards making the community a welcoming place for everyone.

Some initial criteria were also moved into a new "Givens" category, as the Community Capital Investment Project Team felt they should be recommended and considered within all projects moving forward.



## Connected to Community



Supports a welcoming and connected community by bringing people together through events, food sharing, and play.

<b>Social</b>	Bring diverse people together to stay and socialize
<b>Eating</b>	Provide spaces to share food with family and neighbours
<b>Events</b>	Invite people to use it / host events
<b>Play</b>	Encourage play
<b>Welcome</b>	Shows evidence of community presence and a welcome signal

## Care for Public Realm



Ensures public spaces are a beautiful reflection of neighbourhood identity and pride in the community.

<b>Beauty</b>	Beautify and brighten public space and amenities
<b>Nature</b>	Bring natural life to public spaces
<b>Info</b>	Provide information about the communities

## Feeling of Safety



Makes people feel safe travelling through and spending time in public spaces.

<b>Lighting</b>	Provide well-lit public spaces
<b>Access</b>	Improve access for pedestrians
<b>Speed</b>	Slow down traffic
<b>Visibility</b>	Support high visibility in public spaces

## Inclusivity



Acknowledges the diverse cultures and needs of the community and ensures public spaces and events are barrier-free, accessible, and inclusive of everyone.

<b>Culture</b>	Reflect local cultural presence
<b>Free</b>	Does not require money to enjoy
<b>Accessible</b>	Enhancing accessibility for all
<b>Year-Round</b>	Work and invite use in all seasons
<b>Open</b>	Removes need for permission to participate

## Support Local Business



Creates a vibrant pedestrian experience that draws people to local businesses and services.

<b>Attraction</b>	Attract people to businesses and services
<b>Pedestrians</b>	Improve experience for pedestrian shoppers
<b>Public</b>	Make local commerce visible in public space

### Other Considerations:

The following criteria are "givens" that should be considered and applied to any project that moves forward into the planning and design stages.

Use high-quality, durable materials

Be easy to clean and maintain

Leverage partnerships with other City work or community initiatives whenever possible



# Step 4: Project Scoring

## Assembling the Project List

Concurrent to the establishment of criteria, the Community Capital Investment Project Team assembled a list of potential projects for consideration. Areas of concern and ideas for prospective capital projects were drawn from previous What We Heard Reports created for Revitalization work over the past two years.

Through a process of review and discussion, the Community Capital Investment Project Team synthesized the findings into a short-list of potential projects. To streamline the discussion, some similar projects were grouped together by type or location. As the range and scale of projects varied greatly, from road maintenance to new park features, scoring these projects would provide valuable insight into which goals/criteria each project addressed, and how priorities may be balanced with one another to achieve all the revitalization goals of the neighbourhoods.

The Community Capital Investment Project Team collectively sorted the potential projects into three categories: those that were "Recommended" by the group to consider in further detail, those that were a "Additional Considerations" and required further review, and those that were "Dropped" due to their perceived lower impact to the community. There were also a couple that required additional follow-up to determine if/how the concerns brought forward could be addressed within Revitalization.

All projects were scored regardless of category to be able to compare with one another and confirm their prioritization.

### Potential Capital Investment Projects

#### Recommended

- Robert Brett Park
- Beautification/enhancements to 66 Street
- Traffic calming assessments and improvements
- Neighborhood-wide lighting improvements
- Balwin Park
- Crosswalk improvements
- Sidewalk improvements
- Park lighting
- Assessment for safety improvements at 66 St/Fort Rd (e.g. improved signage and traffic lighting)
- Addition of garbage cans and dog poop cans on major roadways
- Balwin Community League investments
- Belvedere Community League investments

#### Additional Considerations

- Beautification/enhancements to Fort Road
- Zoie Gardner Park
- Murals and art
- CN sound barrier wall
- New welcoming signs to neighborhoods and parks

#### Dropped

- Off-leash dog park by CN
- Braids Park
- Assessment for bike path and/or shared use path enhancements

#### Follow-up Required

- Clean-up of derelict properties
- Back alley improvements

## Scoring Methodology

The prospective capital projects were scored according to the criteria established in Step 4. The following rubric was used for quick but meaningful assessment.

<b>3</b>	overwhelmingly supports (allowed once per project in a stand-out criteria)
<b>2</b>	supports a lot
<b>1</b>	supports a little
<b>0</b>	is neutral toward
<b>-1</b>	undermines a little
<b>-2</b>	undermines a lot
<b>R</b>	recommended as an opportunity

This scoring framework gave the Community Capital Investment Project Team sufficient space to create meaningful distinctions between projects (compared to a Pass/Fail assessment, for example), while acknowledging that a finer-grained assessment scale (out of 100%, for example) was too detailed given the limited information available for each project.

The assessment rating of "Recommended" (R) was used in cases where success in a criteria could not be assumed for a project, but the project should still be pursued as an opportunity. When these scores were assessed mathematically, all R scores were given a value of 0.5.

A score of 3 was allowed once per project, to identify a particular domain in which it excelled or had a singular focus.

Working collaboratively with the Community Capital Investment Project Team members over two weeks, projects were adjudicated and assigned scores for each of the criteria. Few projects scored negatively in any criteria. This was not surprising, in that the projects themselves were largely oriented toward positive outcomes (the assessment was not reviewing controversial land uses or other elements that might actively undermine any of the established criteria).

## Method Limitations

This scoring approach has some limitations that should be acknowledged. First, even when applied rigorously, the method is dependent on the subjective assessment of the adjudicators. Second, it can lead to higher scores in more generic projects. For example, a "gathering place" may naturally score higher than a "picnic shelter." Third, projects that are multipurpose will sit higher on the list. For example, "park improvement" may score higher than "sidewalk improvement." This does not inherently imply that upgrades to the sidewalk are not important – simply that, alone, they do not address the overall goals of neighbourhood revitalization.

In this project, care was taken to discuss each prospective project carefully and the disparities in detail between the projects were not overwhelming. The group checked in regularly through the evaluation, comparing like projects and ensuring that the scoring system resonated with the group's intuition.

The goal of this process was to make distinctions between projects, and so they were ultimately scored against each other. Additional filtering and discussion of the projects is important to ensure that the final priorities put forward are also based in community need. The method offered a flexible tool for the Community Capital Investment Project Team—a strong scaffolding around which they structured a rigorous and meaningful conversation.

## Step 5: Weighting the Criteria

### Weighting Methodology

With all projects assessed according to the criteria, the Community Capital Investment Project Team reviewed the “raw score”— the sum total of all points achieved by each project. If all criteria were judged to be equally important, this list would mirror the final project ranking. The Community Capital Investment Project Team determined, however, that the criteria were not equivalent in their impact on assessment. Much like different exams and assignments given throughout a class, some were worth more of a project's grade than others.

To prepare the model for weighting, the scoring was first tested by the Community Capital Investment Project Team for sensitivity and how it would perform with the broad range of scores within each criteria. The Community Capital Investment Project Team was confident that a dynamic weighting exercise would yield meaningful feedback that would enhance the project's final recommendations.

### Stakeholder Workshop Process

To bring additional perspectives to the conversation and help inform their decision making, the Community Capital Investment Project Team hosted a workshop with a group of local stakeholders. These stakeholders represented residents on Revitalization project teams, local community organizations and committees, including the Balwin Community League, Belvedere Community Leagues, local schools, and non-profit organizations.

To ensure the conversation with stakeholders was both meaningful and efficient, the Community Capital Investment Project Team chose to engage this group specifically on criteria weighting. These groups helped determine where emphasis should be placed and which types of projects should move forward based on community needs and desires. They were also given the opportunity to highlight any potential gaps within the criteria or proposed projects.

Participants were split into two groups. Both groups were provided with a fixed number of tokens on a virtual whiteboard. Through discussion, the groups assigned their tokens among the criteria, creating a scoring regime that reflected their values and desires for the future of Balwin and Belvedere. This exercise was completed without any reference to the projects themselves.



	Social	Eating	Events	Play	Welcome	Beauty	Nature	Info	Lighting	Access	Speed	Visibility	Attraction	Pedestrians	Public	Culture	Free	Accessible	Year-Round	Open
Final Criteria Weighting	5	2	1	3	2	5	3	1	6	4	4	4	1	2	1	4	3	4	3	2

Once all tokens had been assigned by the groups, the team input them into the model containing all the project scores. The full workshop group was then presented with a short list of projects that resulted from their weighting. Two key questions were posed to the stakeholder group at this time:

- + What is showing up on this list that you believe should not be a top priority?
- + What is missing from this list that you believe should be a priority?

The Community Capital Investment Project Team captured all stakeholder input and used it to adapt the project definitions, scoring, and weighting. Some key feedback gathered from this stakeholder workshop included:

- + Confirmation that improving safety is the top priority within the neighbourhoods, which will be an essential step to make people comfortable to socialize and achieve the goal of social connectedness
- + Group A put an emphasis on the need to support community gathering, diversity, and accessibility to foster inclusivity for all residents
- + Group B put an emphasis on supporting local business and added potential new criteria about attracting new businesses
- + Participants generally agreed with the types of priority projects being considered by the Community Capital Investment Project Team
- + Some additional project ideas were shared, including programming ideas (though out of scope for this capital investment team)

## Final Project Team Weighting

After the stakeholder workshop, the Community Capital Investment Project Team carefully reviewed and discussed each score to ensure the final weighting reflected the vision they want to put forward. When criteria were scored the same by the two groups, the Community Capital Investment Project Team did the same. In some cases criteria weighting needed to be reconciled when the two group scores were very different.

For example, while the Community Capital Investment Project Team agreed that attracting and supporting local businesses is important to the long-term success of the community, it was not as important as some other urgent priorities. They also felt that, from a capital projects perspective, the beautification of streetscapes is the most effective tool that this project can offer to improve conditions for businesses, and felt the scores under Care for the Public Realm captured this move sufficiently.

Overall, the Community Capital Investment Project Team decided that priority projects should place particular emphasis on lighting, beautification, and socializing, followed closely by improving inclusivity and other safety measures.

## Step 6: Project Definition

The project ranking produced through this process provided the Community Capital Investment Project Team with important insight into where the top priorities for community lie and how projects might be grouped and refined to address these needs most effectively.

As the project short-list ranged in type, from site-specific ideas to maintenance/upgrade challenges throughout the neighbourhoods (requiring additional assessment work), the recommendations in the next chapter have been consolidated and clustered into priority initiatives and interventions. Large scale initiatives have been broken down into Priority Areas to indicate how/where this work should begin. The Community Capital Investment Project Team further defined the priority initiatives at each location to capture the mix of small-scale interventions to parks and streets required to make an immediate impact.

### Scored Project Notes

Safety improvements at Fort Road & 66 Street are a key priority and will require opportunities for improvements to be leveraged with other projects and City departments.

Improving park lighting was identified as a top priority from day one, so has been integrated an essential improvement within each park space identified. Beyond this, each park has varying levels of need for upgrades. The Community Capital Investment Project Team identified Robert Brett Park as being in the most need for immediate action.

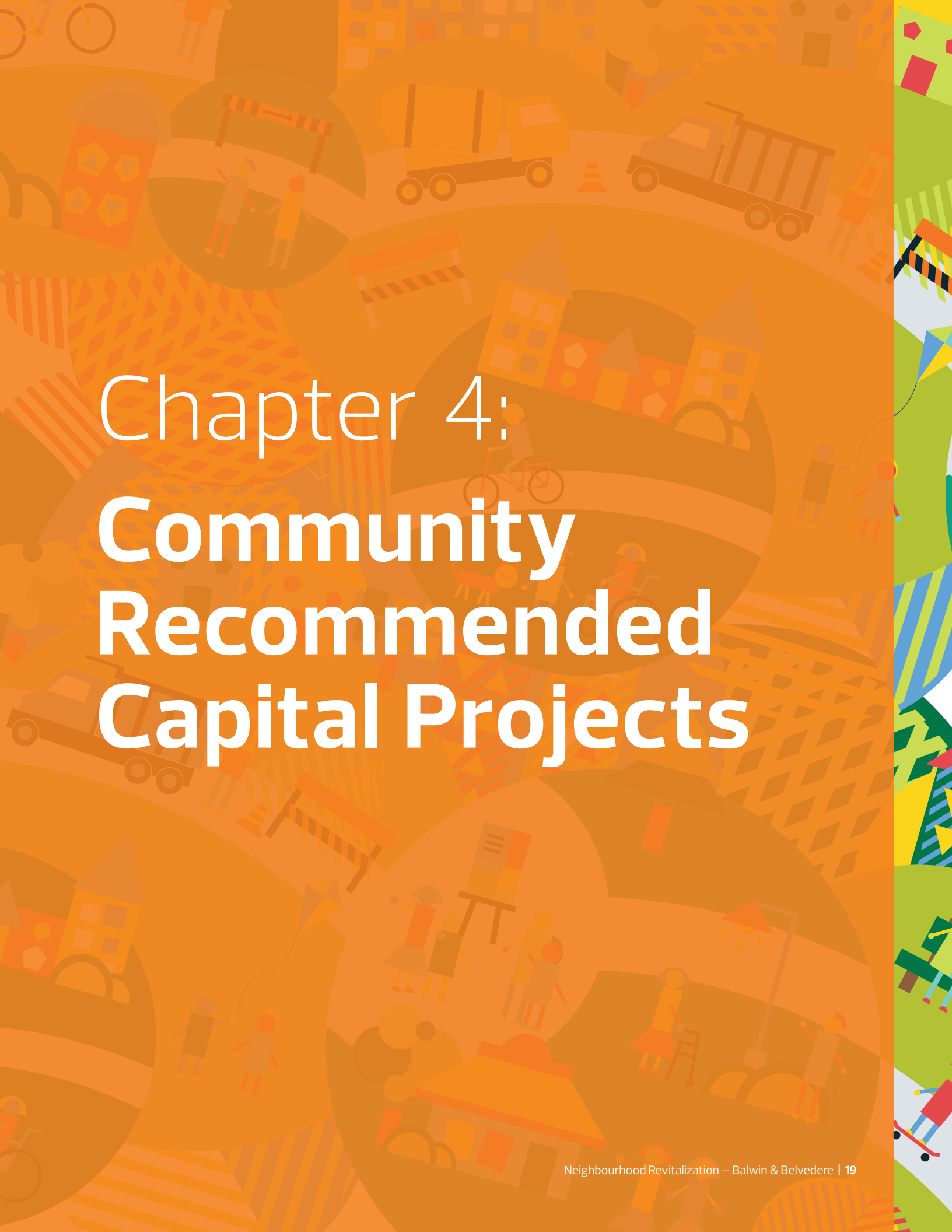
While improvements to the Community Leagues' facilities are important, the Community Capital Investment Project Team would like to see the barriers to use them (e.g. membership cost) to be removed to increase accessibility for everyone.

Other projects related to infrastructure maintenance and upgrades (e.g. roads, sidewalks, alleys) remain a top priority for the neighbourhoods, so have been kept within the recommendations to move forward. This work will require coordination and partnership with other City work and funding, outside of Revitalization, to address appropriately.

Scored Projects	Notes
Brads Park	Not high need for re-design - focus on lighting
66 St & Fort Rd Intersection Safety Improvements	
Park Lighting	
Belvedere Park	
Zoie Gardner Park	Not high need for re-design - focus on lighting, access, and traffic calming
Back Alley Improvements	Existing alley program
Robert Brett Park	Immediate need for upgrades
Balwin Park	
Fort Rd Beautification	
Balwin Community League	
Neighbourhood Lighting	
66 St Beautification	
Traffic Calming	
Crosswalk Improvements	
Belvedere Community League	
Murals and Public Art	Integrate with street beautification opportunities
Bike/Shared Use Path Enhancements	Not a priority
Waste Receptacles	Integrate with parks and street beautification
Neighbourhood Welcome Signs	Potential to partner with BIA
Sidewalk Improvements	Essential for accessibility
Clean-up of Derelict Properties	To be addressed through non-capital work
Off-leash Dog Park	Not a priority
CN Sound Barrier Wall	Not a priority

- Park priorities
- Street priorities
- Integration with other projects
- Out-of-scope / Not a priority





# Chapter 4: **Community Recommended Capital Projects**

# Community Priority Areas

The following pages outline the seven key areas that were identified for priority capital investments in Balwin and Belvedere. Each page includes a summary of what the project includes, its high level objectives, and how it aligns with defined project criteria and goals. Opportunities for leveraging other funding and partnerships are also identified. For certain areas, future investment priorities are identified to guide investment beyond initial safety upgrades.

The immediate priority within each of these locations is to improve the safety and security of these streets and public spaces for everyone. While there are other neighbourhood-wide priorities that lie both in and out of the scope of Revitalization, the intent is that these areas are the starting point for investment. Their success and visibility will make them catalysts for continued revitalization and other improvements throughout the neighbourhoods.

- A Robert Brett Park:** Improved park lighting, renewal of existing amenities, and improved opportunities to play and gather for local residents of all ages.
- B Belvedere Park:** Improved park lighting, renewal of existing amenities, and future social and recreation opportunities.
- C Balwin Park:** Improved park lighting, renewal of existing amenities, and future social and recreation opportunities.
- D Zoie Gardner Park:** Improved park lighting, increased pedestrian connections, and traffic calming measures around the park.
- E Braids Park:** Improved park lighting and renewal of some basic amenities.
- F Fort Road & 66 Street:** Improved pedestrian crossing and welcoming entry to the neighbourhoods.
- G 66 Street (128–130 Ave):** Improved pedestrian crossings, traffic calming, and street beautification.





# A Robert Brett Park

Robert Brett Park was cited as needing significant investment, due to the poor condition of various park amenities. This is a key public space in Belvedere, which serves residents of the adjacent Capital Region Housing. The basketball courts and other amenities, though they are in rough shape, see significant use by local youth.

Initial investment should focus on lighting and the replacement of existing amenities, including the playground and sports courts. Future design work for the park should involve additional local community input (especially outreach to children, teens, and seniors in local residences) to guide the creation of new gathering and play features for all ages.

**Alignment with Goals:**

**Objectives:**

1. Create a **safer experience** for park users and people walking around and through the park.
2. Improve and expand **amenities for social gathering** and passive use.
3. Expand the recreation opportunities of the park to improve **sports and play activities for people of all ages**.

## PROJECTS

## FUNDING/PARTNERS

### Priority Initiatives

<b>Lighting &amp; Security</b>	<ul style="list-style-type: none"> <li>› Add light poles to new pathways</li> <li>› Refurbish existing park lighting</li> </ul>	Revitalization
<b>Gather &amp; Play</b>	<ul style="list-style-type: none"> <li>› Replace playground (include accessible features)</li> <li>› Replace/refurbish basketball court (consider multi-use courts)</li> <li>› Add activities for adults, especially seniors (e.g. fitness equipment, chess)</li> <li>› Add new seating and gathering spaces (e.g. benches, tables, fire pits)</li> </ul>	Revitalization
<b>Amenities</b>	<ul style="list-style-type: none"> <li>› Add waste receptacles</li> <li>› Replace park sign to include address</li> </ul>	Revitalization
<b>Pathways</b>	<ul style="list-style-type: none"> <li>› Add new pathways (e.g. walking loop)</li> </ul>	Revitalization



Images are for example only

## B Belvedere Park

Belvedere Park has seen some recent investment with a new playground constructed in 2018. Because of this, initial priority investments focus on improving safety and access in the park and replacing other existing amenities. This includes replacement and provision of additional lighting, creation of pathway connections, and clearing vegetation for improved sightlines. Replacement of other amenities, including basketball courts, and the addition of seating and waste receptacles is also recommended as well as improvements to select Community League facilities.

The creation of additional amenities is recommended for future phases of work once the other priorities are completed. This future design work should involve additional local community input.

### Alignment with Goals:



### Objectives:

1. Create a **safer experience** for park users and people walking around and through the park.
2. Improve and expand **amenities for social gathering** and passive use.
3. Expand the **recreation opportunities** of the park to improve sports and play activities for a broader range of users.

#### PROJECTS

#### FUNDING/PARTNERS

### Priority Initiatives

<b>Lighting &amp; Security</b>	<ul style="list-style-type: none"> <li>› Add light poles to interior pathways and along south edge of park</li> <li>› Refurbish existing park lighting</li> <li>› Clear trees and shrubs in south area of park to create clear sightlines</li> </ul>	<i>Revitalization</i>
<b>Gather &amp; Play</b>	<ul style="list-style-type: none"> <li>› Refurbish basketball courts</li> <li>› Replace/add new seating and tables</li> </ul>	<i>Revitalization</i>
<b>Amenities</b>	<ul style="list-style-type: none"> <li>› Add waste receptacles</li> <li>› Replace park sign to include address</li> </ul>	<i>Revitalization</i>
<b>Pathways</b>	<ul style="list-style-type: none"> <li>› Refurbish pathways</li> </ul>	<i>Revitalization</i>
<b>Community League</b>	<ul style="list-style-type: none"> <li>› Refurbish outdoor ice rink &amp; upgrade lighting</li> <li>› Add electronic/upgrade community sign board</li> </ul>	<i>Revitalization &amp; Belvedere Community League</i>

### Future Initiatives

<b>Overall Park Design</b>	<p>Lead park design process to provide new opportunities for community gathering, recreation, and play.</p> <p><i>Considerations:</i></p> <ul style="list-style-type: none"> <li>› Add pathway connection along the south edge of the park</li> <li>› Create opportunities to reflect and celebrate local cultures</li> <li>› Enhance accessibility when new features are considered</li> </ul>	<i>Revitalization</i>
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# C Balwin Park

The priority Initiatives for Balwin Park focus on increasing safety and access, and renewing existing amenities. Lighting was one of the top priorities for this space. Additionally, the recommendations for the park include upgrades to Community League facilities, including the rink, tennis courts, and parking lot.

The addition of new amenities and recreation opportunities is recommended for future phases of work once the other priorities are completed. This future design work should involve additional local community input to guide the creation of new amenities.

## Alignment with Goals:



## Objectives:

1. Create a **safer experience** for park users and people walking around and through the park.
2. Improve and expand **amenities for social gathering** and passive use.
3. Expand the **recreation opportunities** of the park to improve sports and play activities for a broader range of users.

## PROJECTS

## FUNDING/PARTNERS

### Priority Initiatives

<b>Lighting &amp; Security</b>	<ul style="list-style-type: none"> <li>› Add light poles around park (e.g. sledding hill)</li> <li>› Refurbish existing park lighting</li> <li>› Clear trees and shrubs around playground to create clear sightlines</li> </ul>	<i>Revitalization</i>
<b>Gather &amp; Play</b>	<ul style="list-style-type: none"> <li>› Replace existing playground</li> <li>› Create new entrance to playground from southeast corner</li> <li>› Add new seating and tables</li> </ul>	<i>Revitalization</i>
<b>Amenities</b>	<ul style="list-style-type: none"> <li>› Add waste receptacles</li> <li>› Replace park sign to include address</li> </ul>	<i>Revitalization</i>
<b>Community League</b>	<ul style="list-style-type: none"> <li>› Refurbish outdoor ice rink</li> <li>› Resurface tennis courts</li> <li>› Resurface parking lot</li> <li>› Add lighting to parking lot</li> </ul>	<i>Revitalization &amp; Balwin Community League</i>

### Future Initiatives

<b>Overall Park Design</b>	<p>Lead park design process to provide new opportunities for community gathering, recreation, and play.</p> <p><i>Considerations:</i></p> <ul style="list-style-type: none"> <li>› Create opportunities to reflect and celebrate local cultures</li> <li>› Enhance accessibility when new features are considered</li> </ul>	<i>Revitalization</i>
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## D Zoie Gardner Park

The primary improvements needed in Zoie Gardner Park are related to traffic calming and safety. Currently there are safety issues with fast moving traffic adjacent to the park and playground area. The park does not have a sidewalk on three of its four edges, disrupting its connectivity to surrounding neighbourhoods and the safety pedestrians travelling on adjacent streets.

Traffic calming measures around the park should spark additional future road improvements along 127 Avenue and 128 Avenue, to improve pedestrian connections throughout the neighbourhoods.

### Alignment with Goals:



### Objectives:

1. Create a **safer experience** for all pedestrians and park users.
2. **Slow down traffic** along 127 Ave and make the road safer to walk/wheel and cross.
3. Establish 128 Ave as a east-west **pedestrian corridor** through the neighbourhood.

## PROJECTS

## FUNDING/PARTNERS

### Priority Initiatives

<b>Lighting &amp; Security</b>	› Add light poles to new pathways	<i>Revitalization</i>
<b>Pathways</b>	› Add pathway connections to existing park amenities from north and south	<i>Revitalization</i>
<b>Sidewalks</b>	› Add/improve sidewalks on all sides of park	<i>Leverage with other internal City funding sources</i>
<b>Roads</b>	› Add crossing signals and crosswalks on all four corners of the park (consider zebra or mural crosswalks) › Implement traffic calming measures on 127 Ave (e.g. speed bumps, raised crosswalks, or curb extensions) › Add electronic speed sign on 127 Ave	<i>Leverage with other internal City funding sources</i>
<b>Amenities</b>	› Add barrier on south side of park to block sledding hill from street (e.g. fence or integrated seating) › Add more basketball nets › Add mural to existing amenity building › Add waste receptacles › Replace park sign to include address	<i>Revitalization</i>

### Future Initiatives

<b>Amenity Building</b>	Explore opportunity to activate existing amenity building for public use (including washrooms).	<i>TBD</i>
<b>Streetscape Design</b>	Explore ongoing opportunities to improve safety and access all along 127 Ave and 128 Ave.	<i>Leverage with other internal City funding sources</i>

## E Braids Park

Given that Braids Park was recently updated, it does not require retrofit of existing amenities. The top priority is to improve lighting in the park. Additional seating and waste receptacles are also suggested.

### Alignment with Goals:



### Objectives:

1. Create a **safer experience** for park users and people walking around and through the park.
2. Improve and expand **amenities for social gathering** and passive use.

#### PROJECTS

#### FUNDING/PARTNERS

### Priority Initiatives

#### Lighting & Security

- › Add light poles along sidewalks and interior pathways

*Revitalization*

#### Amenities

- › Add new seating and tables
- › Add waste receptacles
- › Replace park sign to include address

*Revitalization*

## F Fort Road & 66 Street

Community feedback emphasized the need for critical safety improvements at this intersection. It is currently a significant barrier for pedestrians, feeling both unsafe and inaccessible. It is recommended that an additional crossing be provided on the west side of the intersection, that signals are extended to allow adequate crossing time, and traffic calming measures are provided to slow traffic and protect pedestrians.

Given the intersection's role as a primary entry point to the neighbourhoods, welcome signage or a significant entrance feature would also be beneficial.

The Priority Initiatives focus on increasing safety and access through and around the intersection for pedestrians.

### Alignment with Goals:



### Objectives:

1. Create a **safer and more pleasant experience** for pedestrians.
2. Improve **access** through/around the intersection for all pedestrians and cyclists.
3. **Slow down traffic** through the intersection.
4. Create a **welcoming entry point** to the neighbourhoods.

#### PROJECTS

#### FUNDING/PARTNERS

### Priority Initiatives

<b>Sidewalks</b>	<ul style="list-style-type: none"> <li>› Add crosswalk to west side of intersection</li> <li>› Repair pedestrian crossing signals, add audio signals, and increase crossing times</li> </ul>	<i>Leverage with the Fort Road Widening Project</i>
<b>Roads</b>	<ul style="list-style-type: none"> <li>› Improve traffic lights and vehicle turns</li> <li>› Add electronic speed sign</li> </ul>	<i>Leverage with other internal City funding sources</i>
<b>Beautification</b>	<ul style="list-style-type: none"> <li>› Add trees and/or planter boxes between sidewalk and road to create buffer from traffic</li> </ul>	<i>Revitalization</i>

### Future Initiatives

<b>Entry Sign</b>	<ul style="list-style-type: none"> <li>› Add neighbourhood entry sign(s)</li> </ul>	<i>Potential partnership with Fort Road Business Improvement Area (BIA)</i>
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## G 66 Street (128–130 Ave)

66 Street is the main corridor between both neighbourhoods. Recommended improvements to the street are focused on improving the overall pedestrian experience through beautification, traffic calming, and improved crossings. These improvements will foster visible community care and pride.

### Alignment with Goals:



### Objectives:

1. Create a **safer and more pleasant experience** for pedestrians.
2. Improve **pedestrian access** across 66 Street.
3. **Slow down traffic** along 66 Street.
4. Improve **beautification** along 66 Street.

### PROJECTS

### FUNDING/PARTNERS

#### Priority Initiatives

<b>Sidewalks</b>	<ul style="list-style-type: none"> <li>› Repair sidewalks along 66 Street</li> <li>› Add missing sidewalks from cross streets</li> </ul>	<i>Leverage with other internal City funding sources</i>
<b>Roads</b>	<ul style="list-style-type: none"> <li>› Implement traffic calming measures on 66 Street</li> <li>› Add crossing signals and crosswalks at 130 Ave (consider zebra or mural crosswalks)</li> <li>› Add crosswalks at 128 Ave (consider zebra or mural crosswalks)</li> </ul>	<i>Leverage with other internal City funding sources</i>
<b>Beautification</b>	<ul style="list-style-type: none"> <li>› Add planters (consider integration with curb extensions)</li> </ul>	<i>Revitalization</i>



*Images are for example only*

# Neighbourhood-wide Priorities

During the investment prioritization process, several neighbourhood-wide priorities were identified through public engagement and by the Community Capital Investment Project Team. Most of the priorities identified were essential safety upgrades, even though they were beyond the scope of Revitalization.

Though most of these neighbourhood-wide priorities are outside of the capital projects intended for Revitalization investment, the weight and significance of these priorities needs to be acknowledged, and should inform related City work in the future.

PRIORITIES	OBJECTIVES	PLANNING & COORDINATION
<b>Neighbourhood Lighting</b>	<ul style="list-style-type: none"> <li>› Create a safer after-dark experience for residents along sidewalks and roads throughout the neighbourhood.</li> </ul>	<i>Recommend City conducts neighbourhood lighting studies around parks and gathering places to determine improvements required</i>
<b>Pedestrian Improvements</b> (i.e. traffic calming, crosswalks, sidewalks)	<ul style="list-style-type: none"> <li>› Create a safer and more pleasant experience for all pedestrians.</li> <li>› Increase access along sidewalks by repairing damaged/deteriorating sidewalks and completing missing sidewalk connections.</li> <li>› Make roads safer to cross by slowing down traffic and adding new/improved pedestrian crossings.</li> </ul>	<i>Recommend City conducts traffic studies to assess additional locations that require attention</i>
<b>Street Beautification</b>	<ul style="list-style-type: none"> <li>› Create a more pleasant experience for all pedestrians.</li> <li>› Create inviting and beautiful streets that reflect the community.</li> <li>› Consider beautification opportunities within all future infrastructure projects.</li> </ul>	<i>Leverage opportunities with 132 Ave Renewal &amp; Fort Road Widening projects</i>
<b>Back Alley Improvements</b>	<ul style="list-style-type: none"> <li>› Create a safer and more pleasant experience for all pedestrians.</li> <li>› Improve quality of back lanes (including paving, lighting, and art).</li> </ul>	<i>Leverage opportunities with Fort Road BIA Alley Renewal Program &amp; Neighbourhood Alley Renewal Program</i>





# Chapter 4: **Next Steps**

## Partnership Opportunities

The proposed Revitalization projects will create opportunities for greater connection both within and outside of Balwin and Belvedere.

The most valuable connection to be made through the Revitalization projects is a connection with the residents of Balwin and Belvedere. Community involvement is encouraged to ensure the projects meet the existing and future needs of the community. It is recommended that projects have community buy-in and enthusiasm behind them. Residents are encouraged to organize, build and create whenever possible during the planning and implementation phases, increasing the communities' sense of ownership and ongoing stewardship of these projects into the future.

The Revitalization will be partnering with other City initiatives listed below:

### The Fort Road Widening Project

Revitalization will leverage the Fort Road Widening Project work focused in the Fort Road and 66 Street intersection to address the identified pedestrian safety recommendations.

### The 132 Ave Renewal Project

In Balwin neighbourhood, a few specific examples that correlate with the scope of 132 Avenue renewal include:

- + Improved safety at busy intersections for people walking and wheeling.
- + Development of more bike facilities and shared pathways.
- + Additional lighting in green spaces.

In Belvedere neighbourhood, a few specific examples that correlate with the scope of 132 Avenue renewal include:

- + Lighting enhancements in Belvedere Park and adjacent to the community league building.
- + Improved safety at busy intersections for people walking and wheeling.
- + Development of more bike facilities and shared pathways.
- + Additional lighting in green spaces.

### City of Edmonton Departments

Revitalization will work closely with various City teams such as Operations and Transportation Planning and Design to address key traffic safety related needs in both neighbourhoods within the current 2019–2022 budget cycle.



## What's Next?

Neighbourhood Revitalization Capital Investment follows the City of Edmonton's Project Development and Delivery Model (PDDM). As projects go through the strategy, concept, design, build, and operation phases, the PDDM establishes set checkpoints. It is intended to ensure that all City projects have completed necessary checkpoints before being considered for the design and build phases. The City makes decisions using a combination of policy and program information, public engagement input, technical requirements and available funding. This process helps to ensure that the decisions we make are fiscally responsible, align with best practices, consider the existing public and private infrastructure, land uses and activities in the neighbourhood and result in the best outcomes for our city.



As projects get approved and activated updates can be found on the Revitalization website at [edmonton.ca/balwinbelvedererevitalization](http://edmonton.ca/balwinbelvedererevitalization) and [balwinbelvederehub.com](http://balwinbelvederehub.com).



## Ongoing Use of Criteria

The criteria framework developed through this process has ongoing value for Balwin and Belvedere. First, they can be used to assess future Neighbourhood Revitalization opportunities that did not emerge in this process. Opportunities to leverage other initiatives can emerge at any time, and the criteria framework forms an effective touchpoint that can help assess the value of a prospective investment. Second, the criteria can be used to communicate community intention for a wide range of projects.



CRITERIA SCORECARD		3	2	1	0	-1	-2
<b>Social</b>	Brings diverse people together to stay and socialize						
<b>Eating</b>	Provides spaces to share food with family and neighbours						
<b>Events</b>	Invites people to use it / host events						
<b>Play</b>	Encourages play						
<b>Welcome</b>	Shows evidence of community presence and a welcome signal						
<b>Beauty</b>	Beautifies and brightens public space and amenities						
<b>Nature</b>	Brings natural life to public spaces						
<b>Info</b>	Provides information about the communities						
<b>Lighting</b>	Provides well-lit public spaces						
<b>Access</b>	Improves access for pedestrians						
<b>Speed</b>	Slows down traffic						
<b>Visibility</b>	Supports high visibility in public spaces						
<b>Attraction</b>	Attracts people to businesses and services						
<b>Pedestrians</b>	Improves experience for pedestrian shoppers						
<b>Public</b>	Makes local commerce visible in public space						
<b>Culture</b>	Reflects local cultural presence						
<b>Free</b>	Does not require money to enjoy						
<b>Accessible</b>	Enhances accessibility for all						
<b>Year-Round</b>	Works and invite use in all seasons						
<b>Open</b>	Removes need for permission to participate						
<b>Givens</b>	Uses high-quality, durable materials						
	Easy to clean and maintain						
	Leverages partnerships with other City work or community initiatives where possible						