



Community Representation Framework

Stakeholder Report Back: What We Heard

May 30, 2018

Project overview

In 2016 City Council created the Community Representation Task Force (task force). The task force was asked to review options, and advise Council, on how community organizations can better represent the diverse interests and perspectives within their communities. The task force has members from Council, the development and building sector, community and residents' associations, the University of Calgary and City Administration.

The overall goals of the Community Representation Framework are to:

1. Enhance the effectiveness of community groups to contribute to the representation of the diverse interests and perspectives within their communities;
2. Promote community representation best practices and help develop a more collaborative working relationship between community groups and The City;
3. Revitalize City processes related to planning and development so they are more open, inclusive and welcoming to a broad range of community groups;
4. Identify the necessary supports and resources required by community groups so they can be effective representatives of their communities in dialogue with The City.

Since December 2016 Administration has worked with the task force to develop the foundations of a framework. Through investigation and facilitated discussions, the task force has identified three areas of focus for a community representation framework:

- Representation structure – a system by which organized community groups and individuals collaborate with City staff on community-building issues.
- Community involvement – clear roles, responsibilities and expectations of different stakeholders in community-building, with significant focus on the processes and practices of The City with respect to community involvement.
- Supports and resources – human resources, funding and programs required to build the capacity of individuals and organized community groups so they can effectively contribute to community-building processes.

The primary focus of the task force at this point is on representation structure. Through a discussion paper that explored the systems used in a selection of North American cities and facilitated conversations, the task force has expressed a preference for an approach by which organized community groups and individuals collaborate through a 'forum' on community building issues. In 2018 Administration will be doing public engagement to review this preferred representation structure and key elements related to all three areas of focus.



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Engagement overview

In February 2018 an update report was presented to City Council. The report included a new approach to community representation based on a process that focuses on collaborative dialogue between a broader base of community organizations and community groups. Council approved a recommendation to:

1. Gather input from a diverse range of community stakeholders in response to a new approach for community representation envisioned by the Community Representation Framework Task Force;
2. Use the input gathered to inform the Community Representation Framework Task Force recommendations that will be presented to City Council by the end of 2018.

What we asked

Community Associations (CAs), Business Improvement Areas (BIAs) and a range of community stakeholder groups representing different perspectives (such as seniors, religious organizations, homeowners and residents associations, sport umbrella organizations, and more) were asked to provide input. They were asked about their current work on city planning processes, a proposed district forum as a possible new model for representing community stakeholders and additional resources the Task Force should consider. Three separate surveys were sent out in March of 2018 to the three groups. The surveys intent was the same, but the questions were tailored to the experience of the specific groups. For a list of all of the questions asked please see [appendix 1](#).

Summary of input

The City of Calgary defines public engagement as “input into decision making.” This report has a summary of everything we heard from participants in phase one of the engagement. This sections are organized by group and in the order that the questions were asked on the survey. The summary and themes shared here capture the different ideas, feedback, and key themes shared by participants as well as the verbatim comments. A separate report just sharing the summary was also shared.

All respondents were asked to review an [Information Brief for Stakeholder Engagement](#) prior to answering this question. The information brief summarized the purpose and goals of the Community Representation Framework, the project status and timeline, and the District Forum as a suggested new approach for achieving the Framework goals.

What we heard

- For a detailed summary of the input that was provided, please see the [summary of input](#) section. For a quick link by organization please visit:
 - [Community Associations](#)
 - [Business Improvement Areas](#)
 - [Other community organizations](#)



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- For a verbatim listing of all the input that was provided, please see the [verbatim comments](#) section. Please note that these verbatim comments are unedited, including spelling or grammar. For a quick link to the verbatim comments by organization please click on the following sections:
 - [Community Associations](#)
 - [Business Improvement Areas](#)
 - [Other community organizations](#)

Next steps

The information in this report along with all of the verbatim comments is being used to structure the engagement in Phase 2. Phase 2 engagement, June 2018, will involve meetings with small groups representing a cross-section of community stakeholders to further explore current issues and possible future scenarios.

Summary of input – Community Associations

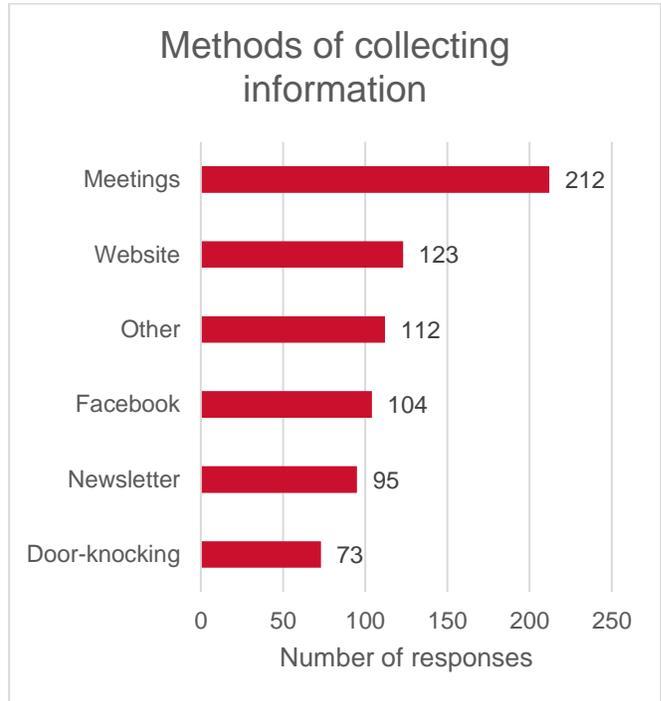
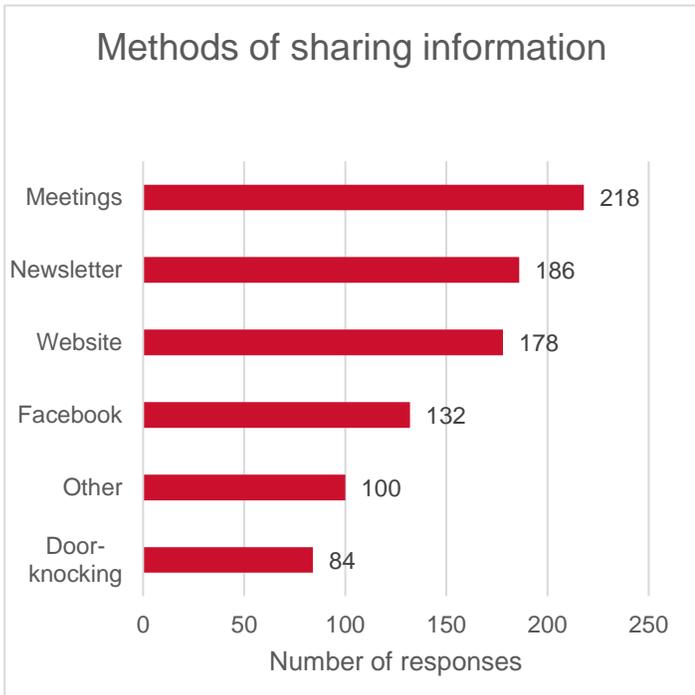
A total of 238 responses were received from 104 different Community Associations (CAs). Of the 238 respondents 19 said they did not participate in the planning process, the remaining 217 said that they do participate. Two primary themes emerged in response to this question; respondents said they have Planning Committees/Development Directors (x45) and that they discuss among the group and share comments with The City (x30).

The two tables below summarize the ways community associations shared and collected information. Other ways of sharing information included email, Twitter and outdoor signage. Other ways of collecting information included email, phone calls, community events and open houses, for a full list of other ways you said you [share](#) and [collect](#) information see the verbatim comments.



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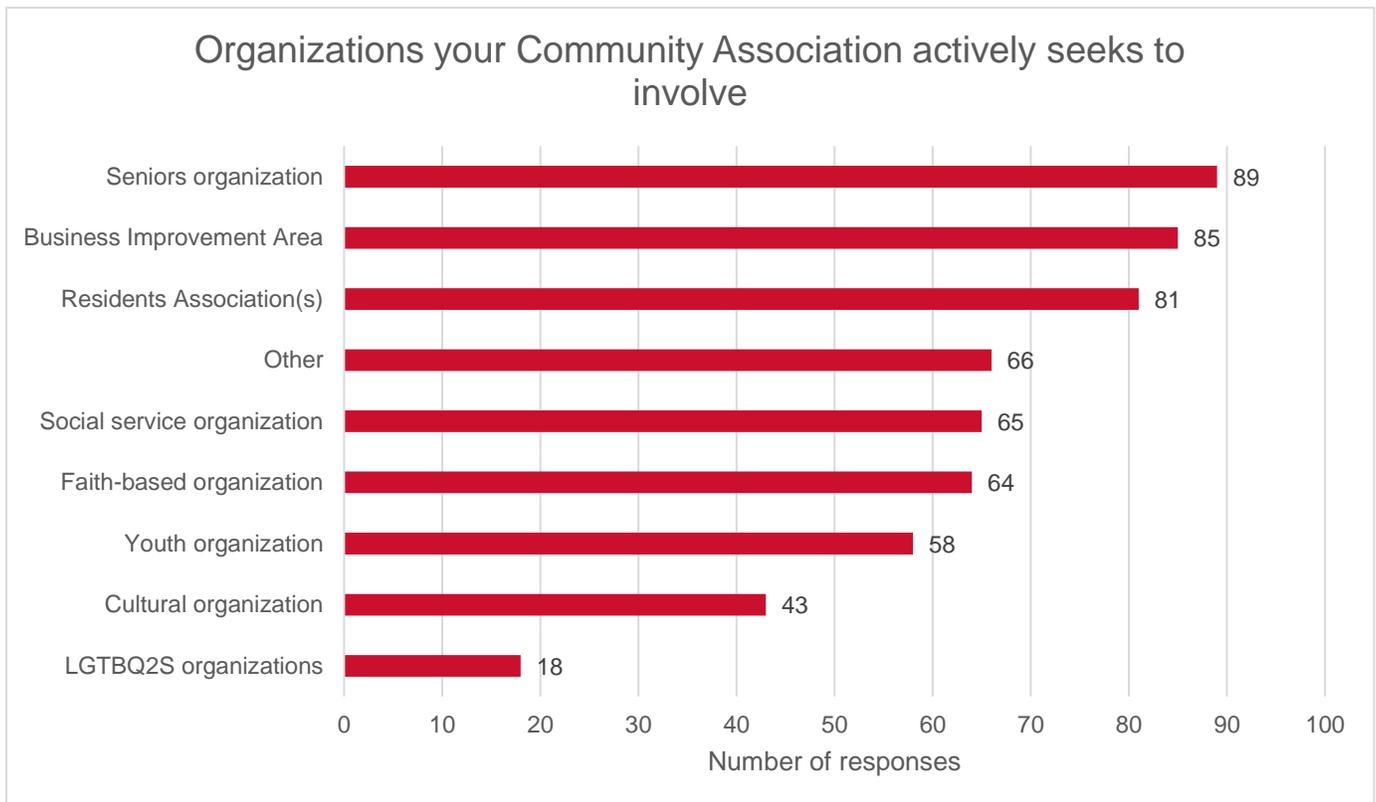
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When asked about what is and what isn't working in terms of information sharing the following table summarizes the most common themes for the full list of what is and what is not working please see the [verbatim comments](#).

Working well	What is not working well
<ul style="list-style-type: none"> • Meetings (46) • Newsletter (21) • Social media (18) • Door-to-door (15) • Email blast (14) 	<ul style="list-style-type: none"> • Required time commitment (10) • City doesn't listen or share information (9) • Residents only participate when they are upset (6) • Newsletter (4)

The following table summarizes the organizations you said your community association actively seeks to involve in the planning process. A few examples of other organizations included impacted residents, schools and neighbouring CAs. For the full list please see the [verbatim comments](#).





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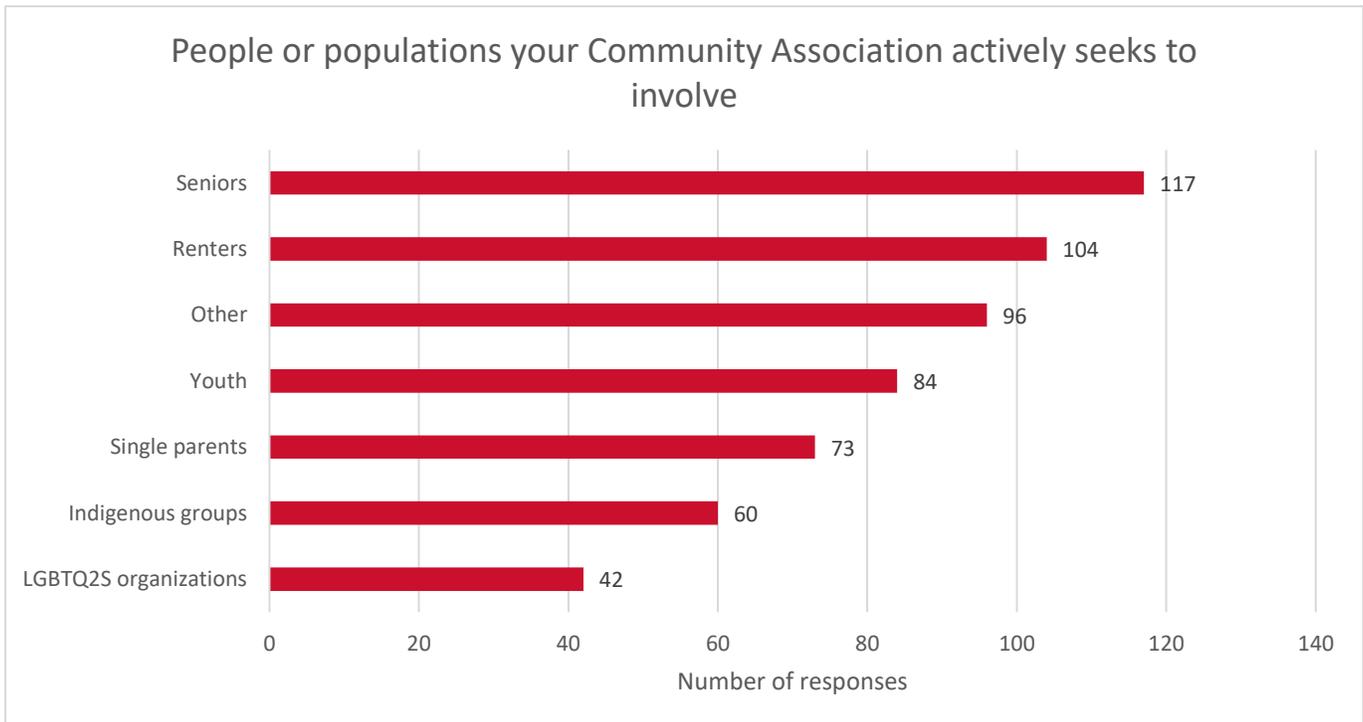
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Overall, almost everyone said that all who are interested are welcome to participate. A large proportion of responders did say however that it takes a lot of time to connect and that folks aren't always willing to come out even the opportunities are there. A few respondents did say that they do not seek to engage other groups. The table below summarizes the key success and challenge themes. For the full list of what was said see the [verbatim comments](#).

Successes	Challenges
<ul style="list-style-type: none"> Everyone is welcome Working with social organizations Shared information between groups Engaged residents 	<ul style="list-style-type: none"> High time commitment expected of volunteers Voice not heard by The City Don't know groups in the community

The table below lists all of the people or populations you indicated that your community association actively seeks to involve in planning processes. You also shared that other community associations, schools, councillor offices, affordable housing and developers were some other people or populations that you connect with. For the full list of everything shared please see the [verbatim comments](#).



In terms of successes and challenges there were several key themes that emerged when connecting with specific people and populations. A proportion of you said that everyone is welcome although some of you did say that your community association has not attempted to reach out to specific groups for a variety of



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reasons. Some have said it is not appropriate to seek out that information while others have said that resourcing prevents you from having a targeted approach. You also said that it is challenging to communicate with a diverse community because there are so many ways to do so and because people are busy. For the full list of all comments please see the [verbatim section](#) on the successes and challenges.

District model feedback

Respondents were asked to review an [Information Brief for Stakeholder Engagement](#) prior to answering this question. The information brief summarized the purpose and goals of the Community Representation Framework, the project status and timeline, and the District Forum as a suggested new approach for achieving the Framework goals.

Frequent themes about opportunities that a district approach might offer were shared resources/information/collaboration/best practices and working together on large projects (e.g. Green Line) that impact many communities. Many of you said that resourcing overall and volunteer capacity is a challenge and some of you specifically said that this may be a way around it by sharing some of the resources. Some of you saw it as an opportunity for members to have the ability and commitment to view subjects holistically, with the greater good for the community and/or city in mind. You also said that this may be a chance for The City and the planning department specifically to consolidate the many streams of information and documents that are required in the review of developments.

In terms of challenges many of you said that you either didn't like the model, didn't have enough information to comment on it or saw it already existing in some places. Others said that it would be a big challenge to the local needs and community context. Specifically that there is already a lack of resources/volunteers/time and this could further diminish that, that taking the process to a district would diminish the role of the community association, and that local community needs/voice may be overlooked or diluted because they are unique and each community has different needs.

In terms of qualifications, respondents indicated one of the most important qualifications for district forum members would be knowledge or expertise in planning matters. Others said professional staff or mediation/trained facilitation would be key for it to work. Some respondents were concerned that special interests could monopolize the district and suggested special interest groups should not be included. This is where many of you stressed the need for clarity on the structure, the roles, and responsibilities of the various groups, individuals, etc. who are at the table.

It is important to note that there were a number of you who felt that felt Community Associations, the Federation of Calgary Communities and existing groupings of communities are already doing this and as a result a new/district model isn't needed. Further that CAs have local knowledge that would be lost with a district model and are in the best position to ensure local interests are represented and understood. There were also a number of you who thought that a new model was a good idea and were supportive of a district approach/model. For a full list of everything that you said both about the [challenges and opportunities](#) and what [qualifications](#) should be considered in a district model please see the [verbatim section](#).



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When asked about additional resources the most common asks were:

- Provide planning education (e.g. Federation of Calgary Communities training is good)
- Access to personnel with legal or planning expertise
- Mediator/facilitator (3rd party) to run the meetings
- Volunteer support
- Paid positions
- Assistance with a variety of communication tools, not only online
- Financial resources or funding that could be used to pay staff or compensate volunteers

For a full list of all of the [additional resources](#) please see the verbatim section.

For anything else a lot of what already was said in the challenges and opportunities of a district model was echoed in the comments. Some of you were concerned that this would change the role of the CA, and overcomplicate existing processes. Some of you also said that it would make the process even slower since more people would be involved and sometimes an expert just needs to make the decision. There were also comments about fears of losing the unique history and character of communities and their voices.

Others saw this as an opportunity to leverage existing community relationships and build on them. You also saw it as a chance to further collaborate and work out some of those cross boundary projects and as a good supplement to existing processes. For a full list of all of the comments you had about [anything else](#) please see the verbatim section.

Summary of input – Business Improvement Areas

All respondents indicated they do participate in planning processes. Respondents indicated their participation and level of member engagement depends on the application. The responses to this question were relatively discrete; the following is a summary of the themes that emerged:

- Part of standard checklist process
- Not actively involved and should be involved more
- Process is application dependent; engage at an appropriate level
- Receive direction from businesses and community
- Have established relationship with Community Association and City Administration
- There is a BIA/CA liaison that is involved

“If it is going to be a potentially very impactful development we scale our engagement accordingly. If its a billboard, not so much. We see everything from master plans to simple change of uses. We have a structure that allows us to engage at the appropriate level and intensity.”

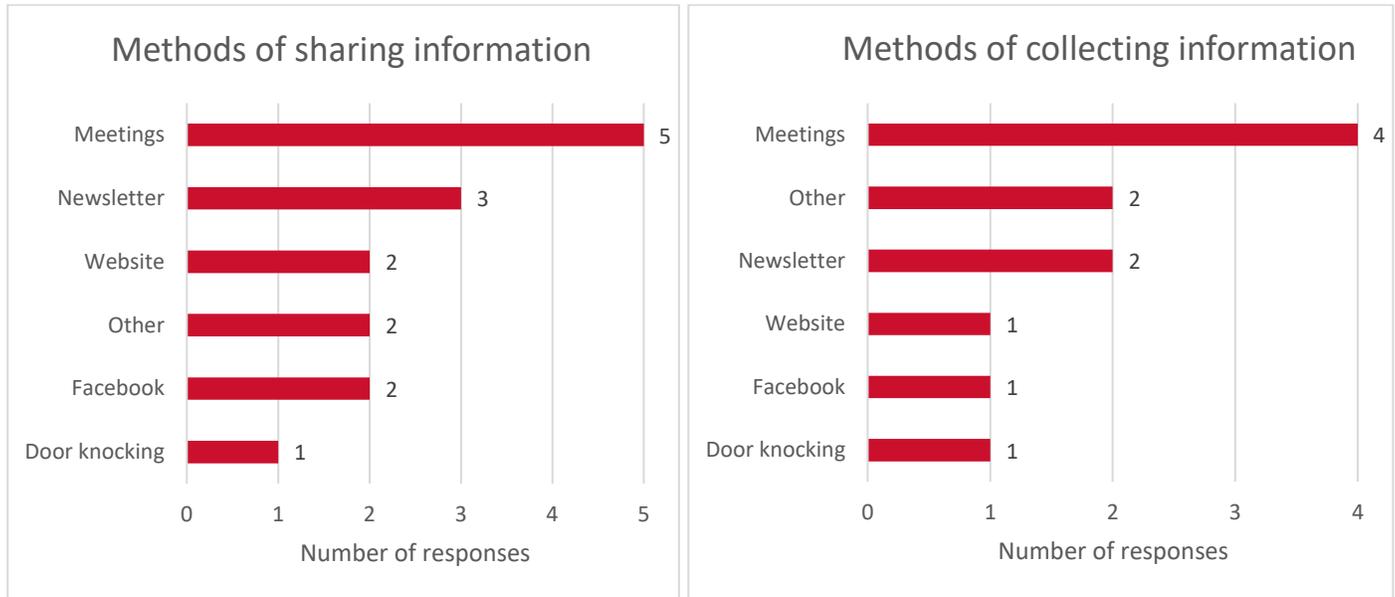


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The following two tables show all of the methods of sharing and collecting information. Other ways of sharing information included social media and phone calls. Other ways of collecting information included social media, phone calls, open houses and planning sessions.



Some respondents indicated meetings work well for sharing information because they allow for greater understanding and context. One respondent expressed concern about the district forum, while another indicated it may be a good tool in areas without BIAs. One respondent indicated they have an established process that works well, but the other two shared concerns that politics undermines their organization and The City hasn't always asked for their input.

“Most BRZs/BIAs already have established, functional relationships with CAs and reach out to any other relevant stakeholders when appropriate... Not sure I can see the value of such an organization for my community.”

“...there is a concern that our voice will not be adequately heard in a district forum or watered down. It also will be incredibly time consuming and onerous on our office to attend each. Our BRZ spans and impacts several communities and therefore should have an equal voice at the district table... The District forum approach appears to be bureaucratic, onerous and unnecessary.”

District model feedback

Respondents were asked to review an [Information Brief for Stakeholder Engagement](#) prior to answering this question, which summarized the purpose and goals of the Community Representation Framework, the



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project status and timeline and District Forums as a suggested new approach for achieving the Framework goals.

One respondent indicated their organization's authority and purpose has been challenged and currently "politics and territory are massive barriers". The other respondent asked if Community Associations and BIAs would be allowed to opt out and if so "the forum would only add a superfluous layer and developers will still have to go to multiple engagements". One respondent indicated there is an opportunity for a broader perspective, however it would require more commitment and work.

The respondents stressed that: time, the willingness to be engaged, commitment and resources are crucial if anything is to work well. Many did wonder about the structure and who would be representing whom. One respondent suggested that the district model should be non-partisan and not political, and another indicated there should be more efficient collection of feedback, with sensitivity to context. Overall, responses were not supportive of a district model and there were requests for conversation with The City to understand how the model is anticipated to work in their area.

Summary of input – other community organizations

A total of 29 participants responded to this survey representing 20 groups from communities across Calgary. Organizations that provided a name are listed below:

- Ahmadiyya Muslim Jama'at
- INCA Senior Citizens' Society
- Arbour Lake Residents Association
- Aspen Family and Community Network Society
- BowWest Community Resource Centre
- Brenda Strafford Society for the Prevention of Domestic Violence
- Calgary Chinese Community Service Association
- Confederation Park 55+ Activity Centre
- Eastside Victory Outreach
- Encompass Partnerships
- Ethnic seniors
- Genesis Centre
- Hopewell Residential Management LP
- Kerby Centre
- KidSport Calgary
- Mahogany Homeowners Association
- North Central Family Support Program (Huntington Hills Community Centre)
- SE Calgary Community Resource Center
- Springbank Hill Homeowners Association
- Tuscany Residents Association

Out of 29 respondents, just over half indicated they currently receive information about participating in planning processes. Several respondents said they disseminate information and work directly with Community Associations. Others attend community meetings, and a couple of respondents indicated they are marginally involved.



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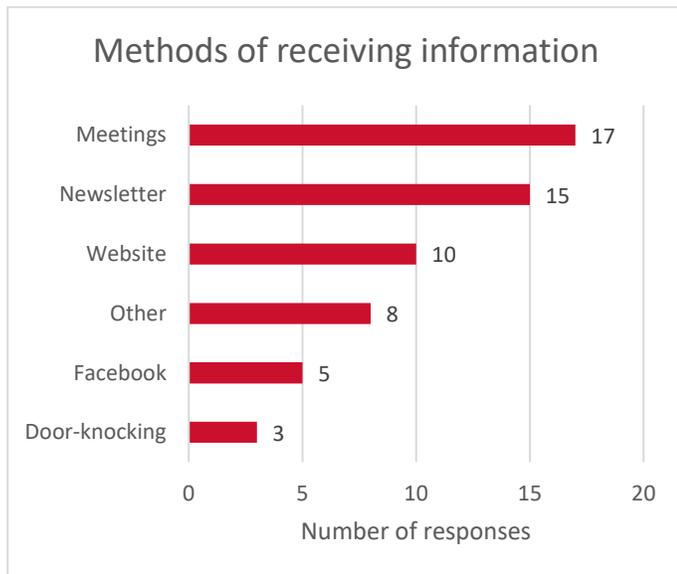
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“We help community groups disseminate information, examine the neighbourhoods strengths and work with a variety of organizations to close the gaps found.”

“Host information nights and post on bulletin boards. A member from the board is involved.”

“We collaborate directly with our Community Association.”

The following two tables show all of the methods of sharing and collecting information. Other ways of sharing information included: mail, community association, news, word of mouth, councillor representation. Other ways of collecting information included: radio, mail, and posters in our office, face to face meetings with residents, word of mouth, email, member database, and other social media.



Several respondents said email (7), community events (3) and meetings (3) were effective information-sharing tools. Several respondents (6) also indicated they don't receive timely information, if at all.

District model feedback

The most common theme was that the Forum should have broad representation that includes diverse stakeholders (religious and cultural groups, seniors, sports organizations, health clinics, etc.) and impacted groups. Participants also said that representatives on the forum need to either live or work in the district and that representatives should be working for the collective good and not agency or organization focused.



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One of the challenges identified was about time constraints both in terms of burn out and to make sure that the meetings if they happen do not clash with their own meetings. A couple of respondents (2) expressed concerns about The City not truly engaging or listening to input.

“The City of Calgary has the reputation as ‘a lot of talk’ in terms of getting input from community, but will turn around and do whatever they want anyways.”

“City not listening to the district needs and applying and overall arching policy or regulation on the district or area.”

In terms of resource needs a couple of respondents talked about the need for a process to manage or periodically change district members to encourage better representation and avoid personal agendas. The other themes that emerged were:

- The requires for The City to do a better job including key stakeholder groups
- City resources would be helpful, such as coordination meeting logistics, note taking and providing meeting spaces
- Volunteer education about maintenance for City assets
- District forums given ability to set policy
- Multi-faceted (audio-visual), multi-lingual communications
- Volunteer training

When asked if they had anything else to share with respect to the idea of a district forum or community representation more generally the following ideas emerged:

- Allow communities autonomy
- City has not used input in the past
- City staff more engaged with communities
- Good idea
- Important for the City to reach out as volunteers and boards change all the time
- Provide enough time for thoughtful responses
- Reduce bureaucracy
- Increase individual involvement
- Use/leverage existing infrastructure (HOA, RA) as districts



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Verbatim comments - community associations

Below are all of the verbatim comments collected. Comments are un-edited, this includes spelling and grammar. Only exception is if personal information was shared, this is indicated by [personally identifying information removed].

Which community association do you represent

Two comments were received under this question:

- a voice but not necessary in your favour though depending on the board, so maybe too much power to say on most of the residents behalf eh.
- [identifying information removed] We understand non-attribution for people who prefer to remain anonymous is to protect them from those who have more influence. We ask that responses be grouped and be shared with us in a transparent and credible manner.

The following is a list of all of the Community Associations who responded, please note that some had multiple respondents, and some indicated title. These were removed to keep the survey anonymous.

- Abbeydale Community Association
- Acadia Community Association
- Albert Park Radisson Heights
- Applewood Park Community Association
- Banff Trail
- Bankview Community Association
- Beddington Community Association
- Beddington Heights Community Association
- Beltline Communities of Victoria and Connaught Association
- Bonavista Downs Community Association
- Bowness Community Association
- Braeside Community Association
- Bridgeland-Riverside Community Association (BRCA)
- Brentwood community Association
- Calgary Chinatown
- Calgary Evergreen
- Calgary Marlborough Community Association
- Cambrian Heights
- Capitol Hill
- Cedarbrae
- Charleswood
- CHCA
- CKE (Chinook Park, Kelvin Grove and Eagle Ridge)
- Cliff Bungalow-Mission Community Association (CBMCA)
- Copperfield-Mahogany CA
- Crescent Heights Community Association
- Crestmont Community Association
- Crossroads Community Association
- Dalhousie Community Association
- Deer Ridge Community Association
- Discovery Ridge
- DouglasQuarry Community Association
- Dover Community Association
- Downtown West CA
- Eau Claire Community Association
- Edgemont Community Association
- Elbow Park
- Elboya Heights Britannia CA
- Erin Woods Community Association
- Erlton Community Association
- Falconridge/Castleridge
- Glenbrook Community Association
- Hawkwood
- Haysboro Community Association
- HH/BH



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- Hidden Valley Community Association
- Highland Park Community Association
- Hillhurst Sunnyside Community Association
- Hounsfeld Heights Briar Hill
- Huntington Hills Community Association
- HVCA
- Roxboro-Rideau Community Association
- Northern Hills CA
- Inglewood Community Association (ICA)
- Kincora Community Association
- Kingsland Community Association
- Marda Loop Communities Association
- Martindale Community Association
- Meadowlark Park Community Association
- Mid-Sun Community Association
- Millican Ogden (MOCA)
- Monterey Park Community Association
- Montgomery Community Association
- Mount Pleasant Community Association
- Mount Royal
- North Haven Community Association
- Parkdale Community Association
- Penbrooke Meadows
- Pineridge
- Queensland Diamond Cove Community Association
- Ramsay CA
- Ranchlands Community Association
- Renfrew
- Richmond/Knob Hill Community Association (RKHCA)
- Rosedale Community Association
- Rosemont CA
- Rosscarrock CA
- Rutland Park (and Lincoln Park and Currie Barracks)
- Sandstone Macewan Community Association
- Scarboro
- Scenic Acres Community Association
- Shaganappi Community Association
- Silver Springs Community Association
- Skyview Ranch Community Association
- Southview Community Association
- Southview, Tuxedo, Crescent
- Southwood
- Spruce Cliffe Community Association
- St Andrews Heights Community Association
- Strathcona, Christie and Aspen Community Association
- Thorncliffe Greenview Community Association
- Triwood Community Association
- Tuscany Community Association
- Tuxedo Park
- Varsity
- West Hillhurst Community Association
- West Springs/Cougar Ridge (WSCRCA)
- Westgate
- Whitehorn Community Association
- Wildwood Community Association
- Willow Ridge
- Winston Heights-Mountview Community Association

Tell us a bit about your process of participating in planning processes

- Upon receipt of a DP for comment, our planning committee circulates an email notice, including basic facts about the project, to affected members / neighbours asking for their comments. We also post a copy on our community website, and do a mailbox drop of the information to affected neighbours if we do not have an email address for them, or if they are not a member of our



community association. Once a community comment is formulated, it is approved by our Board, sent to the Development Authority, and posted on our CA website.

- We receive information from the City regarding various planning activities. Primarily, this information is reviewed by the chairperson of the civic affairs committee, other board members and the general manager. The civic affairs committee typically will review the information and determine if further engagement is warranted or valuable to the process. They may host a community open house if deemed appropriate. In most cases, the civic affairs committee will review the planning information and provide comments back to the city.
- The director of civic affairs may engage other board members, In all cases, the director of civic affairs will update the board.
- In some cases, information may be posted on social media or in the community newsletter. This is usually done when there is larger scale community engagement initiated by the city. Links to the city website and other engagement information will be communicated through our online channels
- Community feedback as to the application and its impact on the community and its involvement in the future roles within the community
- We receive development permit from the city council and the planning committee go through a making recommendation.
- Planning committee of 8 people out of 4600 or so residents of which about only 30% are owner occupants. We have a community plan on our website and update as we refine the planning vision for an area or process an application with learning. We use newsletter, Facebook and sandwich boards and open houses as appropriate. We update our CA board monthly and residents at AGM in summary.
- We have a planning committee which includes two directors and the president who is an officer. We do community engagement getting involved in consultation with neighbors on new development permits and all stakeholders are advised. We submit comments on all the development permits that are non contextual.
- Board of directors
- We do not have a Planning committee at this time as we are dealing with very basic development permits, but the President reviews them as they come in and ensures there is adequate parking and the development will not negatively impact our community.
- Raise awareness about potential projects, receive members feedback, etc
- We have 2 Directors involved in disseminating information and providing input to the City. Where issues are raised, we promote awareness, involve the Board of Directors and facilitate meetings as necessary.
- The Planning and Development committee has board members as well as others on the committee
- The planning committee meets on a monthly basis to review ongoing land use and development applications within the community. Items that occur between monthly committee meetings will be discussed and managed via email and shared documents in Google Docs. In general we provide feedback on all land use and development permits. The planning committee reports activities and issues (outside of normal scope) up to the board. The committee is made up of several board members and community members.
- the Development Committee reviews all plans and Development Permit applications, seeks feedback from the committee and submits response online. Summaries are provided to the board at



monthly meetings and any feedback is also sought in that forum as well. For big projects seeking community input, we utilize our website, Facebook and Twitter.

- We would like to [personally identifying information removed] more involved, but do not have the expertise, but have interest. We receive proposals, and are hoping to begin looking at them more closely. As of recently, we also have not received any proposals that would cause us to provide feedback or disagreements, etc.
- We are in the midst of a project with the city coming out of “this is my neighbourhood,” that we are hoping to gather more community awareness and engagement in the processes to come as our outdoor spaces reach their lifecycle, need upkeep/renovations, etc.
- We raise awareness, provide input and disseminate information in regards to planning within our community. We have a Planning Committee, our Board discusses issues and we created a stand along group to work on the former golf course development- this committee included residents and people who were independent of our Board.
- We get involved by our own initiative in City initiatives that impact our neighborhood. Ex. Main Streets and GreenLine. We also are involved by reviewing land use applications and providing comments through the the City process. We allocate abundant volunteer resources into these efforts to be involved in our own community. It is unfortunate despite being dismissed by City Administration and Council as 'nimby'. In our experience comments from residents and CA's are labeled as 'nimby' by City Admin and Council whether they are or not. It is a methodology to dismiss comments.
- A committee is set up to collect the information and report to he Board
- Our community has been involved with the City by holding bi-monthly meetings to advice and discuss City issues including roads, bylaws, dog parks, zoning laws, etc. We discuss anything related to our community with Peter Demong and our City Coordinator [personally identifying information removed]. We also hold engagement meetings and have worked with the City to build a new play ground and recently completed a hall renovation adding a new wheel chair access ramp to our hall. They have assisted us with grant information. All Board of Directors can have access to the City programmers such as Parks, Recreation, etc.
- We used to get emails about planning and development.
- We have a dedicated planning Director, their committee review a DP applications, coordinate with developers, schedule open houses for major projects, so that residents are aware of developments that may effect them, put signage out to make residents aware of new developments. Invite/engage Developers to Community meetings to exchange concerns. This has worked very well.
- The BOD helps disseminates information/raises awareness in DW, and provides input to the City.
- I am on the board of directors and my involvement is in discussing and helping make decisions around governance and issues that the board chooses to take an active role in. Our Planning and Development Committee has the main role
- Planning committee. Provides input to city, raise awareness to members via face to face and community newsletter
- The Development committee actively defends the Britannia Caveat which is on title for most properties in Britannia. All DP's are reviewed to ensure compliance. The development committee also supports our business community by supporting commercial initiatives that are deemed to



enhance and benefit the community. We have had considerable communication with our City Councilor which has been very beneficial for formulation strategies.

- We have a planning committee of 6 - 8 community residents with varying professional backgrounds allowing for a broad spectrum of comments during our reviews.
- The Board of Directors share the information at Monthly community meetings.
- Our CA is EXTREMELY engaged in planning matters including these ways:
 - planning committee -- reviews DPs & re-zoning matters & provides input to the City & CPC, etc & reports to our monthly Board meetings, appears at CPC & City Council regarding planning issues of concern (either pro or con),
- Board of Directors -- involved in major planning matters, i.e. large parcel developments, GreenLine, main streets, Business Improvement Area, Area Redevelopment Plan for our neighbourhood; meetings & communications with Councillors & Mayor re major planning issues, encouraging community members to participate via the City's Engage portal and to attend City Council hearings, meetings & communications with other affected groups (GreenLine advocacy, neighbouring CAs, non-profit groups like Calgary River Valleys & Friends of Nose Hill,
- Community Association -- we host community town halls, information sharing meetings, disseminate information on planning matters in our newsletter, via social media & our email distribution list, as well as with hand-delivered flyers, provide educational information about the planning process in general & specific planning matters in our neighbourhood, liaise with our Councillor, encourage other residents to attend engagement sessions,
- We have an elected planning committee who function within terms of reference established. Meetings are held on an as needed basis. Plans are reviewed by the committee based on the ARP and local context. Land owners, developers, and neighbours are invited to planning committee meetings as needed or when requested. Written feedback is provided to the planner and cced to the councillor s office, CA president, and members of the planning committee. The planning committee chair is a member of the Board, plans are presented along with planning committee comments at Board meetings. On big planning files, the CA uses newsletter, bold signs, website, Twitter, and Facebook to send out information. We have engaged in door knocking when warranted. Montgomery has 2 Main Streets projects as well as Shaganappi study. Open houses have been held within the community.
- board of directors took the Partners in planning to help residents understand the processes, however planning never take into consideration our input on DP. Our residents are a diverse cultures and it is hard to help then understand the processes.
- Provide input; disseminate information periodically.
- The City prepares the ARP, gets our input and uses what it deems important so not truly a plan that represents the community. DRPs - often find out of what is happening in the community once all approvals are in place so limited input by the community/community association.
- we have a planning committee that reviews all DP and a monthly newsletter to all residents to disseminate info.
- We try to participate in any city planning process possible for our area, currently we are involved with the Parks & Pathways review. We are working to raise awareness by involving the complete board of directors as well as setting up committee to put a better focus on it.



- The planning committee meets monthly to discuss the various permits and proposals that are circulated with our community from the city. Note, the biggest issue is that we are not circulated on developments in our community!! The committee reports to the Board monthly on given issues. Feedback is received from residents and when issues are raised a member of the Board or Planning Committee gathers more information and works with the resident and the city.
- New to the board So unsure
- All of the above
- Our planning/development committee receives DP notices, meets with developers, and communicates with the City on new developments. The planning comm reports to our board monthly.
- Planning committee with feedback from board
- Provide input to the city and to raise awareness. The Planning and Development Committee is involved.
- We have a planning and development coordinator who works with the president to view development plans from the city. Depending on the permit being asked to comment on, the coordinator either comments on it, brings it to a community meeting for comments or notifies the community to attend the community meeting for a larger comment base.
- Each development application circulation to the community is handled on a case by case basis, typically engaging the Planning Committee, the Adjacent dwelling radius and the City of Calgary planner heading up the file. The Planning Chair drafts final communications to all parties. If a file results in an appeal, the Executive is briefed at the monthly board meeting and executive support for the Planning Chair to participate in the appeal is determined. There is a "Terms of Reference" for the Planning Committee of Scarboro that helps govern this process.
- All requests for information goes to our Board of Directors. We attempt to contact neighbours closest or most influenced by the applications to get input. If applications have a community wide influence, we hold information sessions.
- There is a Development Committee that handles all planning related information and concerns.
- We review DPs and other land use reviews as received, but our community is has nothing controversial currently. In past we have had significant impact on developments in the planning phase.
- field concerns and questions from community members.
- Via the board and general communication with the community
- Our organization has a planning committee which reviews all development proposals in the community. I'm not on the planning committee but they provide feedback to the city, provide opinions to the city, help residents navigate the process.
- We are asked for an opinion and sometimes have to respond to resident concerns
- Upon receipt of any notification we advise the effected residence In the vicinity by notice. Further discussion is done within our committee submitting comments upon general consensus of a group which usually has the input of 20 plus members at our meeting.
- Information is shared with residents via email newsletter (almost 2000 subscribers), printed newsletter, signage when necessary, on our website, and on Facebook. We have a planning



committee headed by our VP of Development, share information with residents, who are welcome to provide feedback, and additional feedback is provided by our Board of Directors.

- We have a small committee comprised of a planner, and architect, and several other community members with some expertise in the area of land use and planning. We meet regularly to review applications and provide feedback. We report monthly to the board and incorporate their concerns into our feedback to the city. We respond to questions and concerns of neighbourhood residents on the planning process and specific projects.
- Rigorous process review development plans with developer, surrounding neighbors and the community at large. Communicate with the City Planning group for info and submitting the position of the community. Often a collaborative process with developer. Include neighboring communities in the process when warranted.
- PLanning and Development Ctte and BoD
- Provide input to the City on high density housing, raise awareness within the community on projects that will directly affect residents. The entire board of directors participates.
- We have a Planning Committee (of which I am chair - we are just starting up our committee and finishing up our TOR). Any info that comes from the city (DP's, Land Designation, etc.) is shared with the committee and the board. We provide feedback on anything we deem necessary to comment on. We do have an ARP that was done about 10 years ago for the northern part of our communities. We are still working out the best way to communicate to the community at large. We'd like to host some info sessions on Planning for the community.
- HHBH CA has a Land Use Committee which, upon receiving planning applications from the city holds public meetings to review their merits with respect to their impact on neighbors and community as a whole. As a result of a decision on a planning application last year which leads us to believe that the City no longer has regard for the provisions of our ARP (despite that the CA regards it as relevant and viable) the CA is in the process of forming a Strategic Planning committee which will endeavour to engage in renewing our local area planning in partnership with the FCC. Presently also through the portfolio of Strategic Planning our CA seeks to proactively engage partners seeking to invest in and revitalize our community in that our experience has been that public engagement is initiated far too late in the process in most projects for there to be time to engage the community and for any input from the community to be received in a sufficiently timely manner to be integrated into the project. Simply put there needs to be a greater degree of public engagement on planning matters and it needs to happen earlier in the process than it does and this is the mandate of our Strategic Planning Portfolio. Further, the Community Association seeks to maintain engagement with as many of its residents as possible - the most recent initiative in this regard was a membership drive last fall that saw every door in the community knocked upon. Updates and information about new developments and city initiatives in the neighborhood is distributed to through a monthly newsletter (paper and email) and, as required based on time, direct emails to residents as well as through our website, facebook, and twitter. Contact information for board members is published on our website and community members are encouraged to contact them directly to share their comments and concerns or to attend our monthly meetings to do so in person.
- We have a Civic Affairs Director who is responsible for receiving and dissemination information to the Board and our Members, providing information to the City and communicating with interested groups when applicable



- Our board is presented with information through our planning committee. Information is discussed, shared and acted upon at the board level. The information is provided to the community if need be.
- Our CA makes sure impacted residents are aware of all applications for new developments in our community, so we can make an informed decision. The CA typically does not take a stand, but they want us as residents to be aware so we can share our thoughts.
- We have a monthly meeting chaired by a board member. We review all development permit application and encourage and facilitate community engagement.
- The planning & development committee meets every month to review DPs, land use changes, and other community development issues. We report to the board and engage with our local planners and city councillor.
- information is passed in written form to the homes potentially impacted by an application - we supply our and the neighbours opinions to the city file manager after our meeting with the applicant and any neighbours that appear and provide their input - we have an extensive and varied development committee
- Land use committee and strategic planning committee. Involved in representing residents on ARP's, TOD's, DP's. Inform residents through media, support residents who go to city hall meetings, e.g.. Secondary suites, SDAB sessions. Liaison with the city - direct meetings with councillor on various issues.
- Governance:
 - The CBMCA has a dedicated Planning & Development (P&D) Committee, consisting of approx. 10-15 members (the exact number varies per year)
 - The composition of the P&D committee is carefully managed. Everyone in the community has the opportunity to apply (e.g. memberships are advertised during the AGM). However, a sub-committee to the board reviews applications, to ensure a sound mix in membership in terms of skill set (e.g. architects, realtors, planners, heritage specialists) and community representation (e.g. renters/buyers, age groups). We also try to actively recruit members to a maintain a healthy mix / turnover.
 - The heritage director sits on the P&D committee to allow for sufficient knowledge exchange between the planning and heritage areas
 - Committee members, at the start of every calendar year, sign a code of conduct to ensure basic rules are being met (e.g. respectful communication with developers, etc).
 - Minutes of every meeting are being recorded and circulated to the committee, and are available to the public upon request.
- Process:
 - The P&D committee meets monthly at set times
 - The P&D committee reviews all applications it has received. A letter of comment is drafted by the P&D director and submitted to the file manager with the City.
 - Depending on the significance of the application, directly affected parties (i.e. neighbours) are invited to attend the P&D meeting - as an opportunity for them to understand the process, hear from the developer (if possible) and provide input into the process
 - Depending on the significance of the application, the Applicant is invited to the P&D meeting to allow for a meaningful conversation. We have been successful in engaging many applicants in the pre-application phase.



- Broader engagement:
 - Depending on the significance of the application or a specific planning matter, the CBMCA organizes an open house to educate community stakeholders on the respective file and obtain their input. We average approx. 1 open house per year. For the open house we notice drop in the entire community, advertise on social media and circulate invitations to our broader CBMCA membership via email. Our open houses average approx. 80 - 100 participants. In recent year we have organized open houses on density bonusing, heritage preservation and community character, and we are in the process of organizing an open house on cannabis retail stores.
- Other deliverables:
 - For most open houses we prepare a What we Heard report, which reflects the conversations recorded during the open house and the survey we've circulated among the participants. Our reports are accessible through the CBMCA website and shared with applicants and the city as required
 - We have prepared a "pattern book" for new applicants in our community. The pattern book shows examples of good practice design, and serves as a reference guide for when developers are seeking inspiration in alignment with the community values
- The Board of Directors reviews any applications and provides input back to the City.
- We have a planning committee that struggles to help our community due to the City's , cumbersome changes that don't follow very well and makes the committee useless in many cases.
- writing letters, disseminate info, provide a venue for developer-led community engagement events,
- Receive and review DP's. Give feedback to the City. Notify neighbours. Make plans available. Assist community members with giving feedback.
- We have a four-member development committee.
- we as a whole board of directors actively participate in developments and concerns with the city of Calgary. We have brought forward many concerns regarding the development of East Hills Shopping Mall, the Cineplex Theatre opening, the street lighting in the area and traffic concerns. All of this and the development that is planned for 68 street will have a huge impact on us as a community. We are all for development, but take care of those who already reside in the area.
- We provide input, respond to resident concerns, host workshops, attend open houses and raise awareness as needed. We have a director of planning and development, and two board members who have completed Partners in Planning. Previously, our board had a larger development committee, when there were more large-scale developments. We have also had a traffic committee, which still operates outside of the board.
- Board member assigned to review and report to the board.
- Community is notified of developments through our news letter and social media pages
- Disseminate information, raise awareness, provide input to City. Development Committee, Board of Directors.
- As we feel local engagement is essential to community building, we endeavor to participate in all aspects of the planning process. The primary conduit for this activity is the Planning Committee, the chair of which is also a member of the Board of Directors.
- We often hold public meetings for larger developments, but for standard DPs and LUB changes we let our planning committee handle it.



- We have both a planning committee and a very effective board. We have a city and councilor representative at the majority of our community meetings. I feel the Montgomery Community Association is very involved in all City projects that impact our community.
- For context: The Beltline Neighbourhoods Association is relatively young, just now reaching its 2 year mark. In this short time period we have developed a fairly sophisticated and engaged community association, with a board that is backed by best practices in good governance. Having sat on many boards from large to small, I can attest to this group's desire to be transparent, fair, and structured in the face of limited resources. We are all volunteers, but we all care deeply about our communities.
- We have a Beltline Urban Development committee that is open to all Beltliners to attend and share input, but is designed to encourage participation across many issues. We meet twice monthly to review the steady stream of development permits that are circulated to us, and to discuss our response to larger projects such as the Green Line and the Rivers District Master Plan. We are a group of dedicated and passionate individuals who share a vision for our community.
- Larger issues are reviewed and discussed at the board level to increase input and representation, and we are working on improving our website communication and posting updates about planning matters on our website.
- If the need arises, we also engage directly with projects either through stakeholder engagement committees or by speaking directly to council and our councillors on the issue.
- We disseminate information, raise awareness on important planning developments, provide input to the city and attend information sessions. This occurs primarily through our Planning Committee.
- We have a Development Director who monitors and provides comments when community comments are requested. The director updates the board as new concepts are being introduced to the community, seeking board and community input. As he is able he and other board members attend information meetings hosted by stakeholders. He seeks input from residents directly affected and tries to be a source of information to residents when they inquire.
- we try to remain in contact with major developers in the area, particularly those that we know have interests in major properties for development. We also have good relations with the Councillor's office who refer developers to us.
- Our planning committee meets monthly to go over DPs in the community and provide our input as to whether appropriate for our community. We also do neighbor notifications for non contextual homes so neighbors can look at the plans.
- The Planning & Development Committee is accountable to the Parkdale Community Association Board of Directors.
- Research and make recommendations regarding the community's position on City of Calgary
- planning and development policy.
 - Review and respond to applications for re-designation or redevelopment of the lands. Where appropriate, to ensure the residents have a voice on significant land use and development issues within the community.
 - Educate residents of Parkdale on the applications, policy issues, and alternatives through regular
- submissions to the PCA Newsletter.
 - Liaise with the Ward Councillor to share information on community issues and positions.



- Represent the PCA at City Council hearings as appropriate.
- We disseminate information through our social media (FB, Twitter and website), as well as emails to our membership, and through our print newsletter. We raise awareness with monthly public board meetings where development and planning issues are discussed. We provide input to the City throughout the planning process, and try to be proactive in putting together stakeholders for face to face meetings, and to engage with the public within the community. We engage with City departments, our Councillor, developers and other stakeholders even beyond planning approvals to ascertain compliance or changing factors to ensure the most positive outcomes possible for the community. We have a formal Planning and Development committee, which presently has 5 members. All have different skill sets and live in disparate areas of the community. This committee reports to the Board of Directors, and for larger planning issues seeks a vote of the Board to ratify any positions or letters related to Planning issues. All committee members and Board members are bound to disclose any existing relationships with builders, developers or land owners, and recusing themselves from voting on issues where there could be a perceived conflict of interest. As well, we encourage all individuals in the community to participate in the processes set up by the City for input on planning matters.
- often we hear about these things through our neighborhood coordinator and or through media or councillor's emails if they are small developments like a business going into a strip mall, larger items seem to come through media and by chance
- Applications all go to our planning chair, and the planning committee for review. They take a first look, bring it to the board for discussion and then we, as a group decide the next steps (community engagement, giving a plan a check etc.)
- Board of Directors, Specific Committees set up, City of Calgary Representative
- We have done all three: disseminate information and raise awareness in the community and provided input. Generally it is done by our development committee after consultation with the board.
- raise awareness,,participate in development and planning for area
- We have several people on the community association board to follow/track local development/planning and keep the board updated
- The city circulates our CA on most development projects planned for our community. We have board discussions on potential impacts on our community and share our thoughts with the community on a regular basis.
- We have a planning committee that reviews any plans that require easements or do not meet City planning guidelines. The committee then notifies all the affected neighbours to ensure they are aware of the proposal. The committee then allows these residents to see the plans and make their own comments know to the development folks at the City. This committee will also prepare and present the Community's position on the application.
- We have a development permit committee that reviews all land use applications/development permits etc. The committee keeps the board and neighbours in the loop on such projects.
- BCA has four members on the planning committee who have attended the FCC courses "Partners In Planning".They respond to notifications from the City on proposed land use changes. Contact with affected citizens are made. Occasionally appearance before City Council has occurred.
- We have a Planning Committee which has several community members involved. It is independent of the Board of Directors and does not circulate or discuss all matters with the Board of Directors,



however the Chair of the committee is an active Board member who reports back to the Board as needed (such as for more controversial development matters).

- We do not have any meaningful formal mechanism to reach out to the wider community. When matters arise, we always recommend the applicant engage community members via open houses or similar approaches.
- We make best judgement calls as a committee with respect to any feedback, but most often do not have a wider community input to rely on. If a matter is supported by the committee but has some resistance from community members that we are aware of, we typical choice to stay neutral to allow those people to have their say in due process without 'thier' Community Association challenging them.
- We typically will only respond to the Planning department for larger developments. Most often single family or semi-detached are not commented on.
- Meet with residents close to proposal, discuss how they may be affected if the proposal is approved. List applications on CA website, discuss at CA meetings and newsletter. If necessary discuss with direct neighbour CA. We go through many steps prior to making a decision, Planning Committee review all comments and discuss with B of D, we then make the decision to support or oppose, in many situations we make suggestions that can be incorporated into the proposal. We have a very thorough community based response.
- Too opinionated to individual liking thinking like we are designer of some sort ...
- Variable determined by application. Simple home occupation or similar processed by one or two board members of planning committee. This includes secondary suites which had previous public engagement & board direction to have generally permissive approach to this type of app. More complicated apps may include direct engagement with proximal residents, general public meetings, TGCA sponsored/supported open houses/ forums/townhalls with developer city admin, Councillors/MLAs or occasionally local MP. With greater complexity/controversy TGCA may seek advice from experts in planning or other disciplines. UofC Fed of YYC Com & other resources may be queried. Occasionally consultants have been hired by TGCA.
- approx. 20 volunteers review development plans, update web sites with information, distribute neighbor awareness letters to affected residents, update newsletters, hold awareness meetings and submit comments as appropriate to the city. Always open and looking for new members.
- The board has a planning committee that reviews all types of planning matters that may impact Haysboro. The committee receives relevant Development Permits and typically the committee comments on the DP in some way, either through general agreement or with concerns. The planning committee is also involved in numerous initiatives around the community, attending information meetings, holding workshops, providing comments on applications, etc. The planning committee provides updates to the overall community association board and regular monthly meetings.
- We supply information to the residents of Brentwood through multiple means of communication.
- Our planning committee is the most involved, but the board of directors also have a say.
- We have a development director on our community board who keeps us abreast of new developments. We also rely on residents to come to us with their concerns about planning matters they might be concerned about.
- we review development permits, provide input to the residents and city on proposed DP's and any transportation issues that impact residents / neighbours. On larger issues we raise awareness



organize information sessions. Interact with neighbours, planning members, developers, city planners, aldermen etc.

- We are sent plans for secondary suites and properties are posted for neighbors to lodge their objections. To date we have found that opinions of neighbors do not matter and make no difference. Suites get approved.
- As for area planning, we speak regularly with the Ward Councillor's office and with MLAs. We try to raise awareness through our community newsletter and facebook. We have hosted 2 meetings to hear feedback from our residents regarding traffic issues and safety concerns. Board members are usually the only ones involved in the planning process. We try to respond to development/land use applications, but often don't get the mail in time to respond.
- Our Board of directors meet with developers once Land use permits are granted and have input into their plans before building permits are applied for.
- we have a development review committee of 7 planning related professionals & the board president who review and comment as required and support those who are directly affected by development changes. We set priorities for engagement every year.
- Board of Directors meets monthly, and reviews all development permits for our communities
- We inform and raise awareness.
- We have a planning and development committee
- lately the controversial applications arrive around stat holidays / reading week etc so applications or requested pre application meeting with the CA are communicated via email - to P & D group draft response is then circulated to the board - adjacent neighbours are circulated directly from the city. If sufficient lead time is given applicants are often invited to present at CA board meetings which all members can attend.
- After board discussion, the director of planing and civic affairs provides comments to the City on development applications that are circulated to the community association for comment.
- Planning Committee, Board of Directors, membership database
- Planning Department
- Once the City sends the CA an application, we schedule a committee meeting and invite the developer and doorknock to invite the neighbours surrounding the property. At the meeting, the committee compares the application against the ARP and makes comments, which are then forwarded to the City. If the committee deems the application to be a large project or a significant change to the ARP an open house would be scheduled and all residents invited by eNews. If the development is small enough or precedence is well set, the committee 'meeting' may simply happen over email.
- We have a development committee that receives plans from the City and they review and provide feedback. We have also been in talks with developers and the province as well.
- We have a very active transportation and development ctte that meets regularly. It meets with developers city and provincial officials regularly, reviews all development proposals, meets with home owners, holds open house information sessions etc
- Our organization has a Planning Director and Planning Committee. For smaller DPs or business requests, the committee handle it, as they are themselves volunteers representative of the community. For larger, more involved, or community-shaping projects, the BoD get involved and the public are purposely encouraged to give feedback/comment. For example, during the recent large



redevelopment in Harvest Hills, the CA held town hall meetings, sent out emails and published in the free, community newsletter, put info out on social media, advertised on bold signs, etc.

- The CA board received DP applications and make suggestions and comments regarding each when appropriate.
- eg. Secondary Suites :
- The community office manager and myself (President) were available to answer any questions regarding the letter from the city.
- By hearing from members of our Community. We raise awareness through our various websites, meetings, newsletter, etc.
- BCA has four members on the planning committee who have attended the FCC courses "Partners in Planning." They respond to notifications from the city on proposed land use changes. Contact with affected citizens are mad. Occasionally, appearance before city council has occurred.
- We have a small Planning Committee of 4. The Chair reviews applications and provides input to the City on larger applications when he feels it is important. We meet once or twice a year about larger applications. We do not disseminate information to the community except for posting on Facebook about City led open houses. The BOD is not involved in Planning issues.
- We have a small planning committee of 4 people. We only meet once or twice a year even though there is a lot of new development happening in WSCR. The committee Chair is very knowledgeable and reviews applications and submits comments to the City on his own mostly. The BOD is not involved in Planning. Neither the Planning Committee nor the WSCRCA disseminates information, nor raises awareness about planning applications in WSCR. Usually the Chair meets with developers, and sometimes the other committee members are included. We do not invite stakeholders to any meetings. We only post dates of the City run open houses on our website and FB page.
- As a group, we look at the specifics of applications, discuss the merits of and the problems with those specifics. We then record the results of those discussions along with our recommendations and pass them along to the City
- Planning Committee, long standing and recently updated ARP, and residents engaged at City Hall zoning public hearings
- Our organization has 2 (and soon, I believe, 3) development directors that are responsible for reviewing all development applications that are submitted to the CA for review and comment. The planning applications are electronically sent to our admin office, who then forwards the applications to the development group, copying the president. The development directors review the file to determine if it is one that the full Board should review, or one that we believe the CA board does not need to intervene on. Essentially, if an application is for a matter that will only impact immediately adjacent neighbours (i.e. a relaxation, and addition to their home, cosmetic matters, secondary suites, small home business, retaining wall, etc.) we generally take a hands off approach and leave the matter to the City process of posting a sign to advise the neighbours of the application and for neighbours to contact the referenced City contact to express their concerns or comments directly. The Board is informed of the DP, on a fyi basis, at the next Board meeting. If the application is for a matter that impacts the community on a larger scale (commercial, institutional uses, new schools, multi residential projects, etc.), we will review these items and address on a case by case basis. If it is not a controversial development, we will typically prepare comments for submission (usually



addressing topics such as traffic pattern, parking, safety and fit with community knowledge, if there are any - assuming City will diligently address by-law, etc.) If controversial, in addition to the above assessment, we will try to host an open house for all parties to share information, gather concerns, and try to develop a collaborative approach to resolving issues. How the matter progresses, of course, is dependant on the parties coming to the table. The CA, however, will incorporate the significant concerns of the community in the report. The more significant matters are discussed at the Board meeting (by email if time sensitive), and the Board will come to consensus on the report submitted to the City. We have been enquiring with the City, recently, if we may add the electronic circulations we receive to our website, to inform the residents of new applications. We were advised we may not do so. As such, we are looking at other ways to inform the broader community of new applications. So, for the time being, we rely on the notice from the City that is posted, and for residents to reach out to us, where assistance or guidance is required. Where matters are of concern to a group and they approached the CA, we assist as best we can in helping the groups to express and address their concerns in a productive manner, as learned through past matters. We leave it to the concerned residents to speak with their neighbours, as the CA board does not get involved with door knocking , or such other direct actions. Ultimately, our CA believes in the right of a property owner to the permitted use and enjoyment of their space, while at the same time having to respect the use and enjoyment by their neighbours of adjacent and surrounding spaces. Balance and collaboration are our objectives, and we try to achieve that as much as possible - it is really dependent on the most directly impacted parties as to how that process will unfold.

- Both the planning committee and the board of directors is involved in the review. For smaller projects, usually only the planning committee is involved, but for bigger projects it will be the board of directors too.
- I thought I would provide a summary of our advocacy principles that are in our governance documents: SACA considers situations from a holistic point of view. Projects are assessed with a broad perspective and undertaken only if they fit the criteria of both being in the best interest of the broader Community as well as betterment for the City. SACAs advocacy mandate includes engaging with ideas and concepts with all affected parties and taking an objective course of action. The SACA, a volunteer-operated, non-profit organization can only proceed with initiatives if tangibly supported by a majority of residents; if managed by a designated group of volunteers willing to commit time and resources for the length of the endeavour; willing to work under the governance of the Association. Overarching values include promoting strong ethics and transparency. Historically, within the context of projects, there are many specific examples where SACA has demonstrated these principles and will continue to do so. We have a planning committee that facilitates open houses, initiates contact with affected residents and offers assistance and education on development matters, collects feedback from various sources and residents for incorporation into reporting to the City, advocates beyond our borders into City projects that affect our residents. We communicate with regular updates through our newsletter and social media and respond to individual queries often. [personally identifying information removed] but also sit on the SDAB and have shared best practices through the FCC for the benefit of other community associations.
- Board is asked to review development applications (likely as a courtesy from the developer) and disseminates information and raises awareness of engagement sessions, meets with City



representatives and highlights local knowledge that lies outside of landuse or zoning or natural elements/green spaces

- The participation is primarily through the Community Association which consists of an executive consisting of volunteer Brentwood residents and volunteer directors and coordinators of a variety of community activities, including sports and playgroups (for children and youths primarily) and adult activities which include community gardening, scrabble, bridge and other seniors' activities. The Community Association has also set up a Development and Transportation Committee which is composed of volunteers who keep the Brentwood residents informed about current plans for redevelopment within our community. The Community Association is the main communication link with the city regarding these matters and has made presentations to City Council on behalf of the Brentwood residents.
- We provide input to the City rep on our board.
- The Board as a whole contribute to the planning process.
- disseminate information, raise awareness, provide input to the City, etc.
- planning committee
- The planning committee is chaired by a board member. The planning committee has a terms of reference and membership requirements are also listed. The planning committee meets monthly and also meets ad hoc with applicants and the City and provides comments on applications. It also informs and educates residents to support their effective participation in the planning process.
- receive notices from city, discuss in committee, email response to city planners, sometimes host developers and residents for information exchange
- We review with Borad Members and if community involvement is required we go door to door.
- Beltline Communities established Beltline Planning Group (BPG) as an independent planning committee with board representation ex-officio. With hundreds of resident and professional volunteers willing to commit to a heavy workload, BPG and its sister city building committees were key to uniting the various neighbourhoods south of the tracks and transform them into a unified and attractive high density urban district. Beltline Communities included Beltline's three BIAs in its city building committees as well as other area organizations e.g. social agencies, Stampede, AHS, CBE et al. through Beltline Initiative.
- Our CA is part of the Development Permit process. We currently have 1 of our Board members assisting with this activity.
- WCA has a Development Committee that makes recommendations to the WCA Board. The Committee remains current with planning issues and comments on Land-use applications.
- BRCA invites the community to participate in its Planning Committee. Applicants for Committee membership are asked to complete an application form, typically after attending meetings to get a feel for the work. (Often prospective members apply to join our Committee after having been engaged by BRCA in respect of a specific planning matter affecting them). It has in general not been necessary for BRCA to screen applicants, but as a matter of principle and policy, Committee membership is predicated upon identifying participants with relevant prior knowledge / skillsets, a diversity of age ranges, location within the community (i.e. where do they live?), status as a condominium or single-family detached resident, etc. (i.e. what type of structure do they occupy), status as a renter / owner / affordable housing / etc., how long they have lived in the community, etc. There is not a fixed list of diversity criteria, but the point is that we aim for inclusivity and welcome a



diverse range of people and skillsets with the hope of most broadly representing the community as a whole in our discussions and decisions. We actively recruit where we do not feel that we have adequate representation, but it is not always possible to recruit successfully as people have to volunteer a significant amount of time. It is recommended by BRCA that members of the Planning Committee take the Partners in Planning Course from the FCC, and in any event participants are responsible for educating themselves on bylaw and applicable policies.

- Our Planning Committee has a mandate to give notice in the community of all land-use applications and development-permit applications we receive. This is done geographically in the typical case, because of perceived deficiencies in the City's breadth of coverage. Typically all residences that surround a site of interest (360 degrees) will be given hard-copy notice of applications. Via this process we aim to ensure better coverage as to those directly affected. We do this as a courtesy to add value outside of the City's process as volunteer capacity allows. These notices invite directly affected community members to the Planning Committee meeting where the applications in question will be discussed. We also invite applicants to attend these meetings. The views of all of those attending those directly affected, community BRCA volunteers, the Planning Committee itself as the community-association's delegate, the applicant, as well as anybody else who attends (meetings are open to the public) are explored during these Committee meetings. The Planning Committee then writes letters reflecting what was heard according to the City's preferred format. These letters are signed by the Planning Committee Chair and are edited by others, so typically at least 3 BRCA representatives have worked on each letter issued.
- The Planning Director is the Chair of the Planning Committee and reports monthly to the Board of Directors, as well as sitting as a director on that Board. The Planning Committee operates according to formal Terms of Reference approved by the Board. If the Planning Committee wants to appeal a planning decision or otherwise take formal legal steps outside of the Committee process, then such action will first be approved by the Board of Directors.
- The Planning Committee also writes a monthly newsletter article informing the community of planning issues and referencing Calgary.ca/pdmap. We also post on social media and provide up-to-date planning links on our webpage. Our meeting schedule is also posted online to facilitate public attendance.
- We take minutes of each meeting but do not post them publicly. They are accessible, but typically serve more as a reference as to attendance and a catalogue of relevant records.
- Further BRCA lobbies for its viewpoints and participates in a variety of planning issues ongoing in the City including in respect of transportation issues, public realm improvements, placemaking, etc. This often requires additional participation on city committees, FCC committees, etc.
- See the survey response of [personally identifying information removed], BRCA's Planning Director.
- We have a Planning and Transportation Committee which is very active. They do all of the above 3 suggestions, plus hold Open Houses when major developments are being proposed for our community.
- Civic Affairs Committee -- made up of both Board members and other volunteers to review all planning issues including Area Redevelopment Plans
- Open houses to disseminate information to residents, and raise awareness of what is happening in our community. Regular meetings with a subcommittee of the community association specifically to address development and transportation issues, community newsletter write ups.



- The Hillhurst-Sunnyside planning committee (HSPC) is composed by community members, a member of the board of directors, and a full-time community planner. We meet once a month to learn about new developments, have planners/designers/owners talk to the community about their plans and answer questions. For projects important to the community, smaller sub-committees form to keep up with the developments and share new information at HSPC meetings. HSPC also helps coordinate comments to proposed building percents, land use amendments, etc. Anyone in the community can attend the meetings or get in touch with the planning committee to express their concerns. The committee is very helpful at guiding residents through the complicated planning processes the City has in place. The HSPC also liaises with City staff, planners and City Council on behalf of concerned residents, always representing the general feel of the community's residents.
- See the survey response of [personally identifying information removed], BRCA's Planning Director
- Our planning committee, and in some cases our broader board, are involved in raising awareness, facilitating discussion, and providing input to the City.
- Our Planning Committee meets to discuss Development Permits and submits comments to the File Managers. We report our comments to the WHCA Board each month.
- The Scenic Acres Community Association (SACA) monitors development permits and land use re-designation through public notices and receives requests for comments from DP Circulation. We do not disseminate information on relaxations of a minor nature or discretionary home business renewals unless there have been complaints from neighbours. For all other planning matters, we notify affected residents through mail drops and encourage residents to call SACA with their concerns. For larger projects, we will hold open houses. We always reply to the City with our comments and have often engaged File Managers. We proactively initiate meetings with Traffic and Parking on specific issues.
- We are involved in planning in all of the above; disseminating information to the community, raising awareness on important large issues and providing input through our planning committee with 18 members and the Board of Directors is also involved.
- Currently our involvement is mostly limited to responding to requests from the City for participation and attendance at meetings to which we are invited. Members of the board of directors are involved. We do not have a planning committee.
- BRCA planning director has provided a detailed response which I agree with
- We have a Executive Director [personally identifying information removed] that typically reviews applications and responses accordingly. The Board does not currently have a development planning committee in place. LEAF is designated to a specific Board of Director.
- The ICA has an established planning process which is conducted by the Planning Committee (PC) under the chair of the Planning Director, which includes the responsibilities of a director on the ICA Board as well as running the committee. The Chair is responsible for City/Developer liaison and for communicating committee findings to the City. Any person taking this position must have served on the Committee for at least a year.
- The process is as follows:
 - Receive all communications (Subdivisions, development permits) from the City Planning Dept. and informal contacts from developers.
 - Advise proponents of applications of meeting date. Compile agenda items and circulate to PC members one day before the monthly PC meeting, which is the first Wednesday of each



month. Rarely, there may be the perception that a matter is going to be contentious enough so that contiguous neighbors are flagged (by drop-off flyers) of the upcoming item and meeting time and location.

- This is always a public meeting, so all may benefit from the information sharing. Chair the meeting per the agenda, including notes on items of interest or concern to committee. Meetings inform neighbors and allow applicants to present projects and answer questions from both PC and others. Each item is to be assessed per bylaws and other pertinent guidance, including the ICA DP Guidelines. Solicit motions of unqualified support, support with caveats or dissent for presentation to the monthly GM.
 - Communicate any comments to the proponent the following day.
 - Present a synopsis of all pertinent items reviewed by the committee to the monthly Board meeting (information purposes) and general meeting (GM). Put approved PC motions to the GM.
 - Communicate any formal decisions, i.e. responses in the form of motions passed at the GM to the file contact at Planning the day following the GM, along with background, explanations or caveats as required. As circumstances require, cc the proponent or councillor.
 - Write a synopsis of all agenda items and motions for newsletter.
 - Appeals of any motion to SDAB are also generated by motion at the committee level and approval at the GM.
- The PC solicits members from the community at large based upon their interest in serving, planning or other pertinent background although this is not necessary. There are FCC sponsored courses (Partners in Planning) that can provide education to members and this is encouraged. The only proviso is that the prospective member be a resident of the community which has the same diverse cross strata of members as is found in the ICA general membership. This includes all ranges of education, economic status, home ownership, length of time in the community, diversity of age, background, ethnicity and so on. New members will be expected to attend two PC meetings, and then may be voted onto the Committee at the third meeting. This ensures a fair and democratic base with no special interests since any PC member must recuse himself in the event of a conflict of interest such as an issue that has an economic interest for the member. Discussion will be done in public but voting on issues may be done in camera to ensure that members are able to vote without pressure or recrimination.
 - The Chair or other designate may complete the technical checklists on all applicants and shall derive committee minutes therefrom. The PC also is involved in various taskforces that may arise from City initiatives or in co-operation with other CA Planning groups.
 - We have a Civic Affairs Committee that meets as required. They discuss and when appropriate prepare feedback that is submitted to the City.
 - Thousands of hours of volunteer time goes into understanding planning policy, city initiatives, communicating with residents and homeowners / business owners, and city departments.
 - BRCA invites the community to participate in its Planning Committee. Applicants for Committee membership are asked to complete an application form, typically after attending meetings to get a feel for the work. (Often prospective members apply to join our Committee after having been engaged by BRCA in respect of a specific planning matter affecting them). It has in general not been necessary for BRCA to screen applicants, but as a matter of principle and policy, Committee



membership is predicated upon identifying participants with relevant prior knowledge / skillsets, a diversity of age ranges, location within the community (i.e. where do they live?), status as a condominium or single-family detached resident, etc. (i.e. what type of structure do they occupy), status as a renter / owner / affordable housing / etc., how long they have lived in the community, etc. There is not a fixed list of diversity criteria, but the point is that we aim for inclusivity and welcome a diverse range of people and skillsets with the hope of most broadly representing the community as a whole in our discussions and decisions. We actively recruit where we do not feel that we have adequate representation, but it is not always possible to recruit successfully as people have to volunteer a significant amount of time. It is recommended by BRCA that members of the Planning Committee take the Partners in Planning Course from the FCC, and in any event participants are responsible for educating themselves on bylaw and applicable policies.

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- The Planning Committee also writes a monthly newsletter article informing the community of planning issues and referencing Calgary.ca/pdmap. We also post on social media and provide up-to-date planning links on our webpage. Our meeting schedule is also posted online to facilitate public attendance.
- We take minutes of each meeting but do not post them publicly. They are accessible, but typically serve more as a reference as to attendance and a catalogue of relevant records.
- Further BRCA lobbies for its viewpoints and participates in a variety of planning issues ongoing in the City - including in respect of transportation issues, public realm improvements, placemaking, etc. This often requires additional participation on city committees, FCC committees, etc.
- We are experiencing a lot of growth and development in our community. Having two LRT stations makes us a great destination for developers to look into. With that, we have been involved in a number of land use redesignation applications, as well as, development permit applications for discretionary uses. Our Director of Development has taken on most the work to ensure the



community is well informed on the projects and is able and willing to educate the community members on the City of Calgary planning process. We are also in the midst of completing a Community Vision with the Federation of Calgary Communities.

- We have a committee that reviews development permits. We follow all developer in our community closely and actively participate.
- BRCA invites the community to participate in its Planning Committee. Applicants for Committee membership are asked to complete an application form, typically after attending meetings to get a feel for the work. (Often prospective members apply to join our Committee after having been engaged by BRCA in respect of a specific planning matter affecting them). It has in general not been necessary for BRCA to screen applicants, but as a matter of principle and policy, Committee membership is predicated upon identifying participants with relevant prior knowledge / skillsets, a diversity of age ranges, location within the community (i.e. where do they live?), status as a condominium or single-family detached resident, etc. (i.e. what type of structure do they occupy), status as a renter / owner / affordable housing / etc., how long they have lived in the community, etc. There is not a fixed list of diversity criteria, but the point is that we aim for inclusivity and welcome a diverse range of people and skillsets with the hope of most broadly representing the community as a whole in our discussions and decisions. We actively recruit where we do not feel that we have adequate representation, but it is not always possible to recruit successfully as people have to volunteer a significant amount of time. It is recommended by BRCA that members of the Planning Committee take the Partners in Planning Course from the FCC, and in any event participants are responsible for educating themselves on bylaw and applicable policies.
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- Further BRCA lobbies for its viewpoints and participates in a variety of planning issues ongoing in the City including in respect of transportation issues, public realm improvements, placemaking, etc. This often requires additional participation on city committees, FCC committees, etc.
- We have Planning and Development Committee that actively deals with all Planning and Development circulations. They look at these circulations, not from a personal perspective, but from a community big picture perspective. The committee is a diverse group with a lot of experience and knowledge. They provide very reasoned input unto these matters.
- Our Planning and Development Committee serves as the community forum to investigate, discuss and engage with members of the community and developers on local planning issues. Our committee provides consistent messaging to the community and works with both the City at large and its departments on planning issues for Parkdale.
- Planning committee, which is quite welcoming to interested residents. Some are more experienced than others, and occasionally people who are not members ask to be involved, which is fine.
- Membership is notified of Development Permits. Community specific projects facilitated by the CA are announced to the community with additional efforts to encourage volunteers, participation, and notification of event/plans.
- generally good, sometimes workload associated with files can be challenging. An online system - even for some components - would be helpful
- A Planning & Development Committee reports to the Board of Directors. The Committee:
 - reviews all Development Permit Applications, Land Use Amendment Applications, and Subdivision Applications (Development Applications) for the Community. Applications may include residential and/or commercial uses.
 - provides feedback to The City via a letter on Development Applications circulated to the CA requesting comment.
 - reviews and participates in various initiatives and projects which relate to or impact development in the Community (e.g. Streetscapes Master Plan, Main Streets and Federation of Calgary Communities Planning Projects).
 - promotes and facilitates engagement amongst community residents, developers, and The City on development related matters.
 - assists community residents in navigating the development process.
- I have recently become the director of planning. Before the board asked me to take it on (in addition to my role as director of traffic), the planning committee reviewed development permits by email. Now the planning committee meets in person once a month. I want to take a more proactive approach to this by notifying neighbours but so far we have not got our processes down to that point. Our community has never had a local area plan, so reviewing development permits, while urgent because there's a deadline seems less important than working on the long term plan. So DP review keeps us busy and keeps us from working on other things that would benefit more people: making our neighbourhood safer for people walking and biking, making our neighbourhood more beautiful, and working to preserve character homes.



- Committee chair reviews applications, it is discussed at the monthly general meetings.
- We have a board member who is directly involved with these processes and report back to the board on a monthly basis with updates.
- We have recently (past few months) established an area redevelopment committee composed of various residents of Dover who were interested in being on this committee. Information disseminated at meetings, through our email lists and community FB page. In the past the Board of Directors have met with developers and review proposals. Input is provided to the city generally by our Development Director but also via meetings. We hope with our new planning committee we will have more input from a more diverse group.
- Regular monthly meetings with all the members of our community association discussing any situation that involves our community.
- A combination of all of the above depending on the issue. For smaller routine matters we have board approved plans for larger issues we would employ a variety of methods
 - Reviewing development applications.
 - Preparing formal responses back to the city.
 - Preparing presentations to the city .
 - Researching applicable policies, meeting with developers or builders.
 - Attending engagement sessions on local or city-wide projects.
 - Getting acquainted with new policy or land uses.
 - Notifying neighbours or residents of new developments.
 - Hosting engagement sessions or open houses for residents.
 - Building relationships with their councillor and project file managers.
 - Attending council or City of Calgary committee meetings.
- Mostly it's the Planning Committee that's involved. The Planning Committee presents a report at each Board meeting.
- Planning committee
- We disseminate information, raise awareness in the community, provide input to the city, meet developers, meet with neighbors of new development, etc. The planning committee and subcommittees of the planning committee are involved.
- Planning committee consisting of 8 members from the community with one member who sits on the Triwood Community Association Board.
- Dalhousie has seen very little change for decades. Recently however, there have been 3 large scale development applications that will change the character and face of our community. With limited experience and background to adequately address impacts and maneuver the processes, we are in reactive mode, learning as we go. Not a great position to be in when developers are in a better position to navigate the system than we are.
- HSCA has a planning committee with a board member as Chair of the Committee, a Community Planning Coordinator HSCA staff member, the HSCA Executive Director and multiple community members that meet monthly and are highly engaged with the City of Calgary, Developers and Residents to:
 - Review development applications.
 - Prepare formal responses back to the City of Calgary.
 - Prepare presentations to the city .



- Research applicable policies.
- Actively meet with developers or builders.
- Attend engagement sessions on local or city-wide projects.
- Get acquainted with new policy or land uses.
- Notify neighbours or residents of new developments.
- Host engagement sessions or open houses for residents.
- Build relationships with City of Calgary councillor and project file managers.
- Attend council or City of Calgary committee meetings.
- All of the above
- we disseminate information to residents, solicit feedback from affected residents, and provide feedback and concerns to the city. We have a planning committee and discuss at board meetings.
- attend information sessions provide input
- We have a sub committee on our board that is responsible for maintaining contact with land developers, the city and our community stakeholders to ensure that all info is being shared effectively and concisely. We have an extremely active and involved board to work alongside our active and involved community.
- We have a Director for development and a committee. We have open dialogue with local builders, the Counselor's office and various city departments. All DP applications are reviewed by our committee.
- The Board of Directors established some guiding principles for how we reply to applications and if there are more complex items, there is a sub-group to review and agree on the reply. The CA disseminates information and raises awareness to the residents when deemed necessary and we provide input to the City.
- I sit on the Planning Committee. We have public meetings monthly. We disseminate information, raise awareness and provide input to the City of Calgary through a variety of means.
- I am a member of the HSPA (Hillhurst Sunnyside planning committee)
- In our community, engagement on planning issues, while it has been a significant call on volunteer resources, it has repeatedly been a reason for volunteer renewal. Many of our volunteers have been drawn to the community association after being engaged on a proposed city or developer-initiated project that directly affects them.
- As to engagement on planning generally, it depends on the application.
- For in-fills, duplexes, and multi-family developments of up to four units, we advise developers to reach out to the neighbours on all sides of the site (including across the alley and street when applicable). We take the view that establishing a relationship early in the project s timeline and providing a way to connect with project managers should issues arise during construction can lead to a better process for everyone.
- Multi-family buildings greater than four units that may or may not have a commercial use have the potential to significantly alter the streetscape and traffic of an area. If a developer chooses to proactively meet with affected neighbours to propose the project and gather feedback on an application, we will facilitate an engagement opportunity. To assist in this, we have a designated monthly evening where our community hall is available for public consultation on development



projects. As this monthly meeting time is not always timely enough, we will organize a meeting when needed.

- We can advertise to our members about development engagement sessions via email and Facebook. All available land use information concerning our three Area Redevelopment Plans is available on our website. For email communication, we have custom designed, web-based fit for purpose combined membership and communications system (StreetBeat), which enables residents to tie their desired communication preferences directly to their annual membership renewal, while meeting the requirements of privacy legislation. Based on this, members interested in engaging on development issues opt into participating in those communications. To engage affected residents of a proposed development, the community association can identify interested resident members on a map-based graphical interface and send custom communications on specific applications when needed, to initiate street meetings (often in living rooms). One or two members of the development committee facilitate the meeting, which may or may not involve the developer and City staff, and attendance would be based on the preference of the residents. City planning staff attendance is expected; a file manager or two on individual applications and a policy advisor on large scale planning policy projects like Main Streets or our three ARPs can help with technical questions and explain the City's process.
- As not all residents are members of the community association, we recommend developers also advertise by mail, provide brochures, have a website and prepare email communication for distribution by the community association that facilitates direct feedback for directly affected neighbours. This way everybody is aware of the opportunity. We advise developers to use prominent signage on the development site to direct those interested to find more information.
- As a community association, and consistent with the expectations of City planning staff and the requirements of the Municipal Governance Act, we see engagement to achieve alignment with the most impacted residents and businesses as the highest priority. We expect, and will facilitate, two-way dialogue between residents and developers. We have repeatedly seen how informed and knowledgeable residents can improve outcomes for a project, and thoughtful developers can articulate the merits of their ideas and how their project will enhance our community.
- As we have volunteer capacity to evaluate the design of projects, we provide an important advisory role beyond evaluating the fit of projects against the statutory documents. We recognize that the Land Use Regulations and Guidelines cannot cover all the possibilities and solutions for achieving a high standard of design and development. As such, we are willing to enter into discussions with proponents to further a wider community interest; effective engagement can lead to high quality design that will enhance our community as a desirable place to live.
- We will support well considered projects and will communicate our understanding of those concepts to our residents if we believe the project will pay lasting dividends to both the developer, neighbors and to the community at large. As such, we are open to discussions which will lead to mutual beneficial solutions for all concerned.
- Successful communities encourage a diversity of socio-economic groups. As our community densifies, we would welcome social housing that seeks to offer affordable housing to a variety of individuals and families. Ideally, there would be a variety of clients within the residence to lead to better integration within the community. Because of the excellent local school and closeness to recreation spaces and playgrounds, our area is especially well suited to families. We are also within



walking distance of the Good Companions Centre, which caters to seniors. The Shaganappi Community Association is willing to work with social agencies to increase awareness and potentially find nearby volunteers to help residents integrate with their new community.

- We expect that interested social agencies would follow the recommended steps outlined in the Canadian Housing First Toolkit for public consultation. As with any development, our expectation is for honest, transparent, two-way dialogue and a thoughtful approach to articulating the merits of ideas. Public engagement sessions should include affected residents and neighbors, member of the community at large, members of the Community Association, and our City councillor. We require a Good Neighbour Agreement to ensure success of the building as a longstanding part of the neighbourhood. Finally, we also expect a representative from the residence to attend community meetings.
- We recognize, and we acknowledge with our residents, that our community association has no formal jurisdiction or authority in planning matters and thus is unable to reject or approve applications. Our role is to provide advice, background information and community context to inform residents, and to advocate for them on issues affecting our area.
- We find this advisory approach with residents has successfully leveraged the skills of our volunteer leadership group, and we have been very successful in empowering residents to provide their own informed feedback to the City and to speak for themselves at public hearings. Our participation at public hearings has recently been characterized by a few leadership representatives in support of affected residents, and by the time we get to Council we generally have buy-in for the trade-offs involved. We have a track record of speaking in favor of planning policy initiatives and individual applications, and we generally (literally) stand together with affected residents.
- Our entire board is directly involved in our engagement processes, and individual projects are addressed by our development committee.
- Our StreetBeat communication system is a key driver of our success, as it allows us to leverage the experience of our leadership volunteers in engaging residents to speak to their own interest in an informed way.
- We receive DPs, meet as a group to discuss, evaluate them and submit a response. We publish all DPs on our CA website with information as to where residents can submit comments should they choose to do so. We discuss at CA meetings as well as our Development Committee meetings.
- Who is involved? Anyone who wants to be: our meetings are published on the website and in the community newsletter with the times and dates, as well as a notice that everyone is welcome to attend.
- We have at least 12 - 15 people and sometimes more at each CA meeting and a similar number at a separate Development meeting.
- Members of our group have taken FCC workshops and PIP courses to learn about planning evaluations.
- Our board has shifted significantly in the past two to three years. Previously we had one board member respond to all LUAs and DPs, and now we have a team of board members and citizens who meet and are able to discuss permits as they come in. Applications are circulated to the planning committee and we will step up to write the response as needed. Currently two persons are doing the majority of the writing as others on the committee have other responsibilities within the



community as well. We've had a handful of applications come in that we've required more information on, to which we've reached out to the city and applicant for more information.

- We've seen two applications for LUA come in where the applicant approached us to have a discussion. One of these applications there was a city led engagement as well and one application saw ourselves and Southwood Community hold engagement. In both cases of broad public engagement we shared the time/date/location to our membership and residents through e-newsletter, facebook, and twitter. Due to the long lead time of our community newsletters it isn't always possible to get this information in them.
- On my previous attempt the form submitted before I left off... this is me finishing... hopefully you'll be able to correlate the two.
- All affected properties are noted and owners have input into our report back to the city.
- We review applications for land use redesignations, development permits etc. and respond via letters to the city (via the Planner / File Manager) or applicant regarding our support for, desired modifications to, or opposition to, the proposed changes. Our recommendations are largely based on our ARP, but are also informed by other city documents and best practices.
- Information about transportation and development is usually spread by email, while the newsletter handles everything else.
- Disseminate information and raise awareness through newsletters, website, community meetings, gather feedback from residents, provide input to the City; Both the Board of Directors and a Planning/Development committee are involved in the process, the Board providing overall direction and the Committee submitting specific feedback.
- When ever any developments from large like a new a new community phase to as small as secondary suites. We always discuss and engage. On several occasions had to spend time at city Council discussing issues
- We review through a Planning and Development Committee all Development Permits and comment where applicable. We support residents where disagreements occur through consultation from both sides and encourage cooperative resolutions.
- I joined the group to help the community in hole view on all three sides. Tying to insure what they build is safe, not over welling or damaging to the community. I love to see good growth helping groups become established with all groups in our community. We as a group will bring awareness to all our community or people closely effected buy change in there area. We work as a team in Tuscany and communities around us or communities that have experience to assist us.
- Standing committee under the Triwood Board if directors, up to 10 committee members. The committee s terms of reference, approved by the board outline all responsibilities of the committee, including responding to DP s community communication, etc.
- All of the above for both how and who. Our board has a committee who works on the before, during and after of the planning process for whatever comes up in our community.
- Our process in quick point form:
 - receive all communications
 - advise proponents of applications of meeting date
 - public meeting for all members of the community
- -Communicate comments from concerned residents
- -present a synopsis of all items through the board of directors each month



- -communicate any formal decisions (from motions passed at the general meeting)
 - write a synopsis of all agenda items and motions for newsletters
 - appeals of any motion to SDAB are also generated by motion at the committee level and approval at the GM
- Provide information and resources to community members on proposed developments and process to provide input. We have a Planning and Development Committee that provides input to the Board of Directors
- Please see response of [personally identifying information removed].
- The Brentwood Community Association (BCA) has a Development and Transportation Committee (DTC) composed of 17 members including a Chair (also Director in BCA), current VP of BCA, a secretary, and another BCA Director. The DTC meets monthly and also reports to the BCA at their monthly meetings.
- The DTC receives and responds to all Development Permits and Discretionary Use Applications. Several members of the DTC participate in FCC workshops to become more knowledgeable in the planning process. Members of the DTC have also participated in City run engagement sessions (Brentwood and Dalhousie Co-op) and workshops (Crowchild Trail, secondary suites)
- Planning information is disseminated to residents through a variety of means such as the BCA website (Development and Transportation page), monthly newsletter (regular column on planning and development matters), neighbourhood notifications (letters to neighbours of DPs, rezoning), email mail outs, meetings for specific issues (Brentwood Co-op, secondary suites).
- Typically, we are responding to development approvals forwarded by City Planning. Under the recent "contextual" guidelines for residential developments, we have no opportunity to comment. Where variances have been requested and usually approved by City Planning, we are forced to react with our comments/objections. Our objections often mirror what our Councillor's office objects to but rarely are our objections implemented.
- For both residential and non-residential (Crowchild Trail, Stadium re-development, the Cancer Centre, South Shaganappi) issues, we attend the City sponsored open houses, encourage our residents to attend and provide regular updates on the status and/or changes to the various projects via our website and Newsletter.
- RKHCA has a Director -- Planning, who oversees a Development Committee and acts as liaison between the RKHCA Board of Directors and the Development Committee. The Development Committee has created and made available online Residential Design Guidelines that set out the RKHCA's priorities and objectives for residential redevelopment projects within our community, and applies those guidelines when reviewing planning applications in an effort to ensure a consistent approach. The Development Committee tracks all planning applications relating to redevelopment projects within our community, reviews and responds to all circulation packages, reviews all approval packages, appeals development permit approvals that do not adequately address material concerns, publishes articles on development-related topics in our community's monthly newsletter, monitors and (if given the opportunity) comments on proposed changes to the Land Use Bylaw, the Municipal Development Plan, and to other City of Calgary planning policies relevant to our community, periodically holds community engagement events to obtain input from RKH residents on development-related issues, etc.



- I believe our Treasurer reviews development permits but I don't think they're disseminated to anyone else.
- I am a member of the Development Committee, we have a Director of Planning on the board.
- Yes, the process we follow is the typical one as mentioned in your question...
- One board member reviews the information and, when necessary for a community association decision, involves the board of directors.
- Our Planning Committee participates in P&D applications. However, only occasionally is the whole committee solicited to review and comment on applications. We meet only once or twice a year for a specific application. Rarely we will be emailed an application by the Chair, and asked for comments. Information is never disseminated to the community, except for Facebook and website posts about City open houses. The Planning Chair believes that residents do not have a full understanding of the applications to make a decision and our committee does not have the time to inform them. The BOD is never asked for comments about applications.
- We have a planning committee which consists of passionate residents and experienced members. Also we have a great collaborative work with the board of directors and staff members.
- We oversee the review process of applications. At this point we got a few new members and exploring the ways we can develop our committee and get even more Triwood residents engage in what we do together.
- See the survey response of [personally identifying information removed], BRCA's Planning Director.
- We have a Director - Planning who oversees our Development Committee and acts as our liaison with the City
- My involvement is with the Planning Committee (previously I was on the Board for 6 years). Heavy involvement from the PC in terms of feedback to the City on planning applications, support to community residents in interpreting zoning, bylaws, ARP/TOD etc, support to community residents in filing appeals to the SDAB
- Planning committee.
- The ICA has an extensive process and has been active for a long time.
- The ICA has an established planning process which is conducted by the Planning Committee (PC) under the chair of the Planning Director, which includes the responsibilities of a director on the ICA Board as well as running the committee. The Chair is responsible for City/Developer liaison and for communicating committee findings to the City. Any person taking this position must have served on the Committee for at least a year.
- The process is as follows:
 - Receive all communications (Subdivisions, development permits) from the City Planning Dept. and informal contacts from developers.
 - Advise proponents of applications of meeting date. Compile agenda items and circulate to PC members one day before the monthly PC meeting, which is the first Wednesday of each month. Rarely, there may be the perception that a matter is going to be contentious enough so that contiguous neighbors are flagged (by drop-off flyers) of the upcoming item and meeting time and location.
 - This is always a public meeting, so all may benefit for the information sharing. Chair the meeting per the agenda, including notes on items of interest or concern to committee. Meetings inform neighbors and allow applicants to present projects and answer questions



from both PC and others. Each item is to be assessed per bylaws and other pertinent guidance, including the ICA DP Guidelines. Solicit motions of unqualified support, support with caveats or dissent for presentation to the monthly GM.

- Communicate any comments to the proponent the following day.
 - Present a synopsis of all pertinent items reviewed by the committee to the monthly Board meeting (information purposes) and general meeting (GM). Put approved PC motions to the GM.
 - Communicate any formal decisions, i.e. responses in the form of motions passed at the GM to the file contact at Planning the day following the GM, along with background, explanations or caveats as required. As circumstances require, cc the proponent or councillor.
 - Write a synopsis of all agenda items and motions for newsletter.
 - Appeals of any motion to SDAB are also generated by motion at the committee level and approval at the GM.
- The PC solicits members from the community at large based upon their interest in serving, planning or other pertinent background although this is not necessary. There are FCC sponsored courses (Partners in Planning) that can provide education to members and this is encouraged. The only proviso is that the prospective member be a resident of the community which has the same same diverse cross strata of members as is found in the ICA general membership. This includes all ranges of education, economic status, home ownership, length of time in the community, diversity of age, background, ethnicity and so on. New members will be expected to attend two PC meetings, and then may be voted onto the Committee at the third meeting. This ensures a fair and democratic base with no special interests since any PC member must recuse himself in the event of a conflict of interest such as an issue that has an economic interest for the member. Discussion will be done in public but voting on issues may be done in camera to ensure that members are able to vote without pressure or recrimination.
 - The Chair or other designate may complete the technical checklists on all applicants and shall derive committee minutes therefrom. The PC also is involved in various taskforces that may arise from City initiatives or in co-operation with other CA Planning groups.
 - All of the above. Provide planning updates, encourage resident involvement, education, provide resources, input to the city, developers, encouraging active engagement
 - Our P&D committee consists of dedicated volunteers, that each bring their own perspectives to the committee meetings, and are willing to allocate multiple hours of their own time each month to improve the relationship the community has with developers and the City to contribute to better planning outcomes. We carefully manage the committee composition, actively engage affected parties, and organize open houses to engage the broader community
 - The ICA has an established planning process which is conducted by the Planning Committee (PC) under the chair of the Planning Director, which includes the responsibilities of a director on the ICA Board as well as running the committee. The Chair is responsible for City/Developer liaison and for communicating committee findings to the City. Any person taking this position must have served on the Committee for at least a year. The process is as follows:
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- The Chair or other designate may complete the technical checklists on all applicants and shall derive committee minutes therefrom. The PC also is involved in various taskforces that may arise from City initiatives or in co-operation with other CA Planning groups.
- We have a Development Committee - led by a Development Chair - who review all development applications and respond to City requests for input on development issues.

The following are all the other answers to information sharing on planning matters

- 3 way sign. We are working on having an active website
- All forms of social media, education and assistance with development applications one-on-one
- An email is sent out with an invitation for their comments to be attached to ours by us given date.



Community Representation Framework

Stakeholder Report Back: What We Heard

May 30, 2018

- Bold signs
- BOLD signs to advertise community meetings.
- CA minutes and agenda.
- Call/email the applicant to request more information. Email all members of the "Tuscany Community Coalition" for input and to invite participation.
- commercial sign rental on primary roadways.
- Community engagement events like Community Visioning in partnership with a neighbour community and the University of Calgary. Also Marda Gras booth. Email correspondence.
- Community residents have been invited to sign up if they wish to receive development based email information.
- Direct communication to/from community members and stakeholders
- Direct email, eblast, open houses, phone contacts
- direct e-mail, e-blasts (unsolicited all-member announcements through e-mail), phone contacts and open houses
- Direct email.
- Direct mailouts through email. We also deliver Neighbour Notifications to the houses directly around or near a DP application.
- Distribute flyers to neighbours of potential development. We invite residents to subscribe to a website with information re: planning in our communities. There is not restriction on who can participate. We use Social Media to disseminate info as well as email.
- Email
- Email
- email
- Email
- Email
- email
- email & notice board - we have been told info can not be copied / posted on the web or duplciated in newsletters
- e-mail communication
- Email communications with residents who have contacted us to express an interest in a particular proposed development; periodic community engagement events on development-related issues; etc.
- E-mail fan outs.
- Email subscriptions
- Email to CA Members, Instagram, Twitter, Open Houses
- email, phone
- emails
- e-mails from residents being directed impacted by proposed developments, periodic public community engagements
- Emails with anyone who contacts us, so we can disseminate info and take feedback.
- E-Newsletter, Twitter
- Face to face
- Flyers



Community Representation Framework

Stakeholder Report Back: What We Heard

May 30, 2018

- Flyers, email
- Flyers. Word of mouth. Emails. Mighty Bell.
- For all new discretionary DP's we distribute letters to the neighbours to alert them to the development, tell them how to give feedback and to let them know that the deadline on the notice posting sign is misleading.
- hand printed flyers
- hand-delivered informational flyers, emails to our contact list, Twitter,
- hosting information sessions
- includes direct e-mail, e-blasts (unsolicited all-member announcements through e-mail), phone contacts and open houses.
- Instagram
- Instagram, Twitter
- Invitation to participate, by means of flyers, social media, word of mouth.
- Mail Chimp
- Mail drops
- Mighty Network app
- Mightybell
- Monthly General Meetings
- neighbor awareness letters
- Notices
- Open houses (as described above)
- Open houses on policy and high profile land use and development files. Newspaper with low ad ratio, strong editorial content and high audited circulation (30,000+)
- Open houses on policy and high profile land use and development files. Newspaper with low ad ratio, strong editorial content and high audited circulation (30,000+)
- open houses, info sessions
- organize information sessions at the community center
- Outdoor Bold Signs
- Personal contact with others.
- Please see response of [personally identifying information removed].
- schools , youth groups and neighboring bussness
- See the survey response of [personally identifying information removed]
- See the survey response of [personally identifying information removed]
- Signage
- Signage
- Standard neighbor notification letter in mailbox. Bill boards advertising meetings.
- Street Advertising.
- StreetBeat web-based custom communication system (as above)
- Survey's
- Temporary signs on main roads in the area



- The BCA and its DCT sends email mailouts, utilizes signs, and provides a venue and organizes special meetings (Brentwood Co-op, secondary suites, City election - candidate forum)
- The primary way for people to engage with planning is through the meetings. For larger projects and engagement sessions we use the website and newsletter but this is on the rare occasion.
- titter
- Town hall sessions specific to the issues
- Twitter
- Twitter, Community led open houses, monthly Board meetings open to the public.
- Twitter, Direct Emails
- Twitter, Email
- Twitter, email
- Twitter, EMail newsletter
- Twitter, emails, and speaking to residents when out in the community, at events, etc. Bold signs (to advertise the community meetings/town halls)
- Twitter, emails, sandwich boards, posters on mailboxes.
- Twitter. Signs in the community spaces (community's boards, bold signs)
- We don't share information with residents. We post info about City open houses on FB and our website. Within the Planning Committee, emails are used to inform. Also the rare meeting.
- We don't. We could enter info in the newsletter, but is a challenging volunteer thing to achieve monthly. GAIN, when we think something is worthy of some wider community input we will suggest the applicant reach out to neighbors or beyond and hold an open house. We approach it as their work to do not ours as volunteers.
- We give written notice to residents who live adjacent to sites affected by planning applications. We also share information via open houses, email blasts, pop ups, and at our AGM
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- we have done stand alone flyers as well
- we have public meetings for specific permit applications to engage the directly affected individuals. We also advise the affected residents. we also use our hall signage.
- we hold special meetings in our boardroom
- website is under construction, communicate with Councillor Sean Chu on planning issues



Community Representation Framework

Stakeholder Report Back: What We Heard

May 30, 2018

Based on how you share and collect information, what has worked and what doesn't

- mass emails seem to be an efficient way to get information to everyone.
- Collectively, it works well. Everyone affected by a development has a equal opportunity to comment and have their views heard. Once the Development Authority renders their decision, anyone dissatisfied with the result has the right to appeal it to the SDAB.
- We have had some success with open houses. However, scheduling is difficult as it communication of the event.
- Printed newsletters, meetings, bold signs and online are very effective.
- Being aware of the applications for changes within the community and their impact on the community infrastructure. The traffic expected from the applications, the growth of population within the community although there does not seem to be a plan for growth. This community has grown in population by 300 pfr cent over the last ten years.
- What works well is getting knowledge of project pipeline. What does not work is getting a feeling that the city is listening. Everything is decided before we are informed.
- The newsletter working well
- We need more engagement from residents before the application is for a parcel on their doorstep. Not many use Facebook. City signage if devoid of useful informstion. New map on web is great bit not useful for residents.
- I would say that hand delivering notices has being the more time-consuming method but the most effective. We don't typically do that but we have had to in the past when we were short on time.
- Facebook has improved our visibility in the community for events. Our Newsletter left us lacking
- Meetings, website
- We would benefit from more specific information from the City than what is currently provided.
- Facebook and the newsletter work well, as does face to face
- In general for larger issues Community meetings are the best source to get feedback from community members. We will also reach out with online surveys and email. Electronic feedback tends to be less effective.
- Process developed is satisfactory
- We have only just initiated a communications strategy utilizing social media. Prior to, dissemination of information has been limited to emails amongst the Development committee and presentations at meetings. Worked well and we believe social media will enhance community participation.
- Word of mouth from community residents talking to each other/sharing about what they see in our outreach, whichever way that gets to them. Online seems to be more effective.
- Our issues are not with citizen engagement, but rather with response and communication with City staff. We have been regularly not circulated on land use applications, we find out after approvals have been granted. File managers do not respond to our phone calls, and we have never once received written receipt of our letters and submissions.
- IN fact I did not receive this survey from the City of Calgary. I received it from the FCC, in addition I note that the links to the Information Briefing did not work. The City of Calgary should look inward at the Planning Department as a significant party rather than trying to change the CA model.



- Our meetings and newsletter inform our community and we have a good level of community engagement. The City process does not recognize these efforts and so it is questionable whether it is worthwhile.
- Our community members can update memberships, volunteer with projects/events and sign up to book a spot at our community events. Our newsletter helps to advertise the website information and make people aware of what is going on in our community that do not have access to social media. The newsletter goes out every second month (6 time/year). The Facebook also reminds people of our events, news and to view our webpage to sign up for things. We also have a neighborhood sign that gets updated with events/new, etc. They all work well and we have worked hard to make sure our community members know what is going on in the community. Our Board members, of course market out information and when out and about word of mouth is still equally important letting people know what is happening in there community.
- People say they want a meeting then nobody shows up and when the development goes through they complain
- Open Houses specific to residents the project effects and a second open house for all Kingsland residents.
- Newsletter (print and online) has really helped raise awareness and brought more people to BOD meetings, AGM, and condo board reception. We're not using social media at this time, because we don't yet have the volunteer hours to dedicate to doing it correctly.
- We are continually trying to do better. Engagement is not always easy but having open forums has worked for us. We have a communications plan and try to remain consistent.
- Face to face works well
- We have surveyed the community using google docs to gauge the support for such issues as secondary suites. We publish a newsletter on a sporadic basis (suppose to be quarterly) and keep the community website current with important info.
- Our community created an area redevelopment plan in the past that city council accepted. We tailor our review comments in alignment with the ARP and has been successful in allowing community residents to know where the boundaries are.
- Works well: large town-hall style meetings, community-hosted information sessions, Twitter, planning committee meetings, emails to our list, sharing cloud-based community response letters for input & editing, small face-to-face discussions, community newsletter (reaches every household although not everyone reads it fully),
- Does not work well: emails for seniors (many of whom do not use email), City's Engage portal --> no one seems to go there unless we are made aware of an issue being surveyed by the City & we direct them to it (even then not all our area residents have the time / ability / English language skills to use
- NOTE: no single information sharing & collection system works to connect with everyone in our neighbourhood
- Website, face to face conversations, written responses, bold signs, newsletter
- I think the engagement process puts city staff and community volunteers at risk and it is not fair when a controversial topic comes up, it divides everyone . We have had residents who do not listen to process and want to blame and not work toward a win win for everyone
- Face-to-face and direct email works well. Newsletters and the website are not as affective.



- Website, info boards on side of street, surveys
- The people that attend the planning committee meetings get their voices heard for the DP submission. Anyone can attend but only a few do.
- By Emails, phone calls and meetings. It has worked well for us so far.
- I don't believe there is an avenue which has worked great, we continue to try and look for new opportunities to involved community members. We do fine that face to face works good, like at our family BQ
- No one communication method works for all participants. The best way to reach people is flyer delivery to house holds, or public event/townhalls where people can meet. This also works for social events, where significant planning issues are discussed informally.
- Applewood does not have a Community Hall and as such, gathering and disseminating information is extremely difficult.
- Our newsletter is always the best way to communicate with our community.
- Meetings / door knocking
- Our community generally lets the CA speak for them unless they feel the plan will lower their property values and then they attend the community meeting. This system has worked well in the past but since being put back in Ward 9 I feel our comments are in large part being ignored by the city.
- Physical paper Development Application circulations work best for proposed developments in the community, to ensure that drawings can be reviewed with ease for all ages of citizens within our community.
- A direct information sharing sessions with our residents gives us the most useful input. Requests for comments through newsletter, facebook or website does not generate a large amount of comments.
- It all works roughly the same
- Meetings. We have done door-knocks and flyer drops, but these aren't as effective in getting people to participate throughout the process.
- It seems the meeting work well, but interest is on an issue by issue basis, with no real consistent turnout. People are involved when it affects them.
- Getting information from the City regarding programs to advertise is often difficult. Also residents call us when they feel that they did not receive a favourable response from the City.
- All of the above being the age and demographics this allows to reach out to all our community and committee members.
- We are extremely accessible-- people can come to meetings, phone the community phone line, provide input via email, and drop of written comments. All of these work well, we have had a lot of positive feedback from residents with regards to how we conduct ourselves.
- We have a good relationship with people who are engaged - it's difficult to engage with everyone, particularly when people are completely disinterested in the planning process until someone tries to build something next door to them.
- Works well but dependent on good volunteers, their expertise and commitment. Effective decision process and low cost and good community buy in. This has led to appropriate development and renewal of the community.
- Door knocking, meetings



- Facebook works well along with emailing the stakeholders/residents directly. Newsletter does not work.
- We have not had so many planning issues in my time where we have met. The city has hosted some meetings for big projects (SWBRT, N. Glemore ARP). This can be good but also has proven to host the "squeaky" wheels and is not necessarily getting the majority opinion.
- Our website and a community Facebook group are our most effect means of collecting and sharing information. Probably least effective is our paper based monthly newsletter because of the lead times it requires for content but it is maintained for historical reasons and that it reaches a subset of our residents that our other mechanisms do not
- On significant planning matters (secondary suites and TOD), public meetings work well. Social media has not yet made a material impact on our information dissemination/retrieval approach
- Unsure as to how or if we collect information unsure
- Open transparent communication with both residents for a new development as well as against a new development has always served us well. The CA acts as a conduit for respectful discussion. The CA tries to remain neutral especially where there is conflicting opinions. If the overwhelming response from the community is one one side, the CA will support those residents and take a more partial stand.
- Sometimes the meetings can get out of hand.
- Our committee has a lot of diversity. We represent different areas of the community, a range of ages, and professional backgrounds. We have members with and without children. We have an architect on our committee who helps with technical questions. As most of us were involved in the new ARP consultation, we have an excellent feel for the City's and the residents' priorities.
- Being between the U of C and SAIT/ACAD, we have many many renters in our neighbourhood. This makes engagement difficult because they are not the property owners, and they're only here for a few years at most.
- direct printed mail in people's mail boxes - privacy does not permit us to have everyones email Facebook etc access points - many people do not look at the website with regularity
- Community newsletter does not work well - too long a lead time needed by publisher, Great News. Website and Facebook work well, Emails sent directly to members works well.
- What works well:
 - Having a P&D committee with a variety of skill sets and backgrounds allows for valuable and differing inputs into the process
 - Having affected parties attending committee meetings (as required), provides access to more granular knowledge as it relates to the development that the committee at large not necessarily has
 - Having open houses provides us with the opportunity to stay in tune with the broader community perspectives (surveys provide us with quantitative input around certain planning topics)
 - What can be improved:- We currently fail to update the community on planning related matters through the newsletter on a monthly basis. Instead, we update the community on significant developments every 2 - 3 months. This is a result of resource constraints.
- newsletter works well. Blue City Notice Boards work very well.
- Open houses seem to get sidetracked with other issues and uninformed attendees.



- There is no formal process for dealing with this.
- Because we don't get applications in an easily distributed form (i.e. electronic or PDF's) it is difficult to share with the Board or even a wider audience. We probably don't get all the feedback from residents either (they don't know who or how to contact us or what we as a CA can do).
- A committee member will have to answer this question
- We don't necessary compile information on community stakeholders, but instead provide info to them and encourage them to act independently. In cases of large, contentious developments we have held community engagement events and invited stakeholders to vocalize in person.
- There is no good way to get people's attention about development issues until it's near their house. Then they perk up. This is why the notice postings are important and why it's disappointing that they seem to go up just before long weekends and that they have a very short feedback deadline on them.
- so far I feel that all works well for us.
- Open houses and meetings have been great when the issue was large enough. Facebook has often had limited response, and newsletter has been hit or miss.
- Newsletter, door to door and meetings work best.
- Lots of community member involvement.
- Word of mouth
- Each element makes a contribution to how we collect and share information.
- I think the public meetings work best because then we can get a wider view on how our community members feel. Sometimes I have issue with letter than planning committee be the voice for the community, as personal bias can often be reflected.
- In regards to what issue? Are community meetings, any open houses and events are always very well attended. I was off the board for just over a year, before recently returning, and still felt as a resident that any important events/decisions had multiple ways for me to put my input forward.
- Given the large number of varied projects underway in the Beltline, we as an association have decided that soliciting feedback directly from our members on each issue would result very quickly in "engagement fatigue". Instead, we are working on developing a system to have accessible information on projects and we hold open board meetings where interested community members can attend and ask questions. We rely often on city projects (for example, the 17 Avenue improvement projects) to do their part to disseminate information on how projects will affect the neighbourhood and we do our best to gather responses to this and provide a united voice back to the city.
- What has worked well for us is our ability to engage directly with projects. We often have developers come and present at meetings, and we engage directly with larger project teams, including for example the Green Line team, CMLC, and the Beltline ARP group. This has been extremely useful, as we can often work collaboratively with these groups to understand their constraints and vision and present ours in tandem. This has been by far the most effective way to communicate and share information.
- In terms of communicating with members, it is important to remember that we are a 2-year-old organization, and have only just started to amass a representative set of contact information through



which we can disseminate information. We are currently working on providing an electronic newsletter.

- Our development program is at its infancy stage. We really are just experimenting with methodology at the moment. So far meetings both individually and participating in larger scale meetings have made the most impact.
- call them and facebook and Board.
- Our community is made up almost entirely of apartment buildings , most of them condominiums. We try to have representation on our association Board from many of these buildings. Developments in this community tend to be large and few and we try to maintain working contact with the individual developers planning or building major projects.
- Any form of communication is beneficial. Meeting where people can provide input are very good.
- We find that social media is effective for bringing people out to open houses and other meetings. We find that making our board meetings open to the public allows concerned citizens to come forward and speak directly to board members and committee members for input, feedback and to seek further information.
- Asking for opinions at fun events like family carnivals, spring clean ups etc.
- word of mouth works better
- All of them work well.
- mtgs don't usually bring out many people,not great response for most things-too stable a community I guess
- We undertook a community-wide door to door campaign to collect information and determine the needs and wants of our community. We also encouraged residents to become community association members and to sign up for email alerts and information. We had a very good response and were able to identify needs and wants.
- google group discussions works very well as it is interactive and in real time.
- Less efficient is door knocking as it is difficult to connect with people on important issues. May not be the right person at the door, may be the wrong time to discuss etc.
- Websites and emails do not work. People only get involved when they are physically engaged through direct communication with all the effected parties.
- Newsletter, email list, door knocking and meetings work well. Website not so much.
- Works well : Meetings, door knocking, email solicitations
- Works poor : Newsletters
- Putting the onus on the applicant to engage and reach out to wider community members is the only way we see this working. We just don't have the volunteer power to do that type of leg work (flyer drops, monthly newsletter updates etc...). One thing that really irritates the committee members is the lack of understanding from wider community members that we are volunteers and are typically not willing to do things for people. We will support them in whatever way we can, but we will not 'fight' something on their behalf for example. We constantly get request like "what are you going to do about this" or "you should do this". The reply is typically we will support them by offering meeting space etc...but they need to take the lead.
- Door knocking and talking to residents face to face but very challenging though



- SM is immediate, but newsletter is still a backbone especially with older population. Town hall meetings can be messy but the truest barometer of public opinion. Doorknocking & one on one are slower but perhaps truest/most reliable form of engagement
- in the last few years this has worked very well, except when time constraints make it difficult to distribute information (newsletters have to be created with a month lead time, summer vacation times)
- Based on the large amount of information that is constantly coming through and the number of initiatives/applications/meetings, it can be difficult for community members to attend and feel like they are up to speed on all planning matters in the community. People tend to focus on the one or two items that directly impact them. This can also be said for the planning committee, it can be difficult to properly comment on all planning matters when there are a few volunteers with a lot of information. What worked well was Haysboro had the U of C EVDS students work on the Haysboro community as a final school project- as part of this project, they held community workshops and open houses that were open to the entire community. This gave people a chance to see the students ideas, provide ideas themselves, and feel part of the process.
- emails seem to work the best for collecting information. Meetings seem to be the second best way to collect information
- Generally people directly phone or e-mail our Board (either via our Chair directly, or our Devt. Director) with concerns they may have about planning matters. They are also welcome to attend- and sometimes do - our monthly Board meetings. Although we use social media, so far, any feedback or information gathering re. planning matters are not discussed on these forums.
- keeping the development committee which deals with development permits and transportation issues separate from the Brentwood community association has worked well. If combined the meetings would be too long and personally I'm not interested in many of the other issues our community deals with (community gardens, seniors, hockey, skating, soccer etc)
- The website has worked well. Inviting the community to meetings does not.
- It seems like meetings are the most effective, but they are additional to our regular board meetings and take up more of our volunteer board members' time, thus making them a difficult thing to coordinate. Facebook engages people, but usually only for complaints.
- Upon providing the developers with our thoughts/concerns/ideas, they seem willing to take into account our concerns and ideas for development.
- hosting meetings for community wide planning issues such as traffic safety and issues that affect the whole community works well. Engaging directly with neighbours affected by specific permits has worked well. What has not worked well is city planning's distribution of information to us.
- All work well for our communities.
- After a community survey, Bold signs on the main boulevard worked best. Facebook second best.
- Brentwood is in a transition. Most of the resources we use are effective but could be better. We are working on it!
- collect input then circulate draft "submission" for concurrence
- Door knocking seems to be the best way to reach affected parties in a timely manner and ensure they are aware of upcoming changes that could affect them/their property.
- Social media not helpful



- For the most part, applications from the City do not come with a deadline for comment far enough out to take advantage of most of our communications tools. In the past, the paper-based nature of the City's process has limited our ability to share information digitally as well.
- Email works best as a notification method and to disseminate information. Once we are aware, websites are helpful for us to find what we need, provided that they are maintained and the information is up-to-date.
- Our newsletter reaches over 18,000 households and businesses in the Northern Hills. We also have a fairly extensive email list for a representative sample of our community residents.
- over the past 2 years we have had a board member who was an employee of the City of Calgary and kept us up to date on important planning issues effecting our association and surrounding area. Also meeting held by councilor Keating bringing all area CA's together to discuss issues is a positive and productive way to share information.
- Seems to be working fine but would be nice to see responses from planning to see if input has been considered.
- All of the above work well for our organization. We really have not had anything notification wise, where our residents have said that they are not receiving our community information.
- Our newsletter is currently a weak link as it is too expensive to publish and mail so we haven't produced one in over 1 year
- Works well: Meetings, door knocking, email solicitations, and newsletters
- I don't believe we represent our community stakeholders because the WSCRCA Planning Committee does not share or collect information. When their are controversial applications the residents are often frustrated that the WSCRCA will not represent their views to the City. This has impacted our ability to recruit volunteers.
- City appears to want to limit community input while appearing to invite it. Limiting what areas on which communities can be involved is very frustrating. (recent development application comment restriction)
- Our planning committee is a diverse group of representatives, this is important. There are also limits on household representation to not dilute process. The long standing ARP document is often not considered by city planners and developers which is not a win for the community and the design our residents support.
- Meetings with concerned groups work well, as they are efficient from a time perspective and the open dialogue can help to narrow down the true concerns and issues - eliminates lost messaging or understanding that can occur through other means of communication. However, we only know of them when they reach out to us. There are many residents that are not aware of their CA, nor how the CA may help. Others that are aware believe the CAs have more authority and decision making powers than they do. Education on these matters to the citizens would be beneficial. What we struggle with is disseminating information in a timely fashion, as our newsletter is not frequent enough to be current and we are not permitted to post the circ packages or information to our website. Residents generally do not review the paper, if they even receive it, to determine what applications are happening in their neighbourhood, and many do not know about the City's site where the applications are posted. Many that know of the site, frankly, could not be bothered to take the time to review it, just because. Electronic means of distribution continue to pose a challenge for the elderly population. Our CA is very large, so door knocking is not practical. Clarity from the City



about what we could post through the website and social media would be beneficial, as we are undertaking a review of how to better inform the residents in our community. We also advise the community of the larger applications and status at the AGMs.

- I'm not sure.
- In past, we have had success when we have had opportunity to not only offer open houses to the local residents but present to our affected affiliated organizations and mobilize common support. We also have had success by legitimizing projects that could have gone off the rails with self centered, one dimensional motivations and moving them to a more holistic, broader benefit with objective benefits to the satisfaction of all parties. Where there has been disagreement we have provided justification using planning principles. Success is achieved by repetitive communication on project objectives and updated status to ensure we continue to bring people into the process who may have not previously been exposed to it and continuing to follow this procedure until completion. Open House feedback is very effective and direct query to affected parties. General communication updates are effective for sharing information but not so much for collecting feedback.
- Town Halls and open houses centered around specific issues have worked very well. Bringing in local expert speakers to disseminate pertinent issues.
- We don't spend much time in collecting information, as we spend most of our time trying to keep our head above water. We have been short of money for a couple of years. Now we have our casino money we don't have a building to maintain - Maybe when we get ourselves sorted out we will start collecting information and sharing it.
- Critical to have engaged group of volunteers and structure provided by staff. Consistent communication is key as well as developing knowledge over time (what you learn from one development can be applied to the next).
- works well when we get the application electronically and can share it with the committee members via email, not requiring a face to face meeting, speeding up the process and making deadlines. Prefer to email comments rather than fill in forms
- Door to Door has worked the best. Our Facebook page is getting more visitors and the AGM has worked as well.
- Beltline Communities was able to support all of the above information collection and dissemination resources for eight years. After the 2009 confiscation of our income generating community facility - constructed and paid for by the community - savings were drawn down and the City repeatedly failed to meet its stated obligation to provide alternative facilities. Planning and development business unit does not provide information according to its stated protocol. As well, the current Ward 8 Councillor inappropriately instructed Planning and development to cease circulations.
- We have a rep from Ward 5's Councillor's Office join us at our monthly Board meeting. As well, we have a NPC (Neighbourhood Partnership Coordinator) attend our monthly meetings as well. Both are a good source of information.
- Residents have multiple avenues to make their opinions known. This is very inclusive.
- All of our communications work well, but the time commitment required is a huge issue of concern. The extra work to write neighbour letters and notice drop is both particularly significant in resource-consumption terms but also particularly effective. Monthly newsletter articles are also a lot of work for volunteers; these are felt to have limited readership.



- Our experience has been that BRCA needs to hit people on multiple fronts as not everyone consumes information the same way. This reality is very taxing on a few volunteers. More individuals need to take up responsibility and be active citizens - it cannot be up to the same small band of volunteers who always do that required work. We especially feel that the City effectively downloads onto citizen volunteers working with community associations much responsibility or accountability to reach out into the community, but that this occurs without resources being provided to do this effectively.
- See the survey response of [personally identifying information removed], BRCA's Planning Director.
- In addition to the website, newsletter, door knocking, meetings, and email s, the Open Houses have also worked well. These Open Houses started out in a smaller room, but more recently have had to move to a larger one due to numbers.
- It is all good. The important thing is that we, as an organization be transparent, and that we understand where the concerns are.
- All have worked well, engagement is high for open house events, we need a faster, more direct way to alert and advise residents.
- Monthly meetings, emails to planning coordinator.
- See the survey response of [personally identifying information removed], BRCA's Planning Director
- It seems that currently we get lots of residents out when they are worried or wanting to either stop or request changes to a development. I think this will always be the case but it would be great to see people participating in a less reactive and more community inclusive way- for example, that people are engaged in creating a plan for our neighborhood so that developments can be considered in the context of our neighborhood's plan as well as the City's. Our planning committee members participate in this way but it would be helpful if we could encourage this level of buy-in and understanding for a broader range of community residents.
- Paper copies of DPs are hard for our committee. Most of our work is done online and we use Dropbox quite a bit. Large DPs that are not scanned make it difficult for all our members to discuss as not everyone makes it to every meeting. Electronic Circulations of DPs are always the best way to get feedback.
- The mail drops work well. Feedback indicates that residents have received the information and are aware of the issue and know they have an opportunity to express any concerns they may have.
- Planning meetings can be difficult for availability of residents. Online feedback is valuable.
- as per BRCA Planning director responses.
- Our community just undertook a Board sponsored survey . The preliminary results indicate folks still want to receive information from the Community Newsletter mostly. However, the membership list has just been accessed for the first time in the form of email blasts and it appears this mode of communication suggests this to be a popular means of receiving information regarding the ECA and Community.
- The newsletter is well read, e-blasts fill in the gaps in newsletter publishing dates and petitions are well subscribed. We need a combination of tools but in general, it works well. General Meetings are particularly well attended when there are items of interest or contention. The only downfall is that this relies a great deal on the willingness or ability of volunteers to provide the energy required to make these engines run and that the City relies upon this activity as though the volunteers are paid employees.



- All of our communications work well, but the time commitment required is a huge issue of concern. What does not work well is the huge amount of time commitment that is required of our volunteers to keep up with city changes. The extra work to write neighbour letters and notice drop is both particularly significant in resource-consumption terms but also particularly effective. Monthly newsletter articles are also a lot of work for volunteers; these are felt to have limited readership.
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- Word of mouth, emails, newsletter, facebook
- Facebook works great, but is limited. Same with the website. Our newsletter is the most powerful tool to share info, but doesn't work to collect.
- All of our communications work well, but the time commitment required is a huge issue of concern. The extra work to write neighbour letters and notice drop is both particularly significant in resource-consumption terms but also particularly effective. Monthly newsletter articles are also a lot of work for volunteers; these are felt to have limited readership.
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- All have worked well. The feedback we receive from the community is we are doing a good job of representing the community.
- Overall, a combination of word-of-mouth and email newsletters have been the most successful, while our social media has struggled to stay on top of planning issues.
- Often the time period given is inadequate, but we do our best. We encourage residents to stick to the facts and rules when they offer feedback. Engagement often occurs in less formal settings, such as the soccer field or our annual Harvest Festival. This results in less targeted complaints from special interest groups and more genuine feedback from average residents. Plans are often shared on our website, which helps people access information in a timely manner.
- Too much copying, delay in physical file production. We'd prefer info to be shared off of a single City website (planning file), or as much as possible.
- A challenge has been that the majority of feedback is negative as individuals tend to engage when they are opposed to something versus supportive. It is difficult to get advance input on issues as individuals tend to engage when they are directly impacted by a current application.
- Additional challenges are that not everyone: has access to email, has the internet, uses social media, reads The Source, checks the CA website, and/or is a CA member.



- Developer lead open houses for the community are a great venue to listen to concerns, gather information, and share information. There must be representation from City Administration for these to be successful.
- Our sharing and collecting of information has been quite limited. I'm not certain that we've done anything, which means we have neither successes or failures.
- Unsure
- All forms of communication work well. You get a good response from all ages.
- We no longer have a paper newsletter as social media has shown to engage more people. We have developed a fairly broad email list over several years and send messages out to those that have signed up and continue to sign up for community info. Our FB page likely has the largest impact.
- Monthly meetings work extremely well. Newsletter is very informative and garners a great response from both communities.
- again depending on the complexity of the issue. For more complex issues the more engagement the better. Meetings are the most effective where residents are free to ask questions and have an open discussion
- By personal contact, social media.
- Meetings and email work very well.
- The app and meetings work well. I don't know what hasn't worked.
- we use the community membership list to invite residents to special events such as the recent Open Houses around secondary suites.
- we are also starting to regularly use the community newsletter as a vehicle to discuss and inform around planning matters
- We predominately stay neutral. If there is a major planning project we let the community know and if there are information sessions we post on the Facebook page. As far as feedback with let those individuals take it to the City themselves after they have informed themselves.
- Meetings have drawn a significant number of residents. Website i don't think has a large following, we could do better.
- What works well is a robust, representative and focused substantially voice for the Hillhurst Sunnyside Community and CA with the Chair and Staff member highly engaged and focused on meeting deadlines and getting appropriate information to board members, residents and relevant stakeholders. What would not work well would be a large district vs. current community approach. It would dilute the impact of the committee a broader, less focused, and engaged group which would also increase administrative burden, create redundancies and inefficiencies and lead to missed deadlines and potentially increased meetings etc.
- We find that providing clear, unbiased information to our residents has worked best.
- information goes out no response
- Facebook and our monthly newsletter is the most effective way to reach out to our community.
- To my knowledge we have engaged in these activities in the past but currently have not had the need or done so as we are an older neighbourhood and not many significant changes occur
- Meetings and e-mail are most effective
- Google Surveys is very efficient for compiling the results



- The methods indicated above work well but there is apathy among some residents who don't want to get involved because they don't think they will be heard or can't make a time commitment to participate fully.
- Communication from the city of calgary planning group. Communication from developers. Our monthly meeting open to community residence
- Membership participation, and our system to encourage membership is critical - we tie our outgoing communication to membership (and thus to member interests). This provides a value proposition to them in exchange for their fees, gives them a level of participation which they can control themselves, and eliminates emails that they might otherwise consider community association spam. Our StreetBeat system allows them to document their skills and volunteer interests with us on the understanding that we might draw on their support when needed. It also allows members to respond to specific topics as they receive them, and these responses are copied to the entire leadership team.
- For non-members, and non-residents, Facebook and our website offer similar feedback opportunities, as all responses are copied to the team.
- Our value proposition approach to membership, and our shared interest in the community school has caused residents of adjacent communities to join our community association. Within the first 4 years of implementing our membership communication system and new pricing, the number of members increased by 65%, and our membership revenue increased by 187%.
- Direct emails work well, as do meetings where there are CA reps that can explain and answer questions.
- The community newsletters work well to present detailed information on an issue, but have a significant drawback in that submissions are due over a month in advance.
- Picking up where I left off... Hosting open houses works well, however, they require volunteer time to both coordinate and host. They generally capture those who are also paying attention to planning and development matters or on matters that are close to their home.
- Face to face meetings with the affected residents.
- It's the same people who come out to meetings when something happens. We don't notify the entire community, but then not everyone cares.
- Generally, individual residents lack understanding of complex City processes and how to effectively approach issues - equipping them, either thru face-to-face meetings (small group or one-on-one) and/or email exchanges is most effective. Larger town hall type engagements (often hosted by the City and/or developers) leave residents frustrated and disinterested as they're asked for their time and input, but feedback seems broadly disregarded. The mass engagement model is broken because the the City provides no follow-up to explain/rationalize decisions.
- Our monthly meeting
- Direct communication such as email, phone, meetings and in extreme cases informational flyers work best in resolving major community issues. General information published in website largely remain unread until individual resident impacts are identified. Facebook suffers the same restrictions as we only have contact information on association membership which is less than 10% of residents.
- my experience so far has all been positive that we are doing the right thing and keeping a good balance with all stake holders. People all love there community and having a voice to what goes on here. Finding a balance to grow and change.



- We believe we are a very effective committee that represents a balanced view of what is best for the community under the bylaws of the City
- Our website, newsletter and Facebook work very well. Meetings have a very poor turnout but it is our responsibility to make ourselves available to our Residents
- The newsletter is well read, and the eblast helps the remaining people get in the loop. General meetings are well attended when items of contention or interest occur.
- The effort and energy needed to sustain a community need the willingness and ability of volunteers to be involved.
- Please see response of [personally identifying information removed]
- DP and rezoning notifications are distributed to neighbours (10 or more) and have been successful in allowing nearby residents and businesses to find out about, and learn more about relevant activities. BCA meetings with residents on major issues have been quickly organized via mail out lists. The website advertises DP and rezoning applications and is getting positive feedback.
- Because of publishing deadlines, the newsletter is not effective for short term notifications
- Our rather small community is home to a diverse demographic. Most are homeowners but we also have a healthy rental population. The renters tend to be younger, the homeowners a little older. We use a home delivered Newsletter, our Community E Mail and our website to try and communicate with as many interested residents as possible. Residents are not hesitant to contact Members of our Board if they have an issue to discuss. Our AGMs are reasonably well attended and the discussion is often lively. No question a majority of our residents are engaged and invested in their community.
- Our Newsletter works well, our website is popular
- Recent change to allow us to forward PDF copies of circulated plans to interested affected parties is very helpful.
- Combination of above, especially sharing info via emails, pdfs, links
- All methods have some level of success, which varies by project.
- Limited history to answer this question.
- Because our committee generally does not share or collect information with our stakeholders, I don't believe that we fairly represent our community on Planning applications. In my opinion, and from talking to residents, this has led to a lot of frustration in the community. They do not feel heard or represented. The developers are happy because they get to meet with our chair and get support from the WSCRCA.
- We see that newsletter outreach is working as we got a few new members recently. Also we have an ability to share information with CA's members via email with the help of Triwood staff. Additionally, we are working on creating a webpage about our committee and have news sections about the development things happening in the community. We want to create another way to engage with residents by having an available information about us and what we are up on the office Triwood CA's website.
- So far we are exploring new things for us so we don't know yet how they will turn out for us. But we definitely will be evaluating our work as we go.
- All of our communications work well, but the time commitment required is a huge issue of concern. The extra work to write neighbour letters and notice drop is both particularly significant in resource-



consumption terms but also particularly effective. Monthly newsletter articles are also a lot of work for volunteers; these are felt to have limited readership.

- Our experience has been that BRCA needs to hit people on multiple fronts as not everyone consumes information the same way. This reality is very taxing on a few volunteers. More individuals need to take up responsibility and be active citizens - it cannot be up to the same small band of volunteers who always do that required work. We especially feel that the City effectively downloads onto citizen volunteers working with community associations much responsibility or accountability to reach out into the community, but that this occurs without resources being provided to do this effectively.
- engagement sessions/open houses on specific large development work well however are a lot of work for our CA.
- Our planning committee responds well. It works efficiently. It is unbiased. It includes stakeholders.
- The newsletter is well read, e-blasts fill in the gaps in newsletter publishing dates and petitions are well subscribed. We need a combination of tools but in general, it works well. General Meetings are particularly well attended when there are items of interest or contention. The only downfall is that this relies a great deal on the willingness or ability of volunteers to provide the energy required to make these engines run and that the City relies upon this activity as though the volunteers are paid employees.
- We try to engage people in a variety of ways: the print newsletter for non-computer users, online mediums for social media and email savvy people, in-person at meetings and over the phone. We cast a wide net in that we don't ask specific groups, but will respond and engage with anyone who identify themselves as residents.
- Newsletter deadlines do not work. As an active community redevelopment, we struggle to provide enough notice for events such as open houses.
- The newsletter is well read, e-blasts fill in the gaps in newsletter publishing dates and petitions are well subscribed. We need a combination of tools but in general, it works well. General Meetings are particularly well attended when there are items of interest or contention. The only downfall is that this relies a great deal on the willingness or ability of volunteers to provide the energy required to make these engines run and that the City relies upon this activity as though the volunteers are paid employees.
- a listing of all of the other responses on how organizations are involved in the planning process.
- Affordable housing groups and neighbour to neighbour and condo associations for developments specifically affecting them.
- All of the above if applicable in each DP Application.
- All residents of Bankview are welcome to attend Development Committee meetings.
- Any or all of the above, depending on the project.
- Any resident near the development who is an affected party.
- Applicants and affected stakeholders
- As long as they identify themselves are residents. Crossover organizations through other programs at HSCA.
- Assistance Programs
- CAs around us , Ward 8 office and Councillor Wooley, FCC



- City.
- Community members / residents
- Community Members, and local businesses
- Community residents
- condo associations, faith-based organizations, multiple sports affiliate organizations, other service organizations, other affected community associations
- Condominium Associations, Developers, Other government organizations (AHS, for example)
- Developers
- Developers, HSCA members
- Direct contact with the immediate neighbors. Use of personal contacts from over 30 years of living in this community.
- groups are involved in the discussion of what impact a proposal will have on them
- indigenous leaders/orgs other CA's
- individual condo boards for each building in the community; community associations in nearby other communities with similar issues
- It really depends on the nature of the proposed project. We usually rely on the DPC to assess what level of engagement is needed.
- Local schools.
- many of the above organizations are not our community. We extend an open invitation to any one who wants to attend our meetings. This is conveyed on our website and in our community paper with all the contact information and steps needed to do this.
- Neighbouring community associations, other inner-city community associations, Ward 8 Councillor's office, etc.
- Neighbouring community associations, the local BIA, Ward 8 Councillor's office.
- None, to my knowledge.
- None. Only developers.
- Other CAs
- Our Community has yet to develop a Planning Committee of any significance. I would suggest perhaps as the community is just approaching 40 years young and is still about 5 years away from a "re-think" around redevelopment and what that might look like. Secondary Suites appears to be a hot button and while an official engagement open house has not been initiated; it appears to be topic of interest. Current Survey supports this comment.
- Our Planning and Development Committee is a diverse group with a lot of experience and knowledge of planning matters. It is very active and the feedback we get is we are effective in representing the community.
- Please see response of [personally identifying information removed].
- Residents, businesses and other organizations have access to the WCA website and receive the newsletter. WCA meetings are open to residents and organizations to attend and address the Board. Everyone has the same opportunity to comment on development issues as WCA.
- Schools
- Schools



- Schools (admin and parent councils), wide open through social media. Nobody is 'shut out' of the process.
- See notes below
- See the survey response of [personally identifying information removed]
- See the survey response of [personally identifying information removed]
- so many chiefs
- Sorry - I do not know what a "Residents' Association" is. Our community is made up primarily of single family homes, so this may not be applicable. The CA has tried to make contact with residents in the highrises in the Brentwood Mall, but many are university students and renting, thus their focus is on campus rather than on our CA.
- Stakeholders.
- Sunrise Link, CIWA, Immigration Services
- The community
- the planning committee is community based and is not oriented around any special interest groups
- The South Shagannapi Strategic Planning Group
- There are many schools in Brentwood. The CA has many discussions regarding better crosswalks with markings and signaling, vehicle parking, and school bus routes. The Brentwood CA has a reciprocal relationship with other neighbouring CAs.
- this question is loaded and for the most part irrelevant, information is distributed to everyone including businesses and churches and is posted in public places, everyone is welcome to attend, join or comment regardless of religion, age, race, or sexual orientation is n
- UofC EVDS, Schools - Western Canada, Connaught, Calgary Arts Academy
- VIVO, other Community Associations, the local schools
- Vulnerable Populations from Brenda Strafford served by the ELCC grant from the HSCA Daycare.
- We do not have a business improvement association or district in our community, but nevertheless we reach out often to any organizations that may seem to be affected or interested by each application. More typically we find that non-individual-residents (e.g. businesses, associations, churches) connect with BRCA only when they just like any applicant are seeking support for something that they want to do, or (more problematically) when they wish to oppose something that somebody else is pursuing, but for commercial or competitive reasons rather than for planning reasons. It seems to be totally dependent on the scope of the application. In the past we have worked with seniors organizations, local businesses, churches, cultural organizations and social agencies as applicable. We regularly engage with our community social worker who liaises with many residents we cannot reach. There is a healthy sharing of information back and forth, although typically more of a community building sort, and not a community planning sort.
- we do not have specific associations or organizations based in our community. We engage the entire community as required such as the school for traffic issues, the seniors complex for traffic issues and social activities and multiple other groups. Our community is small and has no commercial district or church. We are a residential community.
- We don't actively seek to involve these organizations but would not be opposed to, if doing so was relevant to particular planning issues that arise.



- We don't have an RA or BIA in Brentwood. Otherwise all are welcome. We state this in our CA newsletter which is distributed every month to every single address in Calgary: houses, condos, apartments, churches, etc. We also post notices in public places like the library and pool.
- We don't have any Resident associations or any of the other ones listed that would be stakeholders. Adjacent communities associations are included when appropriate. Erlton doesn't have the other organizations in our area it is purely comprised of single family homes on the south end at the North End is all condominium. The only commercial are Repsol Sports Center and Humpty's resaurant. We would involve them if there was a development permit that would affect them. We invite commercial developers to engage with the community and aid in the consultation process.
- We encourage engagement with all aspects of the community
- We have a recreational building within our community. Our planning is mainly done with the GM of the building. We do not sit with any organizations for other planning.
- We haven't had (in my time) the need to involve these specific groups - just the community at large.
- We involve all residents within a 60m radius of the project.
- We involve directly affected parties (i.e. neighbouring properties) in the event of individual applications, and invite the community at large as part of our open houses. This may, or may not, include the groups identified above.
- We only actively seek our other organizations if the application directly involves their building I.e. a church, business or school.
- We really don't have associations in our neighborhood, other than a church group across the street and we plan a community barbeque together. We are inclusive of everyone in our community.

The successes and challenges you have had in connecting with different organizations

- All affected parties are afforded the opportunity to comment and have their comments / views considered during our community's review of the DP.
- The main challenge is access to residents in apartment and condo towers. The next project is to get feedback from businesses in the area
- we are new community and do not have many organization in our community with who we can easily get connect.
- Not aware of these groups in our community ... formally.
- We have had very good luck connecting with the Repsol Sports Center and leading a consultation process with surrounding communities, a town hall has yet to take place but I expect the outcome to be very good. We did have an unfortunate outcome for In from the Cold when they were looking into moving into our area. When stakeholders found out that the board had some Intel for several weeks and we're waiting to hear back from the organization for a letter discribing the proposal, stakeholders interpreted that as the CA not being transparent with the information.
- We meet regularly as a resource group to discuss any upcoming events and projects in our community.
- Aging social groups (Lions) not being replaced in the community
- In large issues such as the development of the Highland Valley Gold Course we were able to achieve a high level of community engagement. We were able to work closely with City Council, the



media and the developer. However, the level of effort this took over 18 months was very trying on a volunteer community and lead to several people burning out from an ongoing 20-30 hours a week of volunteer time outside of their normal jobs. Also, striking a balanced position on the issue was very difficult given the range of opinions about the development, trying to represent the range of opinions in a balanced fashion was impossible and lead to conflict on several occasions.

- We do not have enough volunteers/board members to make many connections as of yet.
- We have a very diverse community (age, language, ethnic background, etc.) which we need to figure out ways to reach.
- We have excellent engagement from all of our groups.
- Some successes that we have done over the last few years is also invited our local dance groups and music store to be involved in our Family Fun Day. This branching out to our community with arts programs has brought new young people interested in the arts to attend our events and also some have become volunteers. Also, with our new garden group, we feel we are branching out to many people in our neighborhood that had not participated in our community before. We also have a recreation director that has created a Pickle Ball group. We continue to reach out to new people to provide a cross range of activities for our community. Challenges are always to have enough time to give when volunteering. It some times fall in the hands of few, but we have a real hard working group that like to succeed. We love our volunteers and try and keep a positive onward looking Board.
- The groups don't seem to want to work with one another
- We invite all Residents so that includes all seniors, business, any faith, any culture and all sexual orientations.
- We seem to be relying on certain directors' personal relationships for these orgs. We could probably do better via social media, but again, we don't yet have the volunteer hours to dedicate to doing that correctly.
- Resourcing. Our ED does an awesome job and so does her staff but staying connected with all groups is sometimes a challenge given their lack of resourcing too. Our community is quite tight knit though so this community spirit extends far and wide.
- In the past, we've worked with adjoining communities to create an ARP for the 50th Main Street initiative. We have also liaised with other CA's regarding the Secondary suite Issue .
- No problems. Businesses are on board.
- We have had great success connecting with area churches, the Business Improvement Area in our neighbourhood, with various social services that support people in our neighbourhood, with our local elementary school (all these groups are involved in a multi-organizational committee with our community reps that seeks to share information & find solutions for common problems). These groups work together to provide a monthly Seniors Luncheon, an annual Clothing Giveaway event, our annual Neighbour Day event, an annual Community Clean-up, etc.
- We have had challenges connecting with many of our area renters (our community is 60% renters) as they are often not in the area long-term & are therefore not attached to the community goes on, and they are also often too busy with making ends meet to allocate time to significant community involvement.
- Different organizations have varying degrees of interest in community planning and typically only when directly or indirectly impacted. When needed, groups are involved.



- language, too diverse in the northeast - when city staff can lead and facilitate there has been some success with projects.
- Not always easy to bring people together - consultation from membership though few attend.
- Newsletter surveys also on website; use FB & Twitter
- I am not aware of any connections
- Members of Monterey Punjabi Seniors Association have been giving us helping hand for organizing "paper shredding " event on Calgary Clean Up day for last two years.
- We do have great success in connecting with neighboring communities and sharing on some community initiatives. It allows a bigger focus and extended audience
- Volunteer time for some of the organizations we have dealt with has been an issue. The senior's group in our community is *very* active and very successful. Drawing seniors from other neighbourhoods. The BIA group has been a challenge as they seem more confrontational and less interested in working with the community (more concerned about making it not happen).
- I am not aware of our community connecting with any organizations
- As volunteers, our time is limited. There's only so many meetings with other organizations we can take in a month--sometimes, there's just no time for taking on anything extra. We generally wait for other organizations to contact us and are happy to work with them when we can.
- No group is really active in our area
- In all fairness we are a very small community so we don't have a lot going on and while we have invited other organizations to our meetings to stay informed in general I feel many of them have a lack of understanding of the relationship between the CA and the city.
- There are (3) major institutions in our community, The Scarboro Pre School, the Scarboro United Church and the Sunalta School. Dialogue and feedback has been extremely successful with them and our Executive. The health and longevity of these pillars of the community are essential elements of our small neighbourhood.
- Any organizations using volunteers are challenging to engage with. Although willing to participate, matching schedules is challenging, however, can produce some of the best insights.
- N/A
- As a community association we try to be neutral in order to come to a consensus on an issue. Certain groups are very polarizing and do not come to the table with the same view.
- General communications with other community members has always been good
- Again, I'm not actively involved in the planning committee, but from what I can see challenges are when we are seen to take sides in a major project (legion redevelopment). The committee has a contractor who manages the group which has made for successful review process and input back to the city.
- Lack of response
- The business group will attend and participate but I would like to see more of a presence at our meetings. In regards to land use and development of properties in our area.
- We do not have a business improvement area, RA, or other organizations above in our community. We do, however, want everyone to feel that their voice is heard. We have a social worker for our community, a representative on our Board from the subsidized housing in our area, a representative on our Board from the cooperative housing in our area, a representative from both the Seniors'



housing and the All Boys School which attend our meetings, and 2 directors which work with reach out to our seniors, and our Faith community. We make every effort to include all of our residents, but people choose how and when they want to get involved.

- We don't have a lot of the organizations listed above in our community. We have a particular interest in seniors' housing as we have a lot of people aging in the homes they built in the 50s and 60s, however this engagement is typically on an individual level.
- Successful interaction with school board (former elementary school), Repsol Center and Stampede.
- We will reach out to any and all affected parties that we are aware of and able to contact. The challenge is to be aware of them and get contact information for them. In many cases, a large part of the problem is that the City effectively hides the identity of interested parties from one another under the guise of privacy concerns even when this is not an issue. As such the City becomes the only point of contact that we have on many occasions
- Our residents are indifferent for the most part to planning matters unless it directly affects them. We are advocates for our residents and in many circumstances they are not aware of our efforts.
- Unsure
- The Planning and development Board has active participants from the Bowness Seniors association and the BIA (Business Improvement Area).
- We are open to connecting with all organizations. But mostly, we connect with individual residents who may or may not be part of an organization.
- As noted above, our engagement approach is based on the concept of "affected parties". We do not single out certain groups identified in the list above.
- No known challenges.
- Haven't tried to connect with any other Associations
- We haven't reached out to any of them.
- Our CA represents two communities, which each have an RA and their own facilities. We have had limited success working with both of these, though there is a much closer relationship with the RA in the same community as our facility. We have hosted programs there, and occasionally met to discuss common concerns, but the relationship between our boards has only been as-needed.
- Hard to get regular engagement.
- Our BIA is going through a change in leadership. So while we have over 100 small businesses in Montgomery and have consistently asked for their input, it has not been a smooth road to this point. We are optimistic that a new leadership for the BIA will change that as our approach is very consultative.
- Since much of our neighbourhood consists of higher density residential, the main "association" organizations aside from the community organization are BIAs and Condo Boards. We engage and meet with BIAs regularly, and quite often find that we have a common vision for the Beltline. When conflict does arise, we ensure that we maintain a good working relationship on the whole.
- The challenge of working with BIAs can lie in the question of jurisdiction. We generally focus on meeting the needs of residents in the neighbourhood, and leave the vibrancy of our many "main streets" to the BIAs that represent them. With that in mind, there are certainly projects and developments that come through our planning committee that fall within the BIAs that we provide input on; after all our residents are some of the main users and patrons of the business in these



BIAs and it is important that their needs are heard as well. These issues rarely occur, however the reverse can sometimes be an issue - there are some areas of our neighbourhood that a BIA does not represent but can sometimes insist on providing input to. Again, we have been very good at resolving these conflicts and while they are "challenges", they are certainly not a road block to making our community a better place.

- Not at that stage yet.
- we have Seniors tea since 2005 and we start with 2 seniors .Now we have more than 84 .
- Our best contacts are with the individual condo boards, as they are often effective representatives of the interests and perspectives of the residents of their particular buildings. Otherwise there are not particularly active associations of the types you mention in our community.
- All meetings are open to the public so anyone interested can come.
- Resident's and Homeowner's Associations have been a large issue in our community due to the sheer number (at present over 40 different organizations). We strive to maintain engagement with them all, but many are stressed with small volunteer groups, and inordinately large workloads, as they work to manage properties as well as negotiate with their stakeholders on fees, as well as engaging with the City on "enhanced maintenance" of City owned property in the community. It would have been very helpful from the time of annexation here (1997), if the City had mandated one HOA or Resident's Association for the entire community instead of the byzantine structure that is presently in place. It places a tremendous strain on volunteer resources and makes coordination of existing parks, pathways and issues related to them very challenging. This is likely our most time consuming issue when it comes to planning and development, is attempting to engage with these volunteer run organizations, and to have individual subdivisions or developments see proposed developments from a "community wide" perspective.
- not really sure what you are asking here - are you asking about programs or development we want or what is proposed by the city or others - our ability to institute development is very limited
- No one takes planning seriously because they figure the city is out to get them regardless of what they say.
- some times contact is faster than other times - usually get a response
- Success: asking for sponsorship from Service Credit Union for our neighbours day event.
- We don't really have separate or formal organization within the community other than the WCA.
- development of commercial areas quite successful,not always the same for residential changes
- we have good success in getting residents of the community engaged in matters they related to. They know they can access the board and get involved in important issues.
- We deal with the federation of Calgary Communities as our sounding board. We have run some attempts at running presentations on development issues and processes, but no one really cares until they are directly effected.
- The affordable housing project is the most recent project that we have done our best to engage with the community as a whole. We haven't looked to specific groups for any current project.
- Success : Meetings with Resident's Associations and Senior's Associations
- Challenges : No approaches have been received from Business Improvement Areas, Social Services, Youth Organizations, Faith Based Organizations, Cultural Organizations, LGBTQ2S organizations



- Usually we only connect when something arises! Which is fine. The dialog is there when it needs to be.
- sharing information sharing knowledge and networking
- Partnership with most CA's has been effective with others very tumultuous. There is a wide variance in the skill level & the motivation behind some boards All relationships take time & as many org have high turn over it is difficult maintaining continuity. Looking beyond our local borders to city wide orgs has to date proven helpful & informative for TGCA & we hope to these orgs in return
- different organizations have attended meetings and commented accordingly, for example with traffic difficulties around schools, and certain commercial developments around churches.
- We host youth programs and senior programs. If one of the other organizations approaches us we will look into their requests and help were we can
- We haven't had any challenges that I know of (but as mentioned above, we don't generally seek them out, rather, they usually contact us).
- We advertise community wide and welcome any and all who seek to engage with us.
- It is challenging for Whitehorn as there are so many ethnic groups within the community who have their own programs and do not support the association.
- It is more time consuming to connect with other organizations and with the time restraints we have as volunteers (and that they have as well), it is hard to coordinate efforts.
- Development of 2 parcels of land into strip malls have been completed with changes brought forth by the Board of Directors, (ie parking).
- This does not apply to us as organizations do not exist in our community. We have been very successful in engaging with residents on issues of their concerns.
- Resident lake association provides access for our summer camp program.
- I find people don't read the newsletters and mail outs.
- I do not know this specifically
- the majority of the organizations you list do not exist in our community - and those who do the majority of there members are not residents of the community - they are regional service providers that have a day time presence in the community. ... this seems to be a mute point as the city has refused to grant the community any statutory planning document other than the MDP. - our board has members who are Seniors / LGBQ / various cultural & faith based backgrounds - social service organizations operating in the community have strong voice/influence with the city that other volunteer organizations are not granted.
- We do not have many stakeholders in our community beyond residents, so there are few challenges.
- Crestmont is not a big area and we try our best to include those in our community who are interested in finding out more information or in helping out. Most of the time it is difficult to determine which information to share with everyone and which information needs to be researched or aggregated before distributing.
- Our board and members are very representative of our community, and so actively reaching out to all the other organizations in our 5 communities every time a DP for a home business or suite comes in would be totally unmanageable for a volunteer organization. I understand what the City is trying to do here, but you do realize that we would need to employ a full-time staff member in order to



accomplish this? If we have big, community-shaping projects that come in, we make an effort to reach out to EVERYONE in our communities (for examples, see the Creating Coventry project, Harvest Hills Golf Course Redevelopment), via as many different methods as we can. However, doing this for every DP wouldn't be possible, especially as we are self-funded.

- Our clean-up day with Deer Ridge -Very successful
- Our Children's Christmas Party with Deer Ridge-Very Successful
- Our Pickle Ball Group; People from all communities attend-Very successful
- cultural differences and very ethnic organizations don't always want to engage with a female president
- Success: Meetings with residents associations and seniors associations
- Challenges: No approaches have been received from any other organizations.
- As a Planning Committee or CA, we don't really connect with other organizations. The Planning Chair may connect with other organizations on his own but this is not recorded. I believe having undocumented meetings with stakeholders is not an appropriate procedure for a Planning Chair.
- Our BIA is not active, they are struggling with membership and board retention.
- We involve any party that expresses an interest in participation. For the past number of years, we have not had many large applications that required greater community input. The material matters were 2 new school builds, and many open houses were held with any interested parties. We do not seek others to get involved in the large applications, we leave it for these groups to take the initiative to involve themselves, where they deem fit. Where controversial larger developments arose, we provided the groups the direction and guidance to best enable them to express their viewpoints i.e explain the process; explain boundaries; suggest how to be collaborative, efficient and productive, etc. Our CA does not take the position of being the grand architect of this community, we see ourselves as a mere aid in helping others to work together in designing their community, within the constraints of our by-laws, area structure plans, and so forth.
- I'm not sure how to answer.
- Challenges can occur when there is leadership turnover with other organizations. At SACA, we maintain continuity during board turnover by ensuring we have good succession and transition plans in place. We also try to maintain interactions with affiliates organizations at times when there is no specific projects so we are ready when the next project occurs; this has been a challenge but we have designated two director positions specifically to promote these ongoing relationships.
- Knowing which organizations exist in the area is a challenge, getting people to come to meetings can be difficult
- The newsletter, the Brentwood Bugle is delivered to all of the households, apartments and condos in Brentwood and all who receive it are invited to join the Community Association. As a Community Association, we do not have access to information about the above groups within our community. We do not know who attends the various churches or even if they live in Brentwood. I do not know about LGBTQ status, culture, or ethnic background of residents and what other youth organizations are functioning in our community. I do not think any of that matters as all are welcome to join the Community Association. If we had a list of which of the above groups actually has a distinct organization within our community, the Community Association could easily communicate with them regarding common issues. But we do not have any such list.



- There is no RA in our community. Typically we rely on planning committee members to reach out to their connections to encourage participation by other organizations (if they desire). It is troubling that this survey implies that it is the community associations job to actively involve other organizations in the planning process.
- We meet monthly with other community associations within Ward 11.
- As a community focused on attracting rather than limiting development to an urban scale as well as fostering social and economic diversity, Beltline Communities has had significant success engaging BIA in policy discussions. However, when it comes to specific projects, they are narrowly focused on their self interest, inflexible and dismissive.
- Challenge - cultural organizations consider themselves a community within themselves and are therefor hard to connect with from a "Community" perspective.
- We have individuals and organizations attend our meetings.
- We have had some great successes working with social organizations in the community (we try to attend the interagency meetings monthly with all social agencies - issue is it's daytime/ work hours). Also we completed a master plan area in collaboration with 4 stakeholders. Social organizations have varying background knowledge on issues. It takes time to find out who is the appropriate contact for particular issues, and there is much turnover as well. In a physical sense, we cannot get past security doors and into condos to communicate about issues, and although we have researched some condo board contacts, they organizations often change we do not have reliable access to all of them, nor do we have a sense of continued interest. There can also be very limited interest from social organizations in what we do, depending on the issue. Many people from organizations working in or around our community do not live in the community. Levels of investment tend to be different for each group.
- See the survey response of [personally identifying information removed], BRCA's Planning Director.
- Oops! I think I just did that under "other". For the most part, the matters of faith, sexual orientation, cultural background do not "matter" at the community level. By that I mean if a parent comes to sign up his/her child in lacrosse or figure skating , the parents/child's faith, sexual orientation, or culture does not play a part. All are welcome. Likewise, if a senior signs up to attend a tea or play bridge or Scrabble, it is totally irrelevant what religion, sexual orientation, or culture he/she happens to be. That is the lovely thing about community activities - everyone is welcome, no one is being judged.
- Again, the important piece is to understand what the concerns are so they can be properly dealt with.
- None, however they are not always available for after work meetings, due to their own committments.
- Depending on the nature of the project, the HSPC looks to involve all the stakeholders who may be affected/benefited by a development. Usually connection is made directly by our planning coordinator and board memebers, or subcommittee to ensure they're voice is heard.
- See the survey response of [personally identifying information removed], BRCA's Planning Director
- Organizations are connected with on an ad hoc or as affected/implicated basis. It would be helpful to create a framework or neighborhood vision that organizations could participate in creating so that engagement was less reactive and more focused on our vision for the community as a whole.



- Our neighborhood is in the process of supporting the creation of a BIA. In the meantime individual businesses and developers are being connected with but not currently through a BIA. Individual residents are also engaged with whether they represent a resident association or not.
- Our community is almost entirely residential. There are very few organizations resident in the community. There are no organized youth or senior groups outside of SACA but we do connect with them through our programs. We understand their positions on certain planning matters that affect them. We do have two churches in our community and we communicate with them regularly.
- We collaborate very actively in Bowness and depending on the issue we have very active community organizations.
- many organizations who have a local site are very self absorbed and do not seem able to look beyond the narrow perspective of their own mandate to the larger community or even how their own organization can contribute to the larger community. In fairness they are busy and trying to survive so not a lot of extra energy to seek a broader perspective.
- Currently and in the past the Board has limited it's involvement to Calgary Housing Authority, the Churches housed in the Community Center and the local schools (mostly Tom Baines and to some degree Sir Winston Church Hill. While a source of Volunteers from these relationships has generated some success with such programming as a Breakfast Club/Reading Club/Christmas Hampers for Edgeburn Lane; the scope of representation as per the greater community possess limitations. As such planning matters for a community of almost 16,000 becomes challenging.
- We have had no problems connecting with other groups especially since most of our members also have interests in other organization so there is a cross-pollination of information and backup. It is fair to say that most organizations are short of time and resources so may limit their liaisons with the ICA to an as needed basis, knowing that if planning concerns arise we are ready to assist them and that we will ensure that they are informed and represented.
- We have had some great successes working with social organizations in the community - for example, we completed a master plan area in collaboration with 4 stakeholders. Social organizations have varying background knowledge on issues. It takes time to find out who is the appropriate contact for particular issues, and there is much turnover as well. In a physical sense, we cannot get past security doors and into condos to communicate about issues, and although we have researched some condo board contacts, these organizations often change and we do not have reliable access to all of them, nor do we have a sense of continued interest. There can also be very limited interest from social organizations in what we do, depending on the issue. Many people from organizations working in or around our community do not live in the community. Levels of investment tend to be different for each group.
- With the current load of development, it is hard to find the time to even entertain the idea of reaching out.
- We have had some great successes working with social organizations in the community - for example, we completed a master plan area in collaboration with 4 stakeholders. Social organizations have varying background knowledge on issues. It takes time to find out who is the appropriate contact for particular issues, and there is much turnover as well. In a physical sense, we cannot get past security doors and into condos to communicate about issues, and although we have researched some condo board contacts, these organizations often change and we do not have reliable access to all of them, nor do we have a sense of continued interest. There can also be very



limited interest from social organizations in what we do, depending on the issue. Many people from organizations working in or around our community do not live in the community. Levels of investment tend to be different for each group.

- We have been very effective in improving and impacting planning proposals.
- Our Committee is largely comprised of residents, and tend to focus on the issues most directly affecting the members of the committee. They struggle to seek and synthesize feedback from Parkdale residents who are not engaged at the community level and struggle with the overall role of advocacy within the wider Calgary community.
- Time is the biggest challenge. As there is a coalition in Tuscany, and a good communication system, we have reasonably good success.
- planning meeting can become quite challenging. Assertive chairing of the meeting is key. Each person speaks once.
- We remain open to all feedback, but do not seek out specific groups. The local BIA collaborates with our CA so planning issues are discussed regularly as they pertain to the business district. We work with other CAs to discuss similar issues and share knowledge.
- We would love to get more participation from other groups. In my experience, the community association does better at reaching those who have front doors (by dropping off door knockers) but I'm not certain how well that translates to memberships, let alone involving others in planning processes. I doubt we reach the people who live in condos. Some businesses have supported the community association in events but I'm not aware of any businesses that participate beyond that; I doubt they have participated in planning.
- Great success in engagement with our South Sudanese and Latino partners as well as other cultural and faith-based groups in our area.
- The most serious challenge to our community is the snail-like approach and movement associated with upstream flood mitigation, whether at a civic, provincial or federal level.
- We have good connections into the community so can typically reach out. Also partnership with local social worker and CLO from Calgary police can be helpful. Some planning issues tend to drive more feedback and engagement than others
- We have been very successful getting neighbours involved through local door knocking and flyers. Also the community newsletter generates a lot of interest each month.
- We're very successful at bring in people when there's an issue that directly impacts them. The challenging is keeping a lot of sustained diversity.
- no challenges
- Community Engagement Survey in April - June 2017 where nearly 1/3 of 549 respondents said that they plan to attend a Planning Committee meeting in the future. Residents in Hillhurst-Sunnyside are highly aware, engaged and want to have their voices heard as our community is on the leading edge of the increased density inner-city dwelling goal of the current council, Mayor and City Administration.
- In my observation, when there are contentious issues (new developments, traffic, safety, etc) that there can be some especially vocal residents while others take a back seat. The squeaky wheel tends to get the attention or become the focus. We've found having unbiased information presented well in advance



- Our community had a community coalition that easily allows us to disseminate information to various stakeholders at one time. Our CA also hosts a youth council under its umbrella. Currently there are approx 30 participants!
- Local developers and builders are a constant struggle. They are not proactive and often risk resident safety for sack of cost and schedule, only taking action once complaints are escalated to city departments which generally respond quickly.
- It is often difficult to know who we need to contact when we have concerns in and around our community. We have successes with our NPC and Ward 6 office assist in helping us to find the right people in the city to deal with.
- Affected parties (from planned developments & redevelopments need to be involved in the process. HSPC likes to take an active role in this and also facilitate affected groups
- This is an appropriate perspective for general engagement, and we believe all these groups are important stakeholders in civic life.
- On planning issues, we represent our residents, and have a higher standard of engagement with adjacent residents and businesses that will be most impacted by a proposed project. We've found that affected residents can often be seniors, youth, cultural, renters, indigenous, single parents or LGBTQ2S if they live in an affected area.
- On planning matters, the question might lead to the pre-conclusion that these groups should be identified, specified and sought out, instead of being generally included in the concept of community planning. Please consider this potential bias in other responses and solicit the views of city planning staff in this regard.
- Success: We had a DP for a liquor store and circulated Neighbour Notifications to all nearby homes, businesses and churches (2). One of the churches sent a very detailed reply because of some concerns they had. The response from the church showed that they read our notices and will respond when they feel the matter concerns them.
- However, I think the timeline under which we often have to reply to LUAs and DPs presents a challenge to take in feedback. We have seen great success working with schools around safety concerns over intersections, bussing, parent drop off.
- We need more volunteers. We have committee roles that are not filled, and the people who are taking on roles do not have time to do the extra work eg. additional community outreach / engagement, grant writing, capital projects (ie. PUBLIC REALM IMPROVEMENTS IN A COMMUNITY UNDERGOING RAPID INTENSIFICATION). Having a solid understanding of all of the planning policy, bylaw, changing priorities (for example, this initiative) is a lot for volunteers to stay on top of and meaningfully weigh in on.
- The Federation of Calgary Communities is a great resource.
- Well, the city doesn't really care what residents think. Developers have had the run of the city for a while now. I've had neighbours move out because of bad planning decisions. Usually, it's the least experienced city employees who review DP applications, and they miss a lot of obvious stuff. What's more, developers know they can build whatever they want, and just pay a small fine. Things like adding an extra storey don't result in having to remove that storey. Community residents have a lot of resentment about this. They aren't being heard, and they feel that's intentional.
- City processes are intimidating, seemingly complicated and often don't result in meaningful results, which deter residents from engaging, either as individuals as part of an organization.



- Na
- Ours is a small community with little commercial activity and focus almost entirely on individual residential ownership activity.
- My experience so far has been with the youth group as young adults growing in our community teaching them how to grow as a community. Plus our community groups events from all kinds of season events where we share who we are and how we are here for them.
- None
- Some of the organizations mentioned above have not identified themselves to us, but otherwise we are able to successfully reach whoever we need in our neighbourhood.
- We have no challenges connecting with different organizations or groups within the community. It's fair to say that most of these organizations are short on time and resources, so as planning concerns rise, we are always there to assist them and ensure that they are informed and represented.
- Generally have not tried to connect with organizations, but have focussed on getting information to individuals
- Please see response of [personally identifying information removed]
- The BCA successfully reaches out to all residents and interested parties through a monthly newsletter (includes a regular development and planning segment), a BCA website (with a relevant development and transportation component), and meeting (both monthly and special). One church group helps with monthly seniors teas. We have established a knowledge and sharing based relationship with other CAs. We have had joint meetings with interest groups (Confederation Creek)
- All residents are invited via newsletter. We may have members from other groups, but do not require identification of faith, sexual orientation, culture, etc.
- We are a peculiar community, bounded by University Drive to the East and the Foothills Hospital to the West and 16th Ave to the North. The escarpment separates us from Parkdale to the South. We are a single family community. A condo complex exists on the West side of our community across from the Foothills but they are managed by a professional condo management company and our efforts to link up with them have not been successful. The Brentwood Nursing Home sits on our northern boundary along 16th Ave. Except for their own specific development issues, they have nothing to do with internal residential development matters. The Professional Centre, also across from the Foothills is a combination office/commercial enterprise and again they have very little to do with our community development issues. We have a good relationship - not close, but good - with the Anglican Church at the west end of our community.
- We are members of the Foothills Community Liaison Group along with University Heights and Parkdale. The group meets monthly and reviews issues of concern to Foothills that might impact our individual communities - ie the construction of a new parkade, the new Cancer Centre, the new power plant, etc..
- The South Shaganappi Group brings together representatives from 5 local communities as well as representatives from the Foothills, University District, the U of C, Western Securities (Stadium redevelopment), Brentwood Care, usually from the City (transit and planning). This is the closest to the proposed District Forum under consideration. My limited exposure to the South Shaganappi group makes it hard to comment authoritatively but my 2-3 appearances left me thinking there were simply too many people in the room, too much time on reports and not enough time on development



planning issues. Again, I caution this is based on limited exposure to this group, so I hope other participants in this group take the time to complete this survey.

- I have already sent [personally identifying information removed] some comments regarding the risk of the District Forum becoming unwieldy and effectively subsuming the few CAs that might be represented at the Forum with a myriad of other interests groups that may or may not share the same development interests of rather small residential communities like ours. No question the diversity of views may bring different perspectives, but how effective will a District Forum be in resolving practical development challenges facing communities? If CAs are under-represented, they may disengage if they are unable to effectively address their communities' legitimate concerns. Then what ? No question, communities like ours have had their differences with City Council and City Admin over the years, but as I stated to [personally identifying information removed], our first obligation is to represent the views of our CA members, within reason of course. If we are sidelined in a much larger and not terribly well connected District Forum, how is that going to improve relations between the City and communities like ours ?
- Some community associations and other organizations are more open to collaborating on development issues than others. Lately we have had considerable difficulty in connecting with the Ward 8 Councillor and his office on development issues.
- You should ask our Treasurer, I don't know
- Not all CAs have volunteers with time to devote, committees not always operational. We don't seem to have a very good relationship with Ward 8 Councillor. Developers have limited interest in engaging.
- Most organizations don't seem to be too interested in getting involved, unless it's because of NIMBYism. In reality, most projects are small, and could only potentially affect direct neighbours, so those are the ones whose opinions are more sought out and most valuable. Social groups have marginal value to say, the average residential development, but of course, their opinions are valuable if they have some 'skin in the game', or could be affected, like if they have a clubhouse next door or something similar.
- Do not use this tool.
- We don't try to connect with other organizations so I cannot answer this, except to say my personal challenge has been to convince our Planning Chair that we should be connecting with the stakeholders in our community.
- We don't have as many organizations as other CAs do. But our Board of Directors is connected with most of the organizations in the area. So when it comes the time for us to consult, collaborate and discuss some specific matters we get in touch with them but lately the developments we had haven't been large.
- We have had some great successes working with social organizations in the community - for example, we completed a master plan area in collaboration with 4 stakeholders. Social organizations have varying background knowledge on issues. It takes time to find out who is the appropriate contact for particular issues, and there is much turnover as well. In a physical sense, we cannot get past security doors and into condos to communicate about issues, and although we have researched some condo board contacts, these organizations often change and we do not have reliable access to all of them, nor do we have a sense of continued interest. There can also be very limited interest from social organizations in what we do, depending on the issue. Many people from



organizations working in or around our community do not live in the community. Levels of investment tend to be different for each group.

- equal opportunity is afforded all organizations if they wish to get involved with planning. Unless the proposed development impacts the organization their involvement may be difficult to obtain
- Because of our extensive efforts over a long period of time, we have had no problems connecting with other groups especially since most of our members also have interests in other organization so there is a cross-pollination of information and backup. It is fair to say that most organizations are short of time and resources so may limit their liaisons with the ICA to an as needed basis, knowing that if planning concerns arise we are ready to assist them and that we will ensure that they are informed and represented.
- Successes- building positive relationships with city file managers, BIA, residents, and other organizations and other community associations
- Challenge would be reach, apathy, and people who are concerned but don't want to get involved because they don't think they will be heard. Another challenge is the community interpretation of the ARP vs developers vs City.
- Check BIA, social service organization, seniors organization, faith-based organization. We have a liaison member on the BIA, we have had a good relationship with Servants Anonymous in the past and have established a similar one with the successor tenant, Woods Homes. We are the landlord for Silver Threads (our seniors group), have a board liaison with Inglewood House (seniors housing) and have good relations with several church groups in the community, some of whom rent our facilities. We have a formal liaison with Colonel Walker School parents and kids; there are all the volunteers for sports and their kids; the Brownies; The Wildlands give us a strong environmental input; volunteers with the Bingo and Casino; we have worked extensively with our new neighbors the YWCA. There are all the groups that use the hall. There is the Newsletter and its delivery system. All special interest groups are welcome to be part of the ICA although all of those listed do not necessarily exist formally in the community. We have had no problems connecting with other groups especially since most of our members also have interests in other organization so there is a cross-pollination of information and backup. It is fair to say that most organizations are short of time and resources so may limit their liaisons with the ICA to an as needed basis, knowing that if planning concerns arise we are ready to assist them and that we will ensure that they are informed and represented.

Other responses on how your community associations involves specific people or populations

- Again we do not identify around special groups but coalesce around planning concerns. Good planning decisions should be universal and apply to all.
- Again, loaded question, individuals regardless of their perspective are invited to participate, volunteer or comment. A normal response would not be to challenge their views based on age, race, sex, etc.
- Again, we haven't targeted specific groups - just members of the community as a whole
- all
- All
- All are invited to attend meetings or contact the Association through the website. And they do!



- All individuals regardless of their demographic.
- All of the above are represented on our board or in our committees in one way or another.
- All of the above if applicable in each DP Application.
- All of the above. Are events are open to everyone and promoted through many different media sources. I feel we've done a good job making everyone aware and welcome.
- all our residents
- All people's perspectives are welcome - we consider ourselves a complete community and we do not specifically target groups IE we have a membership category for Fair entry and it opens the door for people with lower incomes to be welcomed to our CA
- All residents
- Any community members interested in having a voice.
- Any resident near the development who is an affected party.
- any residents who come to information sessions.
- Any/all residents of the Community
- anyone in our community interested in planning
- Anyone in the surrounding are and with community. Residents and business
- Anyone who might be interested
- Applicants and stakeholders
- As far as I know, none of these groups are targeted specifically. The planning committee addresses the concerns of residents who come forward and they do not actively seek to engage particular populations within our community.
- As long as they are a resident.
- As noted above, our engagement approach is based on the concept of "affected parties". We do not single out certain groups identified in the list above.
- Business owners/operators, home owners, developers, realtors
- Businesses and arts organizations that are not BIA members - approx. half of businesses in Beltline. Homeless and street people.
- Community at large - gen pop
- Community memberships provide contacts for notifications.
- Community residents
- community residents
- Community Residents
- Community Residents
- Condo boards
- Condo boards, building managers
- Cultural groups
- ESL
- Everybody without distinctions.
- Everyone in the community who is interested, we have no bias or prejudice.
- Everyone is welcome to participate, and this has been stated in the newsletter and online over many years. There are no identified groups as indicated here, but if there were, we would reach out to them. We have a youth council and a seniors condo complex which are both part of the Tuscany



coalition, and they are invited to participate. When we doorknock homes adjacent to proposed developments, we invite anyone and everyone to offer feedback.

- Everyone who lives in the Brentwood community.
- EVERYONE!
- families
- Families, business owners, visible minorities, students
- HANDICAPPED GROUPS, VISIBLE MINORITIES, NEWCOMERS TO CALGARY AND CANADA, STUDENTS.
- Home owners and landlords when possible.
- Homeowners.
- Horizon Housing
- Horizon housing
- I am not sure what you are looking for in this question
- Immediate neighbors to the proposed development.
- low income, new to Canada
- neighbours that are / can be impacted
- none at this time
- None of these.
- None, to my knowledge
- None.
- Northeast Family Connections; Boys & Girls Club
- Not actively seeking anyone. If someone is interested, they are welcome no matter their background.
- other community associations for similar communities with similar issues (e.g., downtown, high density, active development)
- Our Community Association reaches out to all groups depending on the planning.
- Our Planning and Development Committee is very diverse and has a lot of experience and knowledge on planning matters.
- owners and where relevant business owners.
- Please see response of [personally identifying information removed]
- RA and HOAs, local schools (including Parent's Associations), Boards of Education, existing businesses in the community, local churches and religious organizations, stakeholders related to adjacent amenities (WINSPO), Paskapoo Slopes area, et cetera. We also try to coordinate or liaise with adjacent communities (Bowness, Coach Hill Patterson Heights and Strathcona).
- See the survey response of [personally identifying information removed], BRCA s Planning Director
- See the survey response of [personally identifying information removed], BRCA s Planning Director.
- single parents (through outreach programs conducted at ICA venues and other connections), Other (Horizon Housing).
- Stakeholders
- The Brentwood CA and its DTC are made up of 15-20 members each. Members are male and female and range from 20s to 80s in age. They may be members of other noted groups, but that information is not gathered



- The Edgemont Community Association represents both the members and the residents of Edgemont.
- Try to target impacted groups and individuals
- trying to connect all resident but very challenging task
- Vulnerable Populations from Brenda Strafford served by the ELCC grant from the HSCA Daycare.
- We actively seek to engage all in the planning process.
- We actively seek to engage all of those whom we can identify, or who self-identify, as "directly affected" by any planning topic, without regard for social status, sexual preference, race, etc., unless the particular personally identifiable characteristic somehow bears directly on the planning issue (e.g. if there were a development issue involving affordable housing, for example, we would seek input relevant to the lived experience of prospective residents).
- We actively seek to engage all of those whom we can identify, or who self-identify, as directly affected by any planning topic, without regard for social status, sexual preference, race, etc., unless the particular personally identifiable characteristic somehow bears directly on the planning issue (e.g. if there were a development issue involving affordable housing, for example, we would seek input relevant to the lived experience).
- We actively seek to engage all of those whom we can identify, or who self-identify, as directly affected by any planning topic, without regard for social status, sexual preference, race, etc., unless the particular personally identifiable characteristic somehow bears directly on the planning issue (e.g. if there were a development issue involving affordable housing, for example, we would seek input relevant to the lived experience of prospective residents).
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- We do not single out any individual or group to include in our planning process-- all are welcome. See information sharing and collection above.
- we do not target specific groups but endeavour to be all inclusive. Anyone who wants to be involved with the CA, join the board or wants to attend meetings can - and they do.
- We don't omit any groups that could potentially be stakeholders.
- We don't specifically target groups in our neighbourhood by their ethnic, marital, or gender identity status. We want to involve as many of our neighbours as possible. We have identified that because most of our neighbours are renters that we want to encourage them to be involved. We also know our area seniors have excellent historical knowledge that is extremely valuable, and our area youth bring a fresh perspective and input on planning issues that directly affect them, such as playground & outdoor rink planning.
- We encourage engagement with all aspects of the community
- We include all people. We also have a day home that meets at our hall 5 days/week. They assist us with hall activities.
- We involve every group that wants to do any planning with us!



Community Representation Framework

Stakeholder Report Back: What We Heard

May 30, 2018

- We involve full time, tax paying residents. This will include a wide range of people, including some of the groups listed above.
- We involved the entire community as opposed to specific groups.
- We only sit down and plan with the NPC for our strategy planning as a community association
- We seek all residents. There are no stipulations.
- We seek to engage any and all parties in the planning process for any and all initiatives that have a bearing on them. If they are residents of our community or partners investing in our community we seek to engage them regardless of demographics.
- We seek to include and involve everyone in our planning processes if they are eager to participate in any way.
- We seek to involve everyone who lives, carries on business or provides services in our community.
- We try to involve everyone in our community, which mostly consists of families (both with children and empty nesters)
- We want input from everyone in our community
- We want to engage with as many residents as possible - I don't believe that everyone needs to identify with a specific group. Further, we do not ask our residents to self-identify.
- Well, no need for the identity politics, we seek opinions from those based on their potential to be affected by the development, which cuts across social classes to see people as people, and not how the City wants to label them or put them in a box.

Successes or challenges you have experienced in trying to connect with the above populations

- Social gatherings, ie skating parties, neighbour day party, movie in the park, stampede breakfast, all seem to be very well attended
- All affected parties are afforded the opportunity to comment and have their comments / views considered during our community's review of the DP.
- Community Associations should have minimum standards on how they represent residents. Many Community Associations have extremely low membership numbers in relation to their community size (many representing only single digit percentages of the population). This results in only a very small segment of the community (generally home owners and not minority groups) having input, but the association stating that they represent the entire population. There needs to be standards set out for associations and/or transparency by associations about the actual populations they represent in their communities. Also associations need to be regulated to not dismiss the opinion of residents based on being new to the community.
- No success
- More people do not have interest for volunteer work. Unless, something is organized for Kids.
- Timelines are tight. Contacts are hard to make at times.
- I would say occasionally seniors have been difficult to connect with as they may not always be using the infrastructure of the internet. Regardless of that, we do door knock if there is any situation like that.
- It's finding the right medium in a diverse community



- As mentioned, we do not have a formal planning committee as our area is a few years out from major redevelopment. We are however working to put one together.
- Engagement with relevant information is different for everyone - complex
- Have not attempted to directly involve any of the above groups.
- We have a diverse community and hope that our social, print and internet strategies, as well as an upcoming email campaign, will reach a broader audience and encourage more participation. We have not specifically sought out any groups but is a strategy we will adopt via social media.
- Our first goal should be to get the word out across a variety of platforms, because some residents may not read/use a particular form of media, but may use another. We want to broaden those platforms and get people seeing what we are doing as a CA. And if they are aware, they may become interested and participate. But the most crucial part is the awareness.
- We provide child care free of charge to single parents and families who wouldn't otherwise be able to participate in planning activities. We have reimbursed parents who incur costs related to participation in any of our CA activities.
- I think we could chat about this at our next meeting and see what our Board says. We have all the populations listed above come to our events and have their say in what our community does. I would like to bring up this survey at our next meeting and have the conversation about what works and what does not.
- All residents of all ages and nationality come to our i.e. open houses, etc.
- Same as above.
- Bowness is an open door community - when people want to engage in an issue they show up. Open forums are great for this and our monthly planning and development meetings
- Our community is primarily an established RC-1 community. We have not had any obvious need to involve the groups listed above.
- None to date
- We no longer publish a newsletter so meetings and community signage and social media are the main modes of communication.
- We have had good success in connecting with area youth & their parents for our playground / outdoor rink planning exercise that we are currently involved in. We have also had good success getting area seniors involved in planning matters by using our Seniors Luncheon as a vehicle to connect with seniors, and by ensuring information goes into the newsletter rather than just published online.
- We have had challenges connecting with many area renters, as indicated previously, because they are often not in the area for a long time & are therefore not very attached / committed to the community, and they are also often too busy with making ends meet to allocate time to significant community involvement.
- We have a number of seniors in the community in their own homes, retirement home, or in care facility. Our planning committee has representatives for seniors in their home. The group is somewhat self selected i.e. volunteers. On larger planning projects, open houses then all groups have been represented.
- Challenges - trying to help residents understand the processes and how to follow them. The city has not followed up on concrete driveways and has no consequences for residents who break the rules.



- I am not aware of any way we actively seek involvement.
- Tried to connect with young people by organizing some teen events in the hall but not much success
- although we have all the above in our community we also have great diversity in cultures. This does add to the issue of getting people involved.
- Again, events is the best opportunity to engage different groups. Particularly seniors and youth. We have board which has a wide range of ages including young families, to older families to seniors. Our community members work hard to engage children in various community and planning activities when possible.
- I am not aware of us attempting to contact any of these associations
- Again, there's little time for us to connect with outside groups.
- Very few successes, but the challenges we face are that since the mandatory sports volunteering have been removed we have very few volunteers for our association, so while we extend invitations to attend our meetings to find out what is going on we receive very little feedback or participation.
- Once the adjacent neighbours have been identified by address, the first point of contact is an email or a letter in their mailbox. Reciprocal engagement is typically 90% and follow-up from the planning committee usually results in full engagement.
- The active attempt to seek input does not relate to success in participation.
- Seniors can be difficult because the population has inconsistent use of technology
- We'd like to engage as many as possible, but most people will not come to the table until there is a controversial issue. People are too busy these days.
- By attempting to communicate with the community on a personal level , news of the community travels well
- WHCA is currently generating a community survey to release to the entire area, with a goal of providing for all populations that make use of the facility.
- We have 2 organizations within our 4 walls.
- We actively attend our neighbourhood functions and reach out to all of our community talking and discussing what their input means. I do find though the young families do have a difficult time attending our meetings due to obligations so our reach out on Facebook and newsletters is important.
- We do not single out any individual or group to include in our planning process-- all are welcome. See information sharing and collection above.
- We are currently developing a strategy to better engage with renters, students and seniors in our community.
- works well
- The City refuses to disclose information about any one interested party to another even when there are no privacy concerns and regardless of demographics.
- Our residents are indifferent for the most part to planning matters unless it directly affects them. We are advocates for our residents and in many circumstances they are not aware of our efforts.
- Not much success
- Please see my note above on renters.



- Seniors in our community tend to be very involved and very vocal. This is difficult to balance with the fact that they will not be living in the community 30 years from now, and so we try to respect the type of community they want to live in now, while considering the overall direction of the area.
- unlike what you are proposing we do not discriminate and send notices to specific groups - rather we issue notices to everyone affected by an application - your focus and agenda needs a massive rework given what you are attempting to accomplish with these questions
- Our website, Facebook page and direct emails work very well with all residents no matter what their affiliation is in other organizations. We do not discriminate. Eg, for ARP issues, facility expansion project, community events.
- As noted above, our engagement approach is based on the concept of "affected parties". We do not single out certain groups identified in the list above.
- These groups have opposed successfully developments which they felt blocked their sunlight.
- Haven't tried to connect with any organizations
- We haven't reached out to any of them.
- We cannot get word out into condos and apartments because we don't have access to physical buildings
- We have not sought to involve any of the above groups directly in planning; if residents belonged to any of these groups, and had concerns, their belonging to that groups was not directly considered.
- Hard to get a diverse representation, often young to middle aged adults and seniors. Renters aren't involved.
- None that I am aware of.
- We have recognized the need for a varied group of people on our board, and have been working on encouraging diversity at the board level. While we have representation from some of these groups, we do take time to reflect on our board's diversity and it is always a part of our consideration.
- Most of the people on our board are renters, and fall between the ages of 25 and 35. We are proud of our relatively even gender split, and have been actively seeking out representation from seniors, indigenous groups, and single parents. We also have representation from the LGBTQ2S community, and our community association building rents to organizations that support these groups.
- as above.
- We Have Successes of ours events but Main Challenge is Budget .
- We have not so far made significant targeted efforts to contact specific populations such as those you suggest. It is difficult to even identify how we could find particular populations. To the extent to which some populations (e.g, seniors) predominate in some buildings, the condo boards for those buildings will tend to reflect their interests.
- I believe this question is the same as above. All people are invited. Many are not interested in coming.
- As most of these organizations are volunteer led, and often have programs they run as their primary focus, it can be a strain on precious volunteer time to engage deeply on planning issues, until the timelines are critical, or their is strong "knee jerk" opposition to any individual development. It takes sustained effort and many months and even years of time to develop the networks necessary to have meaningful discussions about long term planning, and to achieve consensus positions that ultimately would benefit the community (and the City), and help drive a more positive outcome to



planning processes which by their very nature should take the long term health of the City into account, as well as the rights of the property owner.

- simply getting people engaged, but its also very difficult once engaged because some people are totally unaware of the topic. For example, the planning of bus routes- only those who take the bus even know what this means in the neighbourhood.
- Due to the languag barrier among the immigrant community of our neighborhood, it's quite difficult to gather support from families. We get lots of participants when it comes to free food and games events especially neighbour day and free stampede breakfast but other events such as paint night, ladies night out mostly pertains to seniors. We need more youths and families to get involved within our Marlborough Community. Our Facebook page now has over 300likes but the amount of participants does not seem to grow corresponding to our increase in Facebook likes.
- WE try to involve everyone but connecting with an entire busy community can be challenging.
- not much interest
- Most of the groups listed above do not care about their community, and have very little involvement in anything that doesn't directly impact themselves.
- We haven't found a specific project that would require us to reach out to the above groups.
- Success : We can easily contact renters and seniors.
- Challenges : Have not found a way to contact the other groups.
- difficult to have majority of the residents to participate with don't care, don't affect me, until affected by the change then a whole different stories eh ... I guess that democracy that we can have our says but not necessary getting our way eh!
- The above groups have proven to provide energy,wisdom, & perspective to keep the TGCA facility operating & our board thinking about how to reach beyond the parochial & better serve ALL of our community. Language, ability needs, have proven to be the biggest challenges in this broader engagement
- People in the community are people in the community, We don't seek out, or dismiss unique participation. The biggest challenge is to get people who are not interested to participate.
- The challenges we have come against are the time lines to communicate back to the city or developers. There needs to be more time allocated especially over the holidays.
- Emailing, meetings, community newsletter and the website have shown to be a great means to communicate with the residents
- The above populations live in our community and throughout the city. We communicate thru the community newsletter and website and on electronic boards to notify the largest amount of people we can.
- Ethnic populations establish their own networks and are not interested in becoming involved with the community association
- We featured an article in our newsletter in Mandarin to engage our Chinese population (based on our census info), but we didn't get any replies.
- We have been successful in communicating with the residents of Acadia through General meetings and our annual AGM meeting
- We are engaged in a strategic planning initiative to involve our home based businesses more directly in community activities.



- I have not had direct participation in this regard, nor with many of the above questions and so I cannot answer. All I do know is that we don't do so much as participate in the development of these activities, except share report results at meetings and maybe add comments back to the guest who presented.
- People are busy and not always available. We feel by engaging in other ways such as community events, will inspire the community members to get involved and allow us to touch each of the above groups on a more personal level
- the churn move out rate in the community has historic 50 % plus over 5 year - this is very unstable for any kind of long term planning, many of the regional service groups take a "dump" here approach as they do not want the service - affordable housing, or higher density housing form in the neighbourhood where they actually live. - we also experience this attitude from some of the adjacent communities - "that" land use is accommodated in that community - we don't need or want it in ours . - the public realm improvements that are supposed to follow density increases do not seem to get the same kind of push back from our neighbours. /// P & D responses require considerable effort to read the many applicable documents published by the city - the general population does not appear to be willing to put in that effort. We have development applications / pre apps. that intentionally lead the residents on "duck walks" with irrelevant information about the "maybe" user not the use... just cranks up the emotion, they make no effort to discuss the facts about the land use designation being sought - how it differs from the current zoning - uses allowed under the designation etc. Our population is 60 % renters - we have no way of knowing if respondents are owners or renters, the city does not provide land holder status to the CA's.
- We involved all groups when establishing our ARP, so the day-to-day planning matters can simply compare against that engagement output and less ongoing engagement is required. This is the foundation of our process. Without a strong, stable, recent ARP the process would become very messy and individual opinions would become de facto policy.
- General apathy
- Our communities, board, committees and membership is made up of residents from all 5 communities and is generally representative.
- Everything has been good. We have not had any challenges.
- Success: We can easily contact renters and seniors.
- Challenges: Have not found a way to contact the other groups.
- We simply do not try to connect with any stakeholders. If they reach out to us they are told to contact the City Planning file manager.
- Planning committee is open to all residents, business owner and citizens of interest in our community. The committee does not recruit but rather promote and welcome those interested.
- Same as above.
- At SACA AGM meetings, we individually invite our affiliate organizations and acknowledge them at the meetings. We also have some affiliate organizations present at our monthly board meetings so we are aware of their successes and challenges.
- Not sure
- The Community Association delivers the monthly newsletter to all Brentwood residents but we do not know whether any of the above groups listed has a separate identifiable organization with which the Community Association could interact. We also do not have e-mail addresses for non-members



of the Community Association although the newsletter does offer to send mailouts from the Development and Transportation committee to anyone interested in community planning.

- have not tried at this time - will do in the future
- While we constantly seek new members, substantive engagement is almost always "sparked" by something that affects an individual personally. Our goal is to keep as many of those individuals involved as possible, to educate them as much as possible and to have them help spread information and education to their friends and connections.
- just starting to address planning committee composition and representation, these groups do not tend to get involved with the CA
- Community Residents
- Beltline Planning Group (BPG) and its sister city building committees succeed at gaining participation of residents from a range of building types, both renters and owners. BPG also succeeded at engaging a range of businesses, social service agencies and other institutions. In particular BPG included a stream of UofC EVDS and other students who gained employment with Beltline Communities, the City of Calgary and private planning + architecture practices.
- Challenge - residents of all races, cultures, and lifestyles are who make up our community. That being said, residents are the most important source of input/feedback that a CA has. However, trying to get residents out of their homes is the biggest hurdle we face.
- Some condos we cannot access. Many people are not interested in participating until it "directly" affects them. "Planning speak" is a barrier to people.
- See the survey response of [personally identifying information removed], BRCA's Planning Director.
- Again, if a person attends a Board Meeting or an Open House, no one is going to sit at the entrance door and take a survey - "Are you married or single? are you Caucasian, Indigenous, or Asian? Do you rent or own your house?". To my mind, such questions would be totally rude and inappropriate. Our goal is to bring people together, not put them into little groups! GENERAL NOTE - I find some of your questions totally inappropriate!!!!
- It seems that sometimes it takes a controversy to get people's attention. We have a good newsletter but it depends on who picks up the mail as whether it makes to the kitchen table and is read. Likewise with website - a person has to actually key it in. Social media is good as is the street signage for connecting with the residents.
- NOT ALWAYS AVAILABLE FOR MEETINGS, ACCESSIBILITY TO MEETING AND OPEN HOUSE VENUES. LANGUAGE BARRIERS.
- People in the community are very active and responsive. If anything, the proportion of renters in the committee doesn't mirror the proportion of renters in the community. We are currently looking for ways to involve more renters in the HSPC through Social Media.
- See the survey response of [personally identifying information removed]
- In general, I think that the relevance of community associations and their planning committees may not be well understood or known about. There is not a lot of engagement with the community association in general although our planning committee is the most engaged and well attended.
- Other than youth and seniors who are involved in our community association programs, we do not segregate our community further into groups.



- We have great methods of communications but of course we cannot engage everyone in the community of the planning process.
- People are invited and they come out when they can... our role as a CA is to make sure that people know the door is open and then ensure it is open and that people feel welcomed and their opinions heard. Our CA does a good job of this.
- The greatest challenge for the Board is communicating to a population of almost 16,000 effectively and timely, so that it is more representative of all Stakeholders and not just a few. Reaching out and building relationships with such a diverse community presents challenges as well, as the Community has several sub-communities that represent not only cultural, social and economic diversity but geographical uniqueness indicative to Edgemont. In addition, the concept or understanding of the responsibilities or limitations of a CA is a challenge for most people to understand and grasp and thus the connection and importance to the City. As City policies change, evolve and grow, the Board of the CA requires either more volunteers that can understand the intricacies of "City Hall" or need to develop yet another layer of "Community Super Supporters" that can interface with City Hall in a more regular and more effective fashion.
- There is a particularly high rental population in the community that attends meetings and comments with regularity, considerable spillover from groups affiliated with churches and childrens groups. As noted, we have a very close relationship with Silver Threads. Our experience is that there is a reliance on the resources and expertise that the CA has developed on the planning area and we are often approached for information or backup should the situation arise, since it is understood that the ICA has a sense of stewardship for the community, not just its members. In the event that issues that involve a particular sector of the population, the PC reaches out to its members for concerns or input.
- We use newsletters to try and communicate information. It is difficult to know if people are getting the information.
- See the survey response of [personally identifying information removed],
- With an aging population, it is imperative to know what type of housing they are seeking for the inevitable move. We ensure all of our materials are for every person living in the community; we do not segregate or discriminate against people or populations.
- It can be challenging to get a broad range of individuals involved at times. Residents are often uncertain about their sphere of influence and can hesitate to come forward with their input as they are not certain that their voice will be heard or a difference can be made. We work to engage all neighbours and support them in issues that affect them.
- Communication is an ongoing process. We use a wide variety of vehicles to communicate with the community.
- As a former Renter within Parkdale who is now a homeowner, I found the overall conversations around rentals to be highly stigmatized when I started on the Board - I was also more than 25 years younger than the average Board member. Over time, it was interactions with other renters - particularly through our community garden program - that changed the tone on this issue within the community. We still struggle to engage as an all-volunteer organization with an older demographic.
- Ultimately, CAs are run on people - on volunteers, and we have struggled to engage effectively with groups that have not had a strong voice within Parkdale.
- All are welcome. Few are interested in taking the time to participate.



- our community is a mix of all above. We don't actively recruit based on these criteria, but I would say all but youth (under 18) are represented. If youth = 25, then all.
- We aim for our committee to represent each of our communities and the people who live there. If there is a vacancy on the committee it is advertised to all of the community. When receiving feedback we remain open to all opinions and we do not ask for an individuals demographic details.
- Individuals need to be willing to engage and take the initiative. Opportunities exist, but not everyone has the time and/or interest to provide feedback and/or volunteer.
- We can't get in people's front doors. I'm sure if you compared our membership and our census demographic results, you would see that our community association is far from being reflective of our community. The planning committee would be even farther from it.
- Seniors are more likely to attend meetings, however they committee is not actively reaching out to them, or other groups.
- We host many free youth programs and activities including Indigenous, South Sudanese youth, Girl Power (ages 8-13). Involvement and encouragement of these groups bodes well for their participation in the future. We worked for many years on establishing a bond with the South Sudanese in our community. We received a partnership award from them a couple of years ago. They are now the biggest users of our community space, as well as other African groups.
- The area is well serviced with youth organizations, educational facilities and physical activity centers such as the Glencoe Club. For that reason our membership tends to have it's ups and downs.
- It can be a challenge to involve renters at times.
- I don't know anything that could be helpful.
- no challenges
- Not aware of any relative to planning matters. As mentioned, the community town halls/open houses have been well attended.
- Renters are difficult to access, although our 2017 community engagement survey saw a 40% renter response, largely gleaned from large public gathering spaces like our Farmer's Market. The increased density and large projects that the planning committee covers has led to a 70% current rental population in Hillhurst-Sunnyside.
- people not interested to busy trying to live
- We don't currently have the ability to specifically reach out to these other categories. No database that singles them out.
- Youth are particularly hard.
- One bigger issues affected community residents get involved.
- This is an appropriate perspective for general engagement, and we believe all these groups are important stakeholders in civic life.
- On planning issues, we represent our residents, and have a higher standard of engagement with adjacent residents and businesses that will be most impacted by a proposed project. We've found that affected residents can be seniors, youth, cultural, renters, indigenous, single parents or LGBTQ2S if they live in an affected area.
- On planning matters, the question might lead to the pre-conclusion that these groups should be identified, specified and sought out, instead of being generally included in the concept of community



planning. Please consider this potential bias in other responses and solicit the views of city planning staff in this regard.

- We welcome everyone to our CA, our meetings and anything happening at our CA. The tone of this question implies that unless we can show active participation by a member of each of these groups, we are not being representative of our community.
- Far from it! We have on average 15 members attending each meeting we hold. There is absolutely no way that we can or should ask questions of those attending concerning their inclusion in any of the mentioned groups.
- How would it be moral, ethical or even legal to go around the table and ask, how many of you rent your home rather than own it? or How many of you have an indigenous background? Are you over 65? How many of you in this room are gay or trans? How many of you are single parents and not in a relationship?
- I don't know how many of our members fit into any of those categories because it is not relevant! If we are planning for a new development, how does your faith or your married / unmarried status matter?
- If anything, we would be showing a bias or prejudice if we singled out any one group for special status. We cannot post something on our website that states we wish to have a LGBT person or a Catholic person or a Renter attend our meetings. This would be ludicrous and bigoted. We welcome all, and it ends there.
- Finally, the City Planning Dept states that they can only regulate the use, not the user. During hearings, if a citizen makes a comment about a renter versus owner, the response is that this is not a planning consideration and deserves no merit. How then can the City come back to a CA and ask if we have a Renter on our Board? Why would it be relevant? (And by the way, we have several renters, which I know only because they had to move when conditions and landlords changed.)
- We actively seek input from any resident in our community. However, we are not in the practice of identifying and categorizing people as they respond to our planning initiatives.
- Our efforts are appreciated by our fellow community property stakeholders.
- We need paid, full time people to advocate on behalf of communities.
- We all know that it's pointless to oppose development plans. Developers are in firm control of city hall. We're offended, but trying to accept it, because there's nothing else we can do.
- City processes are intimidating, seemingly complicated and often don't result in meaningful results, which deter residents from engaging, either as individuals as part of an organization.
- We don't particularly focus on specific groups but we put our messages via road side signs, community mail out news source to all homes and invite everyone to open forums
- We try to communicate to all residents but must rely on individual attention and response to our informational sources (website, Facebook, newsletter, AGM) for identification of issues or concerns.
- The youth group has been the biggest success that I have seen. They get involved from the schools o events and growing healthy, safely in our community. We may have an interest church group wanting to build in our community now and will work with the neighbouring area and groups to bring the best situation to a healthy change. We have a new fire hall opening soon that will be part of our community as well. All well done and a good fit. Our group has made things happen and keeping everyone be part of there community.
- None



- The timeline is often too short for us to effectively gather feedback, but we do everything that we can with the time we have.
- There is a particularly high rental population within the community that attends meetings and comment regularly, a high spillover is associated with groups affiliated with churches and children's groups. Our success is that when events or issues arise with a certain section of the population, the community reaches out to its members for concerns or input.
- Involvement tends to be limited to unique, or one time issues. Expertise and knowledge of participants can be limited as they often change.
- Please see response of [personally identifying information removed]
- We canvass the views of all of our residents/CA members. We do not ask if they identify with a particular group, age demographic, etc.. We treat all responses as simply resident or Member responses. At one point we had a dedicated seniors group but for the last 10 years, we have not been able to attract volunteers to take on this portfolio.
- As an example, when we collaborated with the UofC Environmental Design students and the neighbouring community of Killarney Glengarry on a community visioning project, we encouraged attendees to bring their children to the engagement events and had engagement activities specially designed to obtain input from the children.
- Our local community newsletter may be discontinued. This would be a big loss to our ability to communicate with residents.
- It's quite disheartening to hear the City trying to put individuals in boxes like this, like we are still living in the 1950s or something. Anyone who may be affected by a development is welcome to give input, and it seems like those who would have issue with a development is able and willing already to do so, because no one is complaining that we aren't asking or listening to them. We get thanks from those who do provide input for allowing them the opportunity and for helping them understand what the City and Applicants are trying to do as well.
- The demographics of WSCR are such that we have very small proportions of any of these groups. That is not to say they are not important. They have just not stood out as needing individual engagement. Also, our Planning Chair does not want to engage with any residents.
- Triwood community association has great connections and outreach in the community. The Board of Directors would be able to speak more on what their experience is in connecting with various population groups.
- There is a particularly high rental population in the community that attends meetings and comments with regularity, considerable spillover from groups affiliated with churches and childrens groups. As noted, we have a very close relationship with Silver Threads. Our experience is that there is a reliance on the resources and expertise that the CA has developed on the planning area and we are often approached for information or backup should the situation arise, since it is understood that the ICA has a sense of stewardship for the community, not just its members. In the event that issues that involve a particular sector of the population, the PC reaches out to its members for concerns or input.
- Good reach through our communications channels, but difficult to reach more vulnerable populations.
- There is a particularly high rental population in the community that attends meetings and comments with regularity, considerable spillover from groups affiliated with churches and childrens groups. As



Community Representation Framework

Stakeholder Report Back: What We Heard

May 30, 2018

noted, we have a very close relationship with Silver Threads. Our experience is that there is a reliance on the resources and expertise that the CA has developed on the planning area and we are often approached for information or backup should the situation arise, since it is understood that the ICA has a sense of stewardship for the community, not just its members. In the event that issues that involve a particular sector of the population, the PC reaches out to its members for concerns or input.

Opportunities and challenges does a district approach pose for your organization

- Through FCC forums and CA relationships, this district approach is already occurring. I am concerned that the district approach is being considered because there is an attempt to manage to the lowest common denominator i.e. weak CA organizations that are not fulfilling their responsibilities to represent all parties under their mandates. Weak CAs can be strengthened through mentoring with stronger CAs (SACA does this), FCC involvement, City coaching through existing support systems and provincial compliance to registry requirements. It seems this district approach is an attempt to weaken what clearly is a CA responsibility. I am also concerned that the City is attempting to add/overlay additional bureaucracy and weaken the grassroots dynamics and overall business (broader than just a planning) perspective required for a regional model. I am concerned this added City bureaucracy would not provide the objectivity required which CAs are expected to have and may impose a City mandate despite feedback to the contrary.
- Banff Trail's P&D committee and board has been working hard for the past two years to establish relationships with many of the groups listed above, and has made good progress in this area. It would be a shame to have to start all over again with a new model. More problematic is that there are vast differences between Banff Trail and other neighbourhoods in our area. We have some similar development issues to Capitol Hill, but some major differences (i.e. proximity to C-train etc...). However, there is an adjacent neighbourhood that will remain unnamed that bears no resemblance whatsoever in demographic make up, development priorities, etc... to our neighbourhood and frankly we have found it difficult to work with them. If I understand this district model correctly, we could be required to incorporate their views and ideas into projects that affect us which could cause problems.
- I believe we are already engaged in a process similar to one suggested i.e South Shaganappi Area Strategic Planning Group with Parkdale, University Heights, St. Andrews, Varsity, and Montgomery meeting with all major projects within the area. Within the group, we discuss but the community where the project primarily is, responds primarily. On projects impacting multiple communities we have shared perspectives and responses; yet at times we have differing opinions. Each community reflects their lived experiences and provides comments accordingly. It is great to work closely with the group.
- The district model marginalizes the Community Association and the community itself, the people that will be directly affected by planning decisions will be over-ridden by economic interests and special interest groups who have nothing to lose and everything to gain. Volunteers will become more frustrated than they already are and will quit. The already present feeling of a pre-determined outcomes in engagement will lead to declining participation in community associations
- Our P&D committee consists of dedicated volunteers, that each bring their own perspectives to the committee meetings, and are willing to allocate multiple hours of their own time each month to improve the relationship the community has with developers and contribute to better planning



outcomes. Our considered approach, where we carefully manage the committee composition, actively engage affected parties, and organize open houses to engage the broader community - though maybe not perfect - has proven to be effective in many ways.

- I foresee the following challenges with the district model:
 - The district model "dilutes" community associations' P&D committees role to be one of the stakeholder groups consulted as part of "simple" planning applications. Although we are not opposed to broader circulation, this raises three concerns:
 1. Our P&D committee works because it is a group of motivated people that care about the built environment, each bring differing perspectives on community building, have developed a basic understanding of the planning process to allow for meaningful input, and because we actively seek input from affected parties. It has taken time to build this capacity, institutional knowledge and infrastructure, to be a respected party in the planning process. It is unclear how circulating applications to other groups, that are not necessarily held to the same standards, and may represent a singular issue only, will improve the planning process? Will the P&D committee's voice be one of the many voices, or will there be recognition for the diligence and the process that goes into drafting the committee's response?
 2. It will be largely demotivating for P&D committee members if their direct input will be limited to simple applications only. For one, it is a missed opportunity as their informed and varying perspectives are no longer directly heard in the process for significant applications (their voice will be watered down through the district forum). For two, it presents the risk that P&D committees start feeling irrelevant, thereby putting the future of P&D committees in jeopardy.
 3. We currently are successful in engaging many developers in the pre-application stages. This caters for meaningful conversations, where the CA learns about the developers' objectives and site limitations, and the developer has the opportunity to understand the community's perspective on (re)development. The district forum has the potential for these meaningful conversations to be removed from the process, as developers may now exclusively engage with the district forum. If this materializes, this is a true missed opportunity as the community-developer dialogue has proven to be very effective in realizing better planning outcomes.
 - The district model elevates planning matters to a geographical scale with potentially incompatible communities and competing interests. For example, Cliff Bungalow-Mission is vastly different to Mount Royal, and Mount Royal in turn is vastly different to the Beltline. Although, we recognize that the district forum may cater for a better dialogue between these communities it is unclear how this would benefit the planning process? For one, it may result in non-invested parties having a say about planning matters directly affecting your community, and vice versa (who benefits from this?). For two, it marginalizes the role of community associations in preserving the uniqueness of their community. Although, this role is often perceived as opposing change or associated with inflexibility it is the one tool that the City currently has to gather localized input.
- Community associations risk losing their distinct role as the key voice for residents with the City, and do not expect residents to be members in order to be represented. Special interest groups will soon learn to work the system, and may not reside locally, but still could be able to respond as if they were residents.



- It overlooks the importance of community associations and misses out on a very credible organization
- opportunities to share but this approach weakens the influence of a community association
- This approach is a serious threat to the ongoing relevancy of the Community Association. This approach will give much greater say to organizations that are better funded than others.
- Don't see any new opportunities. Downsides: Community associations would have a lesser role; there would be more meetings and much more admin work needed in order to get our voice heard; potential for missing deadlines so that we wouldn't get heard at all. Overall, this would be a bad deal for a CA like ours which has a very active and engaged Planning Committee.
- The main challenge is that development in adjacent neighborhoods has substantial impact on our community. There is little effort to coordinate various community planning groups. So, I see a reason for the district model, but I would be concerned that it would dilute the power of community planning groups because it would move the process outside the main institution people rely on in their communities.
- I put this in:
- While the District Approach may help to gather information. The real challenges lie with the lack of resources a community has once the information has been gathered. There will be a large range of opinions on most issues and gathering more information will not necessarily help the community deal with the diversity in opinion. As shown by issues such as the SW BRT, and the Highland Valley Golf Course volunteer organizations are severely undermanned to deal with large regional issues being managed by large corporation such as land developers or even the City. I think this approach very much leaves the communities hanging out in the wind as as the City steps away after the forum.
- The district approach completely diminishes the value of local subject matter experts and negates voices from small communities who's issues might not make it to the forefront of a "district group". In addition, we fear that engagement with our community will cease to be authentic and collaborative- rather the district approach will entrench the "loudest voice" will get the most attention.
- Access to neutral 3rd party planners that can help communities understand the issue
- Access to legal council to help understand issues.
- The only challenges I see are time i.e. frequency of meetings, and having engaged people at the meetings
- Communication and co-operations. Lack of info sharing.
- My only concern is that with more levels, and more email addresses, on top of representatives missing meetings or going to one at one level but not the other, information would tend to be more cumbersome or is not communicated. Info may be lost or not shared with the CA, or vice versa, not shared at district level.
- Candidly, I see a community association as a tool, an instrument, a means to an end. That end is a local area plan. Unfortunately, keeping a building functioning and righting the ship that is our community association keeps us from working on that broader end. If the district model helps to lighten the load, then that sounds great.
- Not sharing plans along a main street with adjacent neighbourhoods is unfortunate. If the district model helps, then it would be great.



- Having seen the proposed districts, I am interested to see how some of the communities will work together. I joke that one community in our proposed district is a semi-gated community. If they can be kept from swaying our community from being the kind of open place where we have room for more people and make a mixed-income neighbourhood, then I'll support it.
- Lack of interest within ethnic groups and residents of the community.
- While the District Approach may help to gather information. The real challenges lie with the lack of resources a community has once the information has been gathered. There will be a large range of opinions on most issues and gathering more information will not necessarily help the community deal with the diversity in opinion. As shown by issues such as the SW BRT, and the Highland Valley Golf Course volunteer organizations are severely undermanned to deal with large regional issues being managed by large corporation such as land developers or even the City. I think this approach very much leaves the communities hanging out in the wind as as the City steps away after the forum.
- Challenge - It will require more volunteer coordinators and directors.
- Opportunity - It will provide a clear voice from a group of communities.
- Challenge - It will add a new level of membership to the area.
- Challenge - It will require its own funding models and sources of income.
- Challenge - It will diminish the role and funding of the CA even further.
- getting people to volunteer
- We are strapped for volunteers. Peoples lives seem to be too busy or disorganized to care about the routine and only engage when something is controversial and reactionary.
- WHCA operates an old large facility with rink, gym, fitness studio, preschool, daycare, meeting rooms and some lessees. This facility requires a significant amount of board time to maintain and operate. My worry is that this model will remove the required time to focus on the safe operations of this facility. We have a very capable staff but the board provides significant assistance to a lot of processes. Also, decisions need to be made on a timely basis, if the district approach was applied would there be disruptions in the decision making process to allow for safe effective operations for all users.
- Limited funding and so many restrictions, and dealing with old buildings that were designed for years ago use, and really need extended help and care that community's just cannot afford, in time and haveing the staffing personnel to seek funding. Volunteering is not like it use to be and getting help with what is needed becomes, difficult, as so many think its up to the board members to do most of the work and it ends up being just that.
- The immediate issue is resourcing and having the needed supports. Is the City going to fund or provide those supports? This will put more work on volunteers and that should not be expected. The other problem is most of the other groups is most do not have good knowledge of planning matters like our community association does. The third problem is grouping several community areas together in this proposed model with divergent planning perspectives e.g. high rise Beltline, medium rise Cliff Bungalow - Mission and single family Rideau Roxboro is ridiculous.
- There is a lack of time to attend yet further meetings as hundreds of hours of volunteer time is required to maintaining our very successful model as it stands. There may be a lack of knowledge about other community s concerns. There is a concern that quota-based input could fracture rather than unite community decisions.



- We'd be very concerned about a requirement for additional time from volunteers as they move to representing their community on issues, to representing both their community and districts. We'd also be concerned about the possibility of even more demands from City staff on two levels of representation. Representation requires grassroots activity and direct connection with district residents, and the same volunteers would likely be taking both a community and district role. If city staff are assigned, we've already found the competing requirements of staff on legitimate but competing career paths on different regional projects competing for our time as they are run concurrently by the City, i.e. in our case Main Streets, Crowchild expansion, and 3 ARPs.
- As it is, the requirement to document our processes in this survey has involved up to 5 volunteers who might otherwise be involved in representing residents on community issues.
- We are elected by our communities; therefore, District Forum representatives would likely need to be elected to have similar legitimacy, but we are not clear on how representation would be accomplished with buy in from residents from individual affected geographic areas.
- 1) Lack of Volunteer hours. The WSCRCA has a very small, barely functional Planning Committee. We do not have many volunteer hours to spend on Planning application meeting, especially if meetings now involve applications from other communities within the new District.
- 2) Our CA also does not have paid staff to organize, run and take minutes for additional meetings that may be required in a District model. We do not currently have regular Planning Comm meetings, nor take minutes of those meetings so this would be a significant increase in work load.
- 3) We would need additional planning training for our members.
- We are a small community and already tapped for volunteers. This is yet another role we would need to fill if we want any voice. We are more or less a "built out" community so don't have the volume of situations to review that other communities do so our volunteers would be spending the bulk of time on non-community items. A benefit would be broader perspective on how decisions affect neighbouring communities in addition to our own.
- This is not clear to me as to what, exactly, the district forum will be doing? If this is to say the the community will have the jurisdiction over DP outcomes, this would be problematic, unless the members making the decision have the proper credentials to review and decide on these matters - and the ability to be objective. A CA, being volunteer based, would certainly not have the time to do a prudent job of a very detailed and thorough review of all aspects of any application. It would be unfortunate if this were to become an avenue for groups to assert personal agendas over the greater interests of the community at large. If this is merely a proposal of establishing a formalized structure for consultations for a broader community, this could greatly improve efficiencies for the more material planning matters. Collaborative discussions with various stakeholders would be a very welcome addition to the planning process. There are a few initiatives where collaboration with our adjacent CAs has proven beneficial in community service aspects, and to add the collaboration in the development realm could be productive.
- This would be an opportunity to work with other local communities that would impact all groups: Deer Valley Mall, Fish Creek Park, Bow Bottom Trail. The challenge would be to find a committed person from our community to work at the district level and report back to us.
- Time commitment
- The concept sounds fine, but it's hard to get people out. The idea of having so many sub-groups is good, but it would be hard to get representation from all of them.



- Volunteer burnout. Our organization is almost totally composed of volunteers and the effort they expend is considerable. A district approach would increase their workload and I can envision that they would just quit.
- There is a lack of time to attend yet further meetings as hundreds of hours of volunteer time is required to maintaining our very successful model as it stands. There may be a lack of knowledge about other community's concerns. There is a concern that quota-based input could fracture rather than unite community decisions.
- A lack of time to attend yet further meeting as hundreds of hours are needed of volunteer time, to maintain our successful model of a well organized community association.
- It might create more work for our Triwood Planning Committee to include more organizations in the review process. It would great if the City would establish these relationships and find these contacts and people for planning committees so they will only need to outreach to them and invite for a review discussion session. As it is important to remember we are passionate about what we do as we care and love our community but we are also volunteers therefore our time capacity is limited.
- There is a lack of time to attend yet further meetings as hundreds of hours of volunteer time is required to maintaining our very successful model as it stands. There may be a lack of knowledge about other community's concerns. There is a concern that quota-based input could fracture rather than unite community decisions.
- Community associations are very focused on making sure that all requested development permits are appropriate for the community. The District approach may dilute this focus and result in inappropriate developments in a community.
- I see it mainly presenting challenges in that it takes away from our ability to speak directly into the situations and needs of our immediate community. We live in this area and are aware of how we can best serve our area, whereas we wouldn't be able to say the same for the needs of a community a few minutes down the road from us. It also could cause too much work if it would require looking into and making decisions/attending meetings for other communities and their developments, etc.
- We have a very large, active and robust planning committee to deal with the huge number of development changes happening in our community. The district approach would dilute our voice, lead to more meetings, more admin work, and potentially reduce engagement from volunteers and community members.
- The role, as I understand it, of community planning is to give context and local knowledge of planning to the process. Creating a district model takes away that knowledge and waters down the opinions of each community. Each community may have their own distinct history, challenges, opportunities or vision so combining with other communities does not makes sense. It may work when you are talking about very large impactful projects such c-train stations and major developments but it will take away the voice of community residents engage Calgarians and increase the feelings of 'our voice doesn't matter' to the City which is already a huge challenge for engagement.
- Scenic Acres is a small community, predominantly residential, adjacent to the Crowfoot commercial district. SACA monitors land use changes and development permits on behalf of residents and alerts them to potential issues. It is difficult to see what benefits can be derived from a "district model" that dilutes our community's concerns with much different planning goals from commercial operations. Moving to a district model reduces the effectiveness of a community association. Districts, as



proposed are too broad and diverse and are not reflective and representative of the communities of which they are comprised.

- We are a small community and there is a risk our voice may not be heard, however we already reach out to other CA's for input on important development matters.
- The 'information brief' is one of the worst piles of verbage I've seen yet. Lots of 'process' to minimize the fact that this appears to eliminate what little standing the ARPs have left. While the district approach has some merit for truly district issues (schools, regional parks, transit stations and to some extent, main streets), it should not be used to guide development at the community scale. District issues already seek broad engagement through open houses, public forums and such. I don't see the merit in reducing plans that guide development at the community scale. The MDP is already used as a blunt instrument to override statutory ARPs. The district forums would further reduce the voice of community associations in purely local issues. Developers already seem to have extraordinary sway in the onslaught of spot-rezoning applications.
- it sounds like individual communities are in danger of losing their voices if this becomes a "top down" approach to running communities
- watered down input from CA, stakeholders nominated for the proposed district approach will not have the same purpose/values in terms of representing the community. The HSPC already reaches out to various groups for their input/participation.
- Difficult to say at this point, as very little information has been provided. Collaboration on those bigger development issues the impact of which extends beyond the boundaries of individual communities makes sense. However, concerned that the needs and priorities of our community may differ from those of other communities in the "district", and will end up being lost.
- Appears positive for Main Streets and multi-community - but that could devolve. Having been a part of multi-community association approaches to common planning challenges, some people are much more outspoken, or the event becomes a venue for ranting about individual planning projects in their own communities
- Feels like you will get feedback independent of associations, but you might only get affected parties and not a broad cross section of those district opinions. It's a start though.
- The district for our area does not make any sense! The area which would include some communities that really doesn't effect our well being or further development of bowness should and does not effect the areas such as Montgomery or Medicine Hill. This process appears to be a dis-engagement of our opinion and decisions of our community.
- This seems like it would just take more time from the same set of volunteers. The biggest challenge our CA has with development issues is we DON'T KNOW ABOUT many of them, we are not even circulated in advance and left reading sandwich boards when we happen to see them. I suppose a district approach can solve this, but it just seems like it is one more thing to manage, communicate and participate in. However, for certain issues (ie: main streets, station plans, etc) I can see how CAs need to be brought together and the city can provide resources to support his.
- I see little opportunity for the District model for my community. How do you pick "member communities"? Who would be included/excluded & why? I see a lot of cumbersome "forum" members - too many people/communities at the table and there exists the potential for roadblocks, lack of consensus, differing opinions, etc. This seems to be a way for the City to cut its budget and shift a lot of the burden back on to the communities.



- opportunities : smaller and more focus group
- challenges : different opinion and will not be easy to overcome or compromise ...
- Excessive complexity, lacking in development / bylaws expertise and costly. Reduces community process and buy in of residents. Only useful if large infrastructure projects like the Olympic happens.
- Challenges - being forced to work together with communities that have completely different goals. There are many communities in the City that have the same goals and visions.
- Opportunities - having a larger tax base in the area to get projects completed
- Members do not understand the development permits process, therefore planning board can have a difficult time.
- There may be a feeling that local community needs are being overlooked for the grander vision of a district. If one community is successful in engaging a large group of people they may overshadow a smaller yet equally important group.
- We currently are in a rebuilding phase of community engagement so may be challenged to properly represent our own community.
- From an opportunity standpoint, being able to leverage resources may enable us to better engage our community members.
- I have been an active member of my CA over the past 15 years. CAs are elected to represent their community, and to consult with them on matters of significance to the community future / large impact. We often have challenges collecting enough / a broad community representation for large / important matters. This may also impact the District Model.
- I do like the broad representation on issues / items affecting several communities. That way there is a single source of information for all. Right now info can be hit / miss, and resulting in rumours and misinformation circulating.
- The processes of City planning are already Byzantine as perceived by the community. There are thousands of pages of statute, bylaw, statutory plan, and policy (both official and unofficial). Already it is therefore true that for citizen volunteers to play an effective and credible role, an enormous burden must be lifted by them. From my perspective, this District Forum idea mostly adds to that already-unacceptable burden of work. My concerns distinguish, however, between a District Forum approach to area plan development, and District Forum consideration of specific land use and development applications. I think the former could legitimately benefit from a District Forum approach, but I do not think the latter makes much sense.
- In terms of the proposed District Forum approach to the review of specific land use and development applications, in many cases (most cases?) I think it would be very difficult for community associations to participate credibly in a District Forum at all. Credible participation by a group representative presupposes that the group representative is somehow endowed with a delegation from the group. The idea is supposed to be that the individuals views help to represent the groups views. But without appropriate governance mechanisms functioning in the background (e.g. the establishment of policies, or prior discussion of particular issues to be discussed at the Forum level), the presupposition that representatives can be appointed risks tokenism. A lone representative of our community association attending discussions at the District Forum about specific applications would represent neither our community association, nor its members, nor our community, when faced with specific facts and specific planning files. That representative would simply represent the views of one individual, without there being subordinate mechanisms in place to make



representation true. And if this problem would be unavoidable for a structured society (and ours is well structured, as these things go), then how much more is it likely to be true for cultural groups, faith-based organizations, youth and seniors groups and service organizations, to name just a few of the possibilities? At least many community association volunteers and Boards commit already to the proposition that their duties involve planning, and they become reasonably well informed as a consequence. Why would the views of some individual from a faith-based organization, for example, be considered as representative at all, even of that group, in respect of planning matters? You can ask the priest what he thinks about God, but does the priest know what any member of the flock thinks about a specific proposal for multi-family housing two districts away? Is there some faith based view of these things? How would the City insist upon representation being meaningful?

- In summary, the challenge the District approach poses in respect of specific land use and development applications is that, almost by definition, its representative legitimacy must be doubtful. If the participants are not to be elected, then they cannot really be considered representatives of subordinate groups at all unless the City were to concern itself, almost ad infinitum, with promoting the democratic characteristics (capabilities and limitations) in behind each appointee. And some such organizations (again, faith based groups spring to mind) might avowedly not even be democratic in their constitutional structure. Already in Calgary there are many strong community associations ones that widely invite civic participation which are nevertheless often met with howls from unsuccessful applicants or objecting voices: you don't represent the community. So if this is true for elected community representatives, in a free process, who are volunteering their time trying to help extend the reach of meaningful civic engagement, then why think that some appointed representative can better manage an even more impossible task?
- To me these concerns mean that a community association with a proper understanding of its own governance obligations would struggle to participate at all in a District Forum allegedly asking for a community association representative. For example, suppose a new file regarding an issue reaches the District Council agenda. Nobody saw it coming. The schedule for the District Council meeting at which the issue will be discussed precedes any opportunity for the community association "representative" even to discuss the file within the community. How does the representative in such a case purport to represent anything but an individual view? Why amplify the views of some individuals through appointment this way? Isn't it better to leave existing planning engagement mechanisms faulty though they might be functioning with openness, and support them better? The huge worry is that a District Forum will be accorded by the City and/or claim for itself, a mantle of authority. The message is perhaps too likely to become: This is the preferred or credible route to communicating about these issues in this area. And yet that simply won't be true if a representative is not a representative at all, but just an appointed individual.
- In terms of opportunities, at the level of plan development, I have fewer concerns. The City is responsible for its own plans. And so, whereas I feel that the idea of District Forum representation falls apart in the case of specific land use or development application files where a key factor must always be the views of those directly affected, radiating out from the specific site in different ways the development of proactive plans I think can meaningfully be informed by considerations that go well beyond the parochial viewpoints that surround a specific site. This is where diversity of viewpoints might meaningfully help, and where the City may be right to proceed based upon a belief that unless diverse inputs are actively solicited, a diversity of thinking will not inform the planning



dialogue as much as might otherwise be true, and as much as might be desirable. When planning, the City can and should solicit the viewpoints of those who are expert or who might have a unique perspective to offer that should not be missed. This is about collecting good ideas, about government doing its job; it is not about working through community representatives.

- The processes of City planning are already confusing and overwhelming as perceived by the community. There are thousands of pages of statute, bylaw, statutory plan, and policy (both official and unofficial). Already it is therefore true that for citizen volunteers to play an effective and credible role, an enormous burden must be lifted by them. This District Forum idea mostly adds to that already-unacceptable burden of work. A lone representative of our community association attending discussions at the District Forum about specific applications would represent neither our community association, nor its members, nor our community, when faced with specific facts and specific planning files. That "representative" would simply represent the views of one individual, without there being subordinate mechanisms in place to make representation authentic.
- Our existing work with the SSASPG has shown that cross-community groups can be successful, and there has been some great work done by these groups. There remains a concern that the investment by these groups by all-volunteer organizations to create lasting change. Ultimately there is a sense that representation is useful only insofar as it can actually make a difference in terms of policy or practice.
- I think communication is severely lacking from the city to the communities in general about what is going on however it is also fair to say that there is a fair bit of complacency on the part of community members to get involved and participate until something directly impacts them
- Undermines Beltline communities as an independent influence and removes Beltline Planning Group and community volunteers from the kind of substantive influence it has had in the past. Beltline Communities has been intentionally and actively excluded from any participation in the CRF process. Consequently CRF knows nothing of the innovations that Beltline Communities has implemented.
- Focused input from a broader spectrum of stakeholders could increase interest and involvement as participants/communities feel collective contributions are considered and/or make an actual difference. Conversely, the process could be seen as mirroring many City engagement initiatives where feedback doesn't result in substantive alternatives being generated or actual changes to proposed plans/developments. The Marda Loop ARP development process is a recent example - many stakeholder groups were invited to form a "district" to provide input, but the process was flawed as suggestions were roundly disregarded (e.g. max. building heights specifically on the north side of 33rd Ave. SW, min. public realm requirements, extending ARP reach to 14th St. SW, etc.) and resources weren't available for a comprehensive review/plan. Now, the resulting ARP document is disregarded by City administration, Council and developers as inadequate (the result of the process, not the input). While Main Streets purports to fill the void, a number of significant developments have been approved in the interim without regard to the ARP, let alone resident and community association feedback.
- Having been to a number of City open housing - zoning, mainstreets, bike lanes- and actually looking at the reports that are presented I have grave concerns with how the consultative process works at a community level, politely on the projects that I've added input to and then read all comments the report did not reflect the communities wishes. What does that have to do with a



district approach? In my opinion the City does not always capture the community feedback well on some projects; expanding this to a district level thus fills me with concern. A district report would carry more weight than a community report and the open house process (from the 4 I've been involved in) has not done a good job of capturing the community intention. A district intention would be even harder to capture.

- Opportunity- to build the best of the best within our close communities. Challenge- some communities already do the planning stuff well on their own and this could really throw a wrench into smoothly operating communities.
- Not sure that a District Forum will adequately represent communities as each community has very distinct needs. There are very strong voices in some communities that would likely overshadow any concerns from other communities. I'm not sure how a District Forum would be different than what a Ward representative and the current CA model could be doing in terms of engaging/representing communities on major development issues.
- While I think in principal working with a regional planning forum is a good idea for some projects, I am concerned that an individual community with needs unique to their location will lose out in the process by not having their concerns taken into consideration. ie The 17th ave se transit project overruled Erin Woods need to have parking because our community is in the lowest rating of walkable communities so we need to do our errands by car these concerns were ignored simply because we didn't fit into the overall vision by the professionals in charge of the project.
- A district approach may be useful in providing some overarching guidelines for community engagement or revitalization of main streets, etc. It would even be useful in terms of redevelopment of high density districts. Lower density residential communities, however, are all unique, have different visions and needs, and the biggest stakeholders are the homeowners who are the most vested in the community. The MDP specifically allows for maintaining community character, and as such, community associations and residents associations are the best configurations to address planning and development in low density residential areas.
- Bowness is bowness. I think you will have a tough time telling Bowness its issues are similar enough to other communities that we all have to play in one sandbox. Opportunities to work together are obvious when it comes to road planning, infrastructure, and businesses but isn't it the city councillors job to make these connections?
- Relevance. Some communities have different interests and that may clash with various groups in a district.
- Challenges: The district model presented appears EXTREMELY problematic for our organization. Here are a few key points outlining why:
 - - The Beltline is, in many ways, a unique community. Having spoken with members from other organizations, I have found that our association is extremely involved in planning matters and developments and rightly so - there are a lot of changes coming to the Beltline and we strive to embrace them and provide valuable and high quality feedback, something I think we succeed at. A district model would provide community members from other communities who do not have the experience we do with these kinds of issues to make decisions about the community. This creates the potential for Calgarians who have chosen to live in one type of neighbourhood to impose their values on another. This goes both ways - I would not want to be tasked with making decisions about a community that is different than my own.



- - Representation from non-community associations: It appears that there is a potential to have a large amount of organizations that have different interests in mind placed equally at the feedback table. By the nature of how each of these different organizations are funded and represented this will create a huge imbalance in the nature and quality of feedback the city will receive on issues. Some organizations will have members that are able to volunteer more of their time than others, and some organizations will be better funded than other ones, based on their mandate and who they represent. If the city wants to improve the quality of representation in the feedback they receive from community organizations they should support them with good governance practices and resources to encourage diverse decision making bodies, and think very carefully about the implications of allowing what are essentially special interest groups a direct voice at the table.
- Opportunities: There is certainly some benefit of having regular meetings with other community associations to discuss larger issues and share best practices. This should, however, NOT be where the information and feedback process happens. Instead, this is a place for people to meet and discuss issues and, if they find commonalities on a larger project, work together to provide feedback to the city.
- As we already represent 5 communities, and we are geographically isolated from those communities south of us due to the Centre Street bus trap, those east of us due to Deerfoot and the huge commercial and airport area, those west of us due to Nose Creek, and those north of us by Stoney Trail, lumping us in with the NE, as the various governments and agencies keep trying to do, is not going to work. We are culturally distinct from the NE and NW. We are North Central. Ward 3 now finally makes sense as a Ward, except in a District planning model based on W3, there are now communities which aren't even built yet making decisions on very much established communities.
- In terms of volunteers being required to now work on both a District panel as well as a CA planning committee, this is a huge challenge. Planning volunteers already contribute many, many hours of their own time to helping to make sure their communities are well developed (and re-developed). Asking volunteers to put in yet more time, to satisfy changing a process which already works well, is a really big ask. It's hard enough to find dedicated volunteers as it is. Imposing this on them as well will cause burnout.
- I see only a negative impact on our community. Our issues are not the same as others while one community may have transportation issues another might have an issue with a development going in. I shouldn't have a say in another community as I'm not engaged or impacted. I'm not interested in having a say in another community. Meeting length for our own issues is long enough.
- A community is not just a particular geographical region of the city. By nature Calgary's community embrace a diversity of characteristics and interests that make every community unique from other every other. Communities need to interact with other communities on matters of mutual interest or concern regardless of geographic location. A district is simply an arbitrary grouping of communities based on geographic proximity and does not take into account those mutual interests or concerns and therefore is an administrative construct of little use that will cause more problems than it solves.
- Not every Community faces the same challenges and issues that can be dealt with in one broad stroke. An opportunity would be that groups can work together to accomplish a goal.
- A district model may not recognize the individual circumstances of a specific community
- The blanket approach does not work for everyone, people live in different areas for very specific reasons and they aren't exactly like the community next door



- It is not clear what benefit the district approach would provide to our community. The focus may shift to what benefits particular organizations, versus what is best for the community as a whole.
- The CA may not have the volunteer capacity to participate in a district approach. It is a challenge to manage the applications within our community within the current process, let alone adding more layers of engagement.
- The CA's role in Planning & Development may become more unclear in an already complex process for community members.
- The current challenge of community residents not feeling heard when they do provide feedback may not be resolved by the district approach.
- CA committee members are trained to respond to applications on behalf of residents, and receive guidance from the Federation of Calgary Communities. Under this new model, special interest groups may have an undue influence over the outcome.
- Too wide and it dilutes input specific to communities.
- This would create a diluted voice as we currently have a highly engaged, well staffed and informed Planning Committee that has a well established feedback loop with residents, the board and relevant City of Calgary and developer stakeholders. A district approach is less focused, would create redundancies, increased administrative burden (i.e. more meetings) and less effective outcomes than what we currently have with the HSCA Planning Committee as currently structured.
- Since there are no details yet on how this would work and how CAs would be involved, it's impossible to identify any particular challenges, other than the perennial one of making our volunteers feel appreciated for their contributions. I can see the possibility of diluting that effect if there are so many people on the committee (I'm estimating 20-40 from the descriptions you've given) that they wouldn't be interested in bothering to participate, perhaps feeling like their voice isn't very important.
- The challenge with proposed representation framework, is that it dilutes the input of those volunteers that understand planning at the community level, by including a majority of people that do not understand the policies and rules surrounding development. Furthermore, those participants wouldn't live nearby and have to live with the results of poor decisions / developments.
- Too many groups to collect info from. The decision as to the priority of influence could be an issue. Opportunity is that some groups will have input whereas before they were not consulted.
- These districts will be too large to be effective. Smaller community groups as they are now are more efficient and more personal. I volunteer for our community but would not for a district.
- Large group decision making frequently inefficient
- The district will be too large. Smaller projects will get missed. ARP's will be ignored
- In the absence of any details (e.g. Terms Of Reference), it is extremely difficult to assess the opportunities/challenges associated with this approach. On the face of it, it seems the District Model just adds another level of bureaucracy and takes the engagement process further away from the citizens.
- There is also the question of why this model is being proposed as a lot of what is being proposed is already being done through the existing community association model.
- One positive aspect of the proposal is that it is great to see that the City is looking at providing support (financial, personnel) to planning process. As a starting point, this support should be



directed at the community association level rather than the District Model level. This type of support would also provide more opportunities for the communication associations to work together on a "district" level.

- I feel not enough information is out there about how the district forums will be made up and representation. I feel that if there is fair representation is out there all the communities and like communities are together, not just ward communities, it could be helpful but I don't have enough info and I am suspicious of the reasoning for going to this format
- Hard to say
- Challenges: unbalanced representation could lead to some communities getting more attention than others, less focus on community level issues and planning
- Opportunities would be reaching more members of the community, and possibly building stronger connections between groups. Challenges would be reducing some of the power currently held by CAs- we have the privilege of providing this voice, and this could be a reason for residents to join us, which ALL residents are allowed to. There are also the issues of competing or narrow interests being given an unwelcome platform; CAs are inherently inclusive, some of the other groups mentioned are not.
- I think as a volunteer with many years this appears to be another stab at spending money rather than solving and helping the existing processes. I am disillusioned and do not want to participate further
- You will get the same people and organizations involved now in the District Model. We do not see how adding another level will change who supplies input.
- A district approach would make for meetings be longer than most people would commit too. I believe we would lose volunteers that have to sit in meetings that do not pertain to them or they have no knowledge about the community in question. I believe that this process would still have to have one person lead the meeting and programs and if that person is not familiar with the other communities, it could cause problems with communication to the residents and more than likely not enough interest in the problems/development in the other communities
- While there is merit in a district model, what you are actually creating is another layer of "volunteers" who represent other organizations. This appears to be a way to streamline the process for the City, but not take into consideration the problems you are now offloading to individuals who are already volunteering for other organizations. Instead of making input and feedback easy, you are trying to codify that meaningful representation can only come if the City authorizes the organization involved, the structure of this organization and the individuals who make up this additional layer. This could have devastating consequences for many communities, and opens up the planning process to accusations of being "top down" and politically motivated. Not a good look, and one that the City would ultimately regret I am sure. I think the entire exercise would be likely to fall apart within 2 to 5 years, and you would then need to readdress "grassroots" organizations and input again in a meaningful way.
- pros - our community is affected by large developments in near by communities so a district approach makes sense. However, it will also increase the workload of existing volunteers due to the increased number of issues that need to be dealt with.
- Reading the information brief this *feels* like an added layer of bureaucracy that doesn't solve any of the challenges our CA is primarily facing in the planning & development process.



- A primary challenge would be more meetings for volunteers, who are already in short supply and overworked. I'd suggest there are less cumbersome ways to address the issues attempting to be resolved. The district model feels like killing a fly with a sledgehammer.
- An additional challenge is depending on the planning area, there would be different organizations involved. Leading to wasted resources for organizations listening to, or participating in, conversations which affect them little. For example, some planning matters are related to a street between two CAs, some are fully within one CA, others affect multiple CAs along a corridor. This lack of consistency suggests a case by case gathering may be a better solution than a standing body.
- It would allow our community to see where it fits in the diverse nature of current city development, allowing for stakeholders to have an adjustable lens for development that impacts more than one community while retaining autonomy to deal with development that is truly within and affecting only one community. It may also level the playing field as it were when combining the representation of communities such as ours with neighbouring communities and other stakeholders that have more developed programs.
- Challenges of adding another layer and having the appropriate resources would be an issue. Time for volunteers while caring for community responsibilities may also be a challenge. Passions when dealing with competing viewpoints may also be an issue.
- I strongly believe that community development and planning matters are best addressed within the community as much as possible. Expanding to a district approach will be frustrating to individual CA members. I do not expect residents from other communities to listen to my problems with a Brentwood DP, and I would not want to spend a lot of time hearing about another community's terrible laneway suite. I am concerned that a more diluted and district approach will drive away the volunteers whose local knowledge and community interest is required for success.
- To reduce City employee time requirements for engagement, multiple CAs can be gathered for area/regional/city issues.
- It seems like one more level of bureaucracy being asked of our already taxed volunteers. District engagement could be a way to facilitate better communication between communities, but I know the Bowness community already has its hands full addressing planning and development issues within its own community.
- Greater bureaucracy and another level of coordination and duplication
- I find this entire project very puzzling. WHY does The City wish to create yet another level of bureaucracy? Is The City not already stretched too far? The idea of asking current community volunteers to attend even more meetings/take on even more activities suggests potential burn out.
- Currently the CA represents the views of residents and has historical knowledge of the community/area. CAs are largely run by volunteers and are already overworked. The DF concept seems to add another layer of bureaucracy to the process.
- I'm also concerned that having random organizations with no real understanding of planning issues will only muddy the conversation.
- An additional layer of bureaucracy before decisions can be made. Less autonomy and control: (1) City is very unreliable in providing facilitation, etc. (2) other community groups are not likely to have resources or education to participate effectively in many complex planning matters. Our comments will be diluted by other groups (e.g., the BIA ALWAYS wants more parking and otherwise supports



every potential development). Other communities won't care about our streets and we won't care about their's (these meeting will be less than 50% relevant to our members). More difficulty engaging volunteers when they feel community comments will be diluted and the process will be burdensome or not relevant to them.

- Better support (expertise and organizational). Potential for stronger united voice on issues that matter to multiple communities
- I think it would be something that our community would like to promote a more collaborative working relationship. I believe our community has always had a good working relationship with the city, but would encourage new ideas.
- The opportunity would be to simplify the procedure by reducing and hopefully standardizing the processes involved across the City. The challenge is that it further splinters the community associations by blending them into some multi-organizational mutant that represents the varied interests of many, often competing interest groups, of which the loudest and most aggressive usually get their own way.
- As long as community members are still represented, I think a district approach could be a more streamlined way of providing community representation and input to planning initiatives.
- Opportunities could be a stronger voice to council on matters which are of concern. Challenges are that not all communities in the district have similar challenges.
- The opportunity could be a stronger voice in making our wants and needs known.
- A challenge might be that other areas of the district may not be able to understand the challenges and wants and needs of our community
- This is a great opportunity to formally combine with other parties with common interests and provide a focussed, common voice on issues. The challenge might be that different parties might have opposing views on developments and issues resulting in in-fighting among groups.
- opportunity to address bigger issues, challenge is to maintain relevancy of CA grassroots connections
- It would be great to work with neighbouring communities sporadically on issues that affect us all such as mainstreets, regional rec centers, regional plans, etc. (many of us already collaborate) On regular planning matters though it seems like more work. I find it challenging as it is to get our volunteers on Planning Committee to look at each DP from a macro- community wide impact perspective as it is. If this was regional, I would be concerned people would pitch in more when it's close to them than they would have otherwise. I'm not really sure how the District model would work but if I was only one person from my CA I'd like to see how the governance would be set up. Who would I be "representing"? How would delegation work? I always value different viewpoints but not sure the district is the best way to accomplish this. I think the regular CA planning model (if best practices are employed) works well. If resources like a paid position were allocated to this, more outreach could occur and it would be brought to the next level. Would the other organizations involved be structured professionally? How could you regulate/ assess that? (i.e. how does the condo board engage their residents in order to be "representative"). "Directly affected" neighbours are the ones identified by the MGA and will be mostly impacted by any decisions so how will the District input be "weighted" to reflect this? It would be great to get more business involvement. Also any way to legitimize the "representation" structure would help. We work so hard to do this but people always want to question if we are or not - maybe there can be a guild of sorts of groups that



meet certain criteria/ standards. If more resources could be put into engagement that would be great. This is a critical piece of planning that is done very poorly at present by the City and Developers alike. The process is extremely unfriendly for the average neighbour to engage - we spend a lot of time coaching and helping translate planning language as well as educating neighbours.

- district approach works for major development issues which affect multiple communities but would be disastrous for smaller scale issues like development permits affecting a particular neighbourhood. We are concerned that resident's voices will be negated by referring local issues to a larger forum.
- Difficult to say at this point, as very little information has been provided. Collaboration on those bigger development issues the impact of which extends beyond the boundaries of individual communities makes sense. However, concerned that the needs and priorities of our community may differ from those of other communities in the "district", and will end up being lost.
- Opportunity - for larger planning issues such as a Greenline or main streets could benefit from a district approach. Challenges - how do you define the district, what criteria would be in place, how would decision making authority be determined - who makes final decision. How would you ensure effective participation and inclusion from those in the district. Previous experience has shown that sometimes certain groups or individuals can dominate group settings with a reluctance for strong facilitation from the city. What is the purpose or goals of a district - is it information sharing, decision making, brain storming etc.
- Opportunity-creating a stronger advocacy for a large project such as LRT line that would benefit many communities when unanimous support is forthcoming.
- Challenge-creates a conflict situation if not all community representatives can advocate for the same thing (1 community wants the LRT, 1 doesn't)
- As Calgary continues to grow, this sounds like a great opportunity for people living in the area to brainstorm what roads will be the "main" roads, locations of schools etc. This sounds like a great idea. The only challenge I see is actually obtaining volunteers from the communities. However, this might lend itself to enough "prestige" for people to want to be involved; people love it when they think they have the ear of the City!
- Opportunities : City Transportation proposals affect several adjacent communities. A district model allows a greater representation and input of citizens on the costs and benefits.
- Opportunities: City transportation proposals affect several adjacent communities. A district model allows a greater representation and input of citizens on the costs and benefits.
- This approach for bigger city planning projects within a community could have its benefits, rather than just the community the project is happening in. Input from surrounding areas on the project can help understand challenges or benefits to the surrounding areas.
- May be a good way to connect loose ends and get different organizations talking and sharing resources for same or similar goals/events, ideas, issues, etc. May get different organizations to see how each organizations goals/processes/projects may help or hinder other organizations, and may let them open a dialogue in figuring out how to work together or compromise. May help build a better feeling and reality of connectedness within and between organizations, and across the district and the city.
- I can't think of any challenges that we do not face already. If we do not try, how can we know?



- The opportunity to better share resources and planning with neighbouring communities. Opportunities to have more structure and support to all CA boards.
- opportunity is pooled resources so easier time to collaborate projects and increased ability to take on bigger projects. Martindale, Taradale and Saddleridge already have experience with this from their collaboration in the development of the Genesis Centre
- Opportunities: Sharing information on bigger issues ie: transit, mainstreet development. It will mean a large pool of volunteers working on like minded projects. Challenges: ensuring the community association still has a say in land use changes specific to its community.
- strength in numbers, pooling volunteers
- The opportunity would be the chance to meet and discuss with other CAs issues that affect all communities equally. That is the crucial element, ALL COMMUNITIES EQUALLY. That only happens on issues like secondary suite rezoning, and in that case discussions with a broader group could be beneficial. However, most decisions affect one community more than others, and in that case, that single community should have the most influence and strongest voice.
- What is the concern with a District model?
 - - The voice of the CA will be lessened. We will still have a voice, but we will be only one of many if there are 8 or more other CAs responding to a DP or proposal.
 - - With many diverse groups around a table, each will have potentially different priorities than a CA. For example, a church located in Brentwood likely has members from all over the City, many living outside of the district. Should they have a voice in areas far from their own homes? For bike lanes on Northmount or the Co-op, these have a direct effect on homeowners in Brentwood but not on anyone else. Other communities within our district plus the different organizations and groups should not all have an equal voice.
 - - Which groups should be included? The Hockey parents, the Scrabble group, the Community Garden group? Some have large membership numbers. They form around a common interest or background, no different than a faith-based or cultural group, but should that mean they are a stakeholder in community planning?
 - - It would be impossible to weight the many different groups or organizations within each community. For example, if a church has 1000 members and the LGBT group has 20, do they each carry the same weight and vote? If a church representative states their opinion, how do we know that is truly representative of their group; what percentage of their members did they poll?
 - - The document mentions a convener to facilitate meetings. I just can't imagine how long the meetings will be with all these diverse groups around the table, many seeing a planning document for the first time. Trying to get resolution or agreement will be almost impossible.
 - - Volunteer burnout. Few of us would want to attend meetings for things happening in other communities. The BCA would not want to get involved and submit a response to a development proposed for say, Banff Trail. We are busy enough in our own areas.
 - - Knowledge of local area. Why should you have a voice in something that isn't even in your area? How could you adequately evaluate such a proposal without detailed knowledge of that community?



Community Representation Framework

Stakeholder Report Back: What We Heard

May 30, 2018

- - Boundaries are apt to be rather inexact. Each CA thinks their community is unique in terms of what types of buildings, features, etc. Different communities, different priorities, yet we would all be lumped together through artificial boundaries.
- To look at areas more cohesively, and recognize and take into account connections to other communities. Challenges - volunteer time and demands. Special interest/ issues groups. Unfair representation. Skill sets
- The opportunity to engage members of our community that is currently divided by a major roadway would be very beneficial. The participation numbers are always a concern though.
- It could mean another meeting for our civic affairs director / volunteer to attend. It does sound like a good collaborative opportunity though and could mean less time spent chasing information.
- A district approach might broaden citizens' understandings and perspectives and assist communities in working with their neighbours.
- Without more resources we would likely not have enough volunteers to put quality time into this. Few volunteers do too much already.
- I see more opportunities than challenges..the ability to connect with homogeneous and neighboring communities for knowledge exchange would be an incredible asset to our community who is in the learning stages of fully understanding the nuances and opportunities we can take advantage of in the planning process.
- Could be helpful for communities with lack of volunteers. Small communities may be overwhelmed by larger community's concerns.
- Opportunities might include a chance to better communicate with neighboring communities. Challenges include being lost in the mix.
- it sounds like a much more inclusive and organized approach
- Our voice, representing 7,000 residents, is more likely to be lost in a larger district. The matters which would affect our community of principally single family homes would be very different from other communities with different structure and demographics.
- On the positive note, shared views may be more forcefully made by a larger group.
- As a small community (4000 residents) our voice would be lost in a District model and communities like Bowness and Varsity would have greater leverage in decision making.
- PEOPLE OUTSIDE THE SPECIFIC COMMUNITY HAVE A SIGNIFICANT SAY IN MATTERS IN ANOTHER COMMUNITY. THIS MAY BE USED AS A TACTIC TO KEEP DEVELOPMENT OUT OF THEIR OWN COMMUNITIES, AND PITS NEIGHBOURHOOD AGAINST NEIGHBOURHOOD. INTERSECTIONALITY MEETS COMMUNITY ENGAGEMENT AND ACTIVISM.
- This is not entirely new. The current "main-streets" or other densification initiatives have typically resulted in a group engagement inclusive of all stakeholders. The "terms of reference" for the District approach will help us to understand when and how the community stakeholders will remain effectively engaged on the application.
- some time.
- I don't know.
- I don't know, and suppose we won't know until it happens
- n/a



- WCA provides a forum for residents and businesses to discuss planning issues but in no way restricts individual input from any one organization or individual into City planning processes.
- See input provided from our BRCA.... the district model provides little if any advantage for all the reasons given
- The processes of City planning are already Byzantine as perceived by the community. There are thousands of pages of statute, bylaw, statutory plan, and policy (both official and unofficial). Already it is therefore true that for citizen volunteers to play an effective and credible role, an enormous burden must be lifted by them. From my perspective, this District Forum idea mostly adds to that already-unacceptable burden of work. My concerns distinguish, however, between a District Forum approach to area plan development, and District Forum consideration of specific land use and development applications. I think the former could legitimately benefit from a District Forum approach, but I do not think the latter makes much sense.
- In terms of the proposed District Forum approach to the review of specific land use and development applications, in many cases (most cases?) I think it would be very difficult for community associations to participate credibly in a District Forum at all. Credible participation by a group representative presupposes that the group representative is somehow endowed with a delegation from the group. The idea is supposed to be that the individuals views help to represent the groups views. But without appropriate governance mechanisms functioning in the background (e.g. the establishment of policies, or prior discussion of particular issues to be discussed at the Forum level), the presupposition that representatives can be appointed risks tokenism. A lone representative of our community association attending discussions at the District Forum about specific applications would represent neither our community association, nor its members, nor our community, when faced with specific facts and specific planning files. That representative would simply represent the views of one individual, without there being subordinate mechanisms in place to make representation true. And if this problem would be unavoidable for a structured society (and ours is well structured, as these things go), then how much more is it likely to be true for cultural groups, faith-based organizations, youth and seniors groups and service organizations, to name just a few of the possibilities? At least many community association volunteers and Boards commit already to the proposition that their duties involve planning, and they become reasonably well informed as a consequence. Why would the views of some individual from a faith-based organization, for example, be considered as representative at all, even of that group, in respect of planning matters? You can ask the priest what he thinks about God, but does the priest know what any member of the flock thinks about a specific proposal for multi-family housing two districts away? Is there some faith based view of these things? How would the City insist upon representation being meaningful?
- In summary, the challenge the District approach poses in respect of specific land use and development applications is that, almost by definition, its representative legitimacy must be doubtful. If the participants are not to be elected, then they cannot really be considered representatives of subordinate groups at all unless the City were to concern itself, almost ad infinitum, with promoting the democratic characteristics (capabilities and limitations) in behind each appointee. And some such organizations (again, faith based groups spring to mind) might avowedly not even be democratic in their constitutional structure. Already in Calgary there are many strong community associations ones that widely invite civic participation which are nevertheless often met with howls from unsuccessful applicants or objecting voices: you don't represent the community. So if this is



true for elected community representatives, in a free process, who are volunteering their time trying to help extend the reach of meaningful civic engagement, then why think that some appointed representative can better manage an even more impossible task?

- To me these concerns mean that a community association with a proper understanding of its own governance obligations would struggle to participate at all in a District Forum allegedly asking for a community association representative. For example, suppose a new file regarding an issue reaches the District Council agenda. Nobody saw it coming. The schedule for the District Council meeting at which the issue will be discussed precedes any opportunity for the community association “representative” even to discuss the file within the community. How does the representative in such a case purport to represent anything but an individual view? Why amplify the views of some individuals through appointment this way? Isn’t it better to leave existing planning engagement mechanisms faulty though they might be functioning with openness, and support them better? The huge worry is that a District Forum will be accorded by the City and/or claim for itself, a mantle of authority. The message is perhaps too likely to become: This is the preferred or credible route to communicating about these issues in this area. And yet that simply won’t be true if a representative is not a representative at all, but just an appointed individual.
- In terms of opportunities, at the level of plan development, I have fewer concerns. The City is responsible for its own plans. And so, whereas I feel that the idea of District Forum representation falls apart in the case of specific land use or development application files where a key factor must always be the views of those directly affected, radiating out from the specific site in different ways the development of proactive plans I think can meaningfully be informed by considerations that go well beyond the parochial viewpoints that surround a specific site. This is where diversity of viewpoints might meaningfully help, and where the City may be right to proceed based upon a belief that unless diverse inputs are actively solicited, a diversity of thinking will not inform the planning dialogue as much as might otherwise be true, and as much as might be desirable. When planning, the City can and should solicit the viewpoints of those who are expert or who might have a unique perspective to offer that should not be missed. This is about collecting good ideas, about government doing its job; it is not about working through community representatives.
- unknown
- Not sure this is a good idea.
- Please see response of [personally identifying information remove]
- See comments above.
- It appears from the information brief that the district approach has as its impetus improving the planning and development process. In this regard and based on past experience, Edgemont is in a rather unique position of not having any involvement in types of situations requiring planning and development.

Characteristics/qualifications for which organizations can be members of a district forum

- "See my response to the first question.



- **DISTRICT FORUM REPRESENTATION FOR PLAN DEVELOPMENT.** In this context, the thinking should be that a well-built forum will bring forward a diversity of relevant ideas. It will likely therefore be easy to identify groups or organizations that will be eager to contribute: for example, community associations, business councils, or social or other organizations actively operating in district areas. These are some examples provided in the Information Brief. But it is already very easy for the City to identify groups that are well organized, active, and empowered, and interested in the planning dialogue. So if, implicitly, the motivation behind creating a District Forum is to locate voices that are not being heard but should be, then the first task should be identifying the existence of such unheard voices in the relevant area. Is there a silenced [insert group or personal characteristic here] voice in this area? If so, how can we find a person from that group? Or: is it even key that that a representative of that group be from that group? If, for example, a particular “district” has particular problems with homelessness and the drug trade, it might be very relevant to hear some real-world experience about that circumstance. That experience could inform a planning approach. How might the built-form street scape or permitted uses impact that experience? These could be good questions to ask. But is it realistic to suppose that a currently homeless person in the District will participate and offer the missing voice? Or should the Council instead look for a survivor, or an agency that can speak to the issue, or perhaps an expert from the world of advanced education? The key qualifier must be both that a person has some perspective to offer and also that the person is capable of constructively contributing that perspective.
- Also, in terms of identifying organizations or individuals with unique perspectives, I think the City should first require itself to articulate the specific sense in which it believes that a “voice” is not being heard sufficiently in order for it to justify the City soliciting that voice onto District Forum representation. The mention of “faith based” groups seems striking to me in the Information Brief. What is the thinking in relation to offering churches and other similar institutions a promoted voice at the District Forum level? Is it thought that the disparate religious beliefs of citizens are not already sufficiently impacting civic discourse? Why does the church get a seat reserved at the table? The City should pause to consider what is implied here. If one belief system gets to participate, then why not all? And if no belief system is to be given precedence, then we should pause to consider how many belief systems might start to occupy seats around a District Forum table. Why would this occur? What is the specific nexus to planning? It is not enough to say that a church or group is active and collecting people together in the community. So might Starbucks make that claim; just as much as a church, a Starbucks would be a gathering place for citizens. But the views of Starbucks would undoubtedly be grouped together with all other retail businesses, for example. So if Starbucks doesn’t get its own seat, then why does any particular faith-based group get its own seat?
- **DISTRICT FORUM REPRESENTATION FOR FILE DECISION-MAKING.** As noted in my reply to the first question, I think this idea is logically faulty because appointees of a District Forum will not legitimately be “representatives” at all. But IF the City intends to persist with the idea, then I think the City would have to include—within its processes—steps to identify whether organizations that are to be represented are themselves democratically constructed, and whether mechanisms exist



within such organizations to commit to concept of “representation” as contemplated by the District Forum concept. If these hurdles cannot be overcome (i.e. democratic organizational basis + organization governance capable of supporting “representation”) then the City should just admit to itself that it is forming a District Forum by fiat, which will make the forum nothing more or less than a subordinate entity of the City administration itself—i.e. just another working committee.”

- There's merit in Ward-based boundaries represented by the same Member of Council for consistency and a ward approach to planning. One councillor would be familiar with challenges and opportunities throughout each community in the Ward. I am aware that Ward 13, Colley-Urquhart has had a Land Use and Mobility Council in place with representatives from each community in the Ward who collectively review and comment on all Land Use and development matters in the ward. The benefits of this approach are wide-reaching as all her communities are aware of planning matters throughout the ward and are able to jointly address any impact that one or more development has down-stream of its location. A district model "could" realize the same benefits to individual communities depending on geographic boundaries and number of Councillors involved. This may or may not be a benefit, but worth exploring.
- I would suggest that members who are invited should be looking to benefit the community as a whole and not specific, selfish concerns.
- I think the organizations need to be representative of a significant number of people (for example, community association boards) and should have the best interests of all Calgarians in mind, not just those impacted by the immediate area in question.
- Broad interest groups. Need to find ways to prevent vocal single interest groups from “hi-jacking” the forum.
- I am not sure. I think it is a good idea to have a good cross range of people to make it work.
- every community association's active planning/development review committee. The qualifications are determined by our board.
- Non-profits, charities, residents. Businesses should be represented by the Chamber of Commerce. Funded by the City.
- Can I ask two questions - Are you being told by organizations that they feel they do not have a voice through their community association? If the community associations are inclusive, they should be, then why is the extra level needed? My experience as a community board member has been nothing but positive, even when there were disagreements.
- The district forum sounds more political and less community oriented. Leave the communities as they are. Bowness has the best community association I have known. Don't try to fix what is not broken.
- "If you are going to include every church, youth group and special interest group in each district, you are going to end up with 100s of people in your forum. CAs are generally representative of their communities already, and their board and planning members already are single parents, members of various churches and groups, different ethnicities, with different income levels. I would be very concerned that in loading the district forum with what are essentially special interest groups, unlike a CA, that decisions will end up being even less representative of the communities than you already feel they are.
- The NHCA is already part of a W3 Planning Group, which is made up of representatives from community developers, the two CAs in the Ward, a resident from each community, the one RA in the



Ward (currently, once Livingston's RA is up and running, it will also be included), the HA for the local condos, and other major community stakeholders (business leaders, Vivo, etc). It's early days, but we chat about community issues, partner on community projects, and openly discuss community planning matters, to share differing perspectives and try to head off any issues before plans are put forward to the City. This is a much better solution to what appears to be a concern for the City, and has already resulted in a plan change in one of our commercial areas so that both the representative of the residents (the CA) and the developers could come to an equitable solution that ended up being better for both residents and business owners."

- WCA regularly collaborates with other CA's on common planning issues. No CA's I am aware of restrict participation on planning issues.
- Gee, why not base it on current CAs and RAs, which are already open to EVERY MEMBER of the communities they represent. Seems like you are trying to re-invent the wheel, as well as having the City butting into community life.
- Yes. Community Associations only.
- Those that have a vested interest and knowledge to represent their community or group. An ability to see the bigger picture and not be focused on single issues.
- Difficult one. Probably commitment and knowledge of members and staff and also some commitment to broader goal. For example, the planning committee has a terms of reference and is guided by the HS ARP and also by the mission/vision of the HSCA.
- In the TOR ensure that the representatives are informed that the purpose is the greater good (broad perspective) and not bias of their representative group. While not the overall view, I do find that some realtors are not the best representatives.
- Fundamentally a commitment to serve the greater public/environmental/social good.
- District forums can be defined as communities sharing common boundaries or sharing common geographic items such as a river or City parks.
- The organizations should have as much in common as possible
- Similar geography and residential/commercial makeup. Our community is largely single family homes and it would be nice to be part of a forum with similar interests.
- If you can combine two small communities that share the same issues / concerns it would not be a bad idea. Our community is fairly large I don't want to see a district forum
- If districts are to be implemented, they need to be as similar as possible. Residential areas have little in common with commercial, industrial or institutional areas with respect to traffic, parking, land use and development. Even when considering residential areas, it should be noted that each area is unique within the community lifecycle. The needs and wants of an aging community are different than a young and growing one. Bundling them diminishes their voice and advocacy.
- Group like minded communities (based on income, home prices, age) together and don't make the districts too large. Maybe narrow them down to 4-6 communities.
- To look at the organizations/communities that share the use similarly, not just breaking it down by major roadways. Ie, are Renfrew and Crossroads more alike than Crossroads and Marlborough even though Deerfoot divides Renfrew and Crossroads.
- Getting together on common challenges and networking on best practices - geographical location is NOT a good use of the district. Hounsfeld Heights, Rosedale, and West Hillhurst have some commonalities but are not same as Hillhurst Sunnyside, which has more redevelopment, policy and



planning committee make up. Hillhurst Sunnyside finds more in common with Bridgeland-Riverside and Cliff-Mission-Bungalow in that they are historic communities, or common TOD and active planning committees

- " - District forums need to be carefully created considering compatible communities, that face the same (re)development ""issues""
 - The district forum composition depends on the task force's definition of ""representation"". It is expected that forum members can speak on behalf of a wider group of people and to planning-related matters in the broadest sense (i.e. they shouldn't represent a single issue)."
- This is hard to answer at this stage, but it is important to consider who is representing who. One group could be brought to the table that represents hundreds of residents that live in a given community, another could be a much smaller group that only represents a group of people that come to the community once a week. It is important to consider this and ensure that the input is considered based on the group.
- City councillors (their job actually), representative community associations, other geographically-based community organizations (i.e. those that represent a District, which is a geographical construct).
- There needs to be an agreement on the group purpose. We work with a group of social service agencies, not for profits, faith organizations, community groups, seniors and youth. The focus of that group is about support and programming. I would not see this group as a good planning group. The goals and focus is different and would likely become unwieldy to try to meet both goals. It has to be clear that it is a planning group
- I don't believe the district forum is a model that should be used outside of major projects so my opinion would be to better support your local community organizations as opposed to decreasing their contributions by blending them together.
- Keep the district forum approach aimed at large scale situations involving planning and development. Edgemont has an excellent working relationship with its Neighbourhood Partnership Coordinator and would not like to see this diminished in any way.
- you want to be as open as possible but perhaps having a minimum number of members is a good requirement to show that they are representing a group and not individual concerns
- Ultimately the people living in a district should have EQUAL representation. There should not be any more weight given to any specific group when the goal is to represent the district.
- Equitable representation not based on population, or the small communities would be lost in process and stop engaging.
- I appreciate that there is a clear focus on non-community groups in your documentation; creating opportunities for volunteers who are focused on issues instead of geography seems like a smart option.
- Relationship to the community whether as part of the community, specific facilities within it or near to the community.
- The organizations should have a clear "stake" in the communities that are located within the district, and the representatives that they send to the district forum should have a minimum amount of training/education on development and urban planning issues.
- A district forum should only be established for overarching guidelines, and for high density areas at best. Any CA's, RA's, business associations, cultural groups, social groups, etc in the area should



be invited to join. Community and Residents' Associations should be the point of contact for the City in low density residential areas, and they should welcome the input from any and all residents in their community, regardless of socio-economic background, race, sexual orientation, age, etc.

- community based organizations such as community associations, seniors clubs, church groups
- Just that any organization included should have direct ties to the District. Meaning their organization should be residing and including at least one of the communities in the District, or should have a branch in the District.
- Only affected stakeholders for whatever item is being discussed that day. Otherwise you risk giving special interest groups more power than required and even creating new special interest groups.
- "Those that are directly affected. See above answer.
- I would doubt that most organizations would be willing to spend the time or energy on issues outside of their purpose or reason for existence. For example, the Knights of Columbus are a large service organization that is part of the Catholic Church in Brentwood. They are active in their own area, but do not attend our CA meetings. They do not have an interest in our planning decisions, otherwise they would attend our meetings. If an issue arose that affected them, they would come.
- I can't imagine the organizations from 8 or 9 CAs all being members of a district forum. Where would we even all meet? If everyone spoke for only 5 minutes, the meetings would be hours long.
- Organizations exist for reasons other than attending district forums."
- Direct proximity to the issue.
- those affected most directly by planning decisions and not those who stand to gain economically
- I think that it should be as inclusive as possible with many sub committees that allow committees the ability to operate freely while providing updates to the district.
- those who are interested
- Live in the district or have a business in the district.
- Members should be unbiased. They should be residents within the district area. Organizations should also be established within the district area. Community Association representatives need to be thought through as there should be equal representation as the number of CAs in one district might vary.
- All organizations must be located within that district to be allowed to be a member. Organizations must have a minimum membership base of 100 individuals. They should be a registered charity or not-for-profit group.
- It would be helpful if they actually lived in the communities that are combined into a district.
- Members should be residents or business owners in the area, be willing to attend all meetings with the district and report back to the board. Members should not be elected officials, but the local city councilors and MLAs should have input.
- "LOTS OF TIME! All these planning efforts require lots of time, and volunteers get burnt out quickly.

- Also, they must have a reason to be interested in that particular part of a change."
- membership in one of the mentioned groups that are eligible
- I think it is problematic for the City to own the District. How can the District be arms length? I think those "directly affected" or that bring a specific knowledge base needed for each situation should



participate. There should be a structure to evaluate the professional standards of that organization to ensure it is in fact democratic or "representative" of the group it is trying to be. Good stakeholder engagement would involve identifying stakeholders strategically, doing pre-engagement interviews to find out if anyone has been missed or should be included, etc . Each scenario is different. Likely there will be some technical knowledge some will need to have but also equally important just the average neighbour can participate equally. No point in having someone there who doesn't have a "stake" in the decision or will be impacted or some relevant perspective to the specific site.

- Need to have elected boards - this provides the people those organizations claim to represent an opportunity to vote them out if they don't feel properly represented.
 - District members should not be limited but should be sufficiently interested, informed, committed to the process and considerate of others' perspectives to provide insightful feedback.
 - Those that could demonstrate that they have a demonstrated understanding of the issues at hand. Perhaps for CA's and local non-development agencies by completion of a course or program such as offered through the Federation of Calgary Communities.
 - Size of an organisation would be one qualification in that they must represent a significant number of people and not be a splinter or hostile group.
 - It seems important that there be a qualification process, but it is difficult to suggest which organizations, beyond CAs, BIAs, social/cultural groups and other long-established organizations would represent serious and broadly experienced points of view. Perhaps newly-formed groups, as well as established groups, could be asked to make a submission indicating the qualifications and backgrounds of members that suggest that the participants will be diligent and informed participants in the process. The effort required to make a submission might itself screen for those who will be committed to working effectively with the forum.
 - "Rather than diminishing the role of the CA- why isn't the solution to provide more and better resources to the CA's who are working hard to engage their residents?"
-
- Access to neutral 3rd party planners that can help communities understand the issue
 - Access to legal council to help understand issues."
 - **PROPORTIONAL REPRESENTATION, IN THIS WAY NO ONE INTEREST GROUP WILL DOMINATE DISCUSSIONS, AND DECISION-MAKING BUT WILL BE PROPORTIONAL TO THE NUMBERS OF THE PARTICULAR GROUP**
 - More important that qualifications of any one member, there should be a balanced approach and ensure that multiple view points are given the appropriate weighting. There exists a risk of "special interests" (whatever that may be) highjacking the agenda.
 - the diversity of the community. if there is going to be opportunity for religious groups to be apart, they need to understand everyone is welcome, not just their religion. same thing with cultures.
 - You must be cautious that you don't end up with a lot of narrow special interest groups that are not representative of communities. I am concerned that there has been no dialog with established groups about the initiation of a district forum format.



- I want to see our community come together for the sake the whole community not little special interest groups or self serving groups who happen to be located in the community but who care about only their own limited needs...
- Special interest groups such as business organizations, churches, and sports clubs should not be included in district forums.
- I'm concerned that special interest groups will find a way to get into the process. At the same time, I can see how that logic could also be used to keep out organizations that represent under represented people. I fear that a group of neighbours will find a way to create a group to fight change.
- "Will there be one representative per community regardless of size? There are pros and cons to this as each community should get a say but if one community is huge and is allowed many representative what is the point of a smaller one participating at all if they are simply ""out numbered"" on any particular matter that might be contentious.
- Bylaws of CAs sometimes have restrictions with regards to ""non-partisan"" ""non-religious"" etc. as they work to remain neutral and representative of their communities as a whole. Special interest groups could prove contradictory to these bylaws."
- Refrain from using the ultra out spoken small special interest groups. They take up to much time and energy for their cause wasting the time of groups that represent larger more important issues
- They can have no ties to existing councillors on the city council, their must be equal representation between business & community, business can't run the show as can't communities
- "I would strongly opposed any organizations directly tied to Developers.
- The forum should be also be facilitated by an unbiased party and should have representation from FCC as they have a great understanding of the current challenges faced by CAs in the planning and development process."
- I have a hard time answering this question as I'm not sure what a district forum would look like specific to our neighbourhood. I am not sure where a district model could benefit us as we're fairly functional on our own.
- This effects all Resident's in the well being and living conditions and environment of each district. I can't see how a district forum would be of an advantage. My concerns of what is happening and development in my area is of NO concern of neighboring community's in fact this set up could harm each area significantly. Example if it's a re-zoning issuethe mind set would be " not in my backyard don't care" I think each community represents the interest of its residence and there surroundings this will not address the small but significant concerns that will arise.
- The city should not be creating district forums. They need to be creating forums based on matters of mutual concern and interest NOT geography (ie revitalizing under utilized public spaces, encouraging pedestrian safety around places where children congregate). Groups who share that mutual interest or concern should be invited to the forum citywide. Districts will only serve to needlessly divide and segregate what is now a very harmonious single city.
- I don't know how you can effectively select organizations. For example, if a District is 4 communities and in those communities there are 7 different faith-based churches. Do you include all? Some? How do you select? Obviously some will not want to be interested, but if all are interested you could have conflict and lack of consensus and perhaps volatility. The district forum could be huge, ineffective and unwieldy.



- I would hesitate to put a requirement on that as most board members are on other volunteer situations and are very busy, most of us board members have a life and doing more for community that doesn't kick in when we request more help, Hardly is the way community should be. Yes the City offers all kinds of things we should attend but we just don't have that kind of time either, it would be great in a perfect world but were not there yet.
- I think you should reconsider the entire exercise. As stated above, all you are doing is creating another level of "volunteer" work, from volunteers who are already engaged with viable organizations. You are quite possibly "killing the golden goose" because you don't want to deal with the eggs of volunteer engagement.
- make use of the current process or improve the process where residents will be asked to submit their comments for all applications. That's mean no need to set up new model but make the current process better so that all comments are received by the file manager and CPC should take into these comments seriously?
- I don't support a district forum
- Beltline Communities suggests that CRF consider an alternative framework to the District Forums. The system CRF is moving forward appears to be nothing more than derivative of Seattle and Portland, clearly excludes successful structures currently in place in some communities, and acts as a 'fait accompli', manipulatively excluding key community players while relying entirely on FCC for community-based participation.
- I think that you should leave things as they are! Use City money to build transit lines and improve roads and winter snow removal.
- Not sure that we support a district forum.
- Not applicable - don't support the proposal.
- We are already an amalgamation of two communities with somewhat different needs. Increasing the number of communities into a district would complicate processes. I am opposed to this idea.
- Any group that participates must be AGLC-affiliated as monetary restrictions are different from group to group ... so everyone has to be on the same level. Additionally, a group must be officially registered, not just a fly-by-night group created on a whim.
- Organizations that can effectively engage residents on projects large and small. Also organizations that will defend the local ARP.
- CA planning committees should have at least one member who has the PIP certification. Organizations which wish to participate regularly should, at a minimum, need to achieve the PIP certificate through the Federation of Calgary Communities. If not interested in doing so, could offer feedback through the Community Association. Evaluate whether there is a conflict of interest for any group wishing to chime in.
- Knowledge of the community interests, understanding of planning and the processes, understanding the legal constraints, understanding of community challenges, understand of safety, traffic and engineering/development, representation of all constituents (youth to elderly, business, residential, schools, faith based institutions, emergency services, etc.). Those sitting in this position would have to have the ability to see the greater good, beyond just narrow, subjective interests. Balance would be required.
- "Depends on what you are trying to achieve, what the expected outcomes are. A diversity of views is great but if legitimate community concerns over proposed developments get drowned out by a high



level commentary from groups much further away from the proverbial community coal face, that would be a step backward in my view. CAs do not have all of the answers but my experience has been, they have a pretty good sense of how their residents would like to be represented. Other interests groups who are directly affected by specific developments should also have an opportunity to comment, but groups who fall into the "nice to know" vs "need to know" category should not be given the same consideration when it comes to resolving development issues that will have an identified impact on a specific community (ies).

- I believe the pilot project David described should establish whether the net has been cast a little too far afield to make the District Forum concept workable. Not sure how the number and type of CAs to be included will be determined. By definition, whichever group is represented at the District Forum, their representatives should have some familiarity with development matters and should know something about the communities who feel they might be affected."
- direct interest, some knowledge/training
- "Yes - do they have the knowledge, skills and time to replicate what the HSCA planning committee currently does?
- Review development applications.
- Prepare formal responses back to the city.
- Present to the city .
- Research applicable policies, meeting with developers or builders.
- Attend engagement sessions on local or city-wide projects.
- Get acquainted with new policy or land uses.
- Notify neighbours or residents of new developments.
- Host engagement sessions or open houses for residents.
- Build relationships with their councillor and project file managers.
- Attend council or City of Calgary committee meetings."
- Interest level and willingness to meet to discuss solutions. Don't just look for warm bodies, but for subject matter experts within the organization that may have some process knowledge. (engineers, planning experts, marketing, business, project managers, etc) There needs to be some kind of incentive to get people involved and retain them.
- It should be made up of QUALIFIED people who have higher education levels, business, geography, planning, engineering, architecture, urban planning degrees. They should already have shown strong amounts of volunteer hours progressively supporting or resolving community conflict. The last thing we need is a group of people who bitch about snow clearing 24/7 trying to decide how a bridge should/where it should be constructed for pedestrians. I would also say a majority should stay within community associations.
- They should come to the table with some basic knowledge of the planning process.
- I am not very knowledge about this but community planning groups seem to be a good model and perhaps the district model should incorporate key members from the planning groups. I know in Austin, Texas where I used to live moving to the district model didn't really help to produce the kinds



of efficiencies that are envisioned in this proposal. It did have the effect of eliminating under performing neighborhood planning groups and some overlapping ones.

- I believe you would need people whom understand city infrastructure, legal ramifications, as well as a number of individuals from the communities involved that represent all age groups.
- "Locality to the district.
- Expertise in the subject matter such as Calgary River Valleys
- No lobby groups or special interest groups
- Volunteer or non-profits get preference."
- The organizations should have planning expertise and be considered affected persons in the narrowest sense.
- Have to have support of the community board and have to potentially have sat on the community board. Board presidents? Or planning and development chairs?
- Experience within community associations or other similar organizations. History of community involvement in more than one area. Works for the good of the community/area not self interests.
- If the district model is to facilitate engagement between communities, then the chair of each board should be apart of the district forum.
- CAs should be top priority, followed by RAs. If other groups are involved, it should be based on their desire to be a part of the forum, or their influence in the community (judged by resident awareness, membership numbers or facility usage).
- Members of boards (elected)
- It is important that every group that participates has the proper briefing and that the meetings are not structured to remove input or discussion (ie. manufacturing consent through leading questions etc.) This proposed task force will not remove the dissent to proposed planning as people choose to be ignorant until it becomes upsetting to them. People don't want to be informed anymore.
- Any efforts to encourage more "district" planning needs to focus on building on the strengths of the community associations. Resources and support should be directed at building and strengthening the community associations.
- It should be relatively similar to the qualifications considered for the individuals on the SDAB board. A Cross-Section of Cultural/ Community/ Arts and Commerce.
- "Non-profit and apolitical. I don't think there should be any elected officials or their representatives allowed, so I'm not sure what the Council-approved part of the outline refers to. The planning process needs to be separated from politics.
- Plus some knowledgeable and experienced locals (planners, engineers, urbanists, sustainability professionals etc)"
- Not for profit.
- I don't know
- Montgomery is primarily a riverside community. Older and well established community as well. Experiencing a period of gentrification.
- unknown
- There will still be challenges involving groups/organization that are not being involved now. The same people/organizations with special interests and resources will dominate forum discussions.



- While I actually think that the current system of using CA's is best, and the city encourage all these other groups to work with their CA's on these project and collaborate with the other CA's if the project is bigger, simply because any group can work with a CA and the CA works with the city. When you limit who can participate by qualification not everyone will be heard and it opens up a whole new set of criteria for being able to participate. This part of the survey needs to be considered very carefully
- No
- Community demographics, residential density and quadrant location.
- You have included everyone by definition
- We Need Jim and More Space For multicultural Events.It Will Be Greatly Appreciated.
- you need to find a way to make these things relevant to residents so they actually take the time to come out and say something, volunteer with something, etc. more than often its a small consistent group that tries to manage this for all of the residents in a community
- a decent number of citizens that are part of that group otherwise there will be too many competing views. And make sure that developers are not over represented.
- None
- No
- Communities which have resident lake associations have additional characteristics that need to be recognized.
- None specific
- I think all of them need to be represented. Everyone needs a voice
- Probably ok if based on shared projects, but not those specific to a community
- No I think you have identified the proper groups and organizations already.
- District forums can be defined as communities sharing common boundaries or sharing common geographic items such as a river or a city park.
- n/a
- I cannot think of anyone within our community who is not being flagged already by newsletters, calls, e-mails, e-blasts, Facebook, flyers or petitions. The basis for our community input is all input from all residents is welcomed and further informed by business/developer interests.
- See above response
- Non community members - ie outside developers, special interest groups.
- Not at this time.
- unknown
- ARPs should not be dissolved in exchange for a district approach, and the district approach must not override ARPs. At a minimum, the proposed district approach must champion and incorporate all of the features of each of the individual communities' existing ARPs. No more plans that conflict with one another, please. Communities need clear direction and straightforward statutory tools to achieve comprehensive goals. How will we find additional volunteers to represent our community in this initiative? We need paid, full time people who live in the communities to advocate on behalf of communities.
- Nothing at this time.
- Please see response of [personally identifying information removed]



- "My sense from the questioning is that there is a desire for representation to be more inclusive. How do you propose to do that? Have you identified renter, youth and seniors groups in Brentwood? Do you know of Indigenous, single parent, and LGBTQ2S groups in Brentwood? Do you propose to identify, contact and invite such groups, people and populations to participate? Does FOIP even allow this?"
- The BCA regularly reminds interested parties that are always welcome to attend and to participate in the CA and its DTC. I believe this is proper."
- Nothing at this time.
- The organizations should have a clear "stake" in the communities that are located within the district, and the representatives that they send to the district forum should have a minimum amount of training/education on development and urban planning issues.
- If a CA does not have an active or engaged planning committee
- I don't think we have the capacity to do much more than the extensive efforts we currently make.
- I cannot think of anyone within our community who is not being flagged already by newsletters, calls, e-mails, e-blasts, Facebook, flyers or petitions. The basis for our community input is all input from all residents is welcomed and further informed by business/developer interests.

Additional resources that you would like to suggest for the task force's consideration

- administrative services (meeting minutes, recording and circulating information). Postal Code 'circle' around file address locations - to communicate with potentially impacted residents. Translator - someone who know the 15 (or 50) documents/ plans, and can help to navigate the interrelatedness among the documents / plans.
- I would suggest all the resources listed could be given without the need for forums. Use examples from best-practice being used currently in our city.
- I like the idea of being able to ask for assistance when planning some of our new programs, eg. sports, recreation, senior, kids programs, etc.
- Reality - the best plan can be developed with all the necessary resources, but the bottom line is that as community associations are relying on volunteers to carry out the work, we need to be realistic as to the expectations that will come out of this work.
- The city needs a much better policy on the role of CA's and city planning by letting the public know how the planning process works. This is also important to share with a district policy
 - - making bylaw checks available again
 - - more flexible deadlines
 - -improved engagement processes with the city
- The City needs to be at the table but not necessarily as chair of the group. The SSASPG works because the community and developers work together in a face to face manner. Information is shared, questions answered, and progress is made. There are city representatives from different departments i.e. transit, infrastructure, roads, planning. Other business units have attended when needed.
- City staff rep whose job it is to help us navigate the various city processes. As in an advocate.
- more liaison people from the city / task force to connect with the CA's. The one we have is great and very helpful. However, if this district forum is implemented we will need more help and guidance.



- To be effective I think the district forum needs to provide the group members quality information regarding planning issues and projects from multiple perspectives, not just a city perspective. This information needs to be in the hands of interest parties well in advance of a meeting to discuss the issue. This advanced information will give groups time to discuss the issue internally develop specific ideas and identify concerns, and allow them to come prepared and be productive. Getting the info at a meeting and then expecting to receive quality feedback on the spot is unrealistic. Otherwise the group can quickly get sidetracked with uninformed opinions grandstanding. Meetings would need to be efficiently moderated to keep participants on topic and focused. The point is to discuss ideas and provide relevant perspectives, not to complain about past failures or inefficiencies.
- communication communication communication - for instance while the BRT for transit doesn't necessarily impact our community the fact that many had no idea what that even was is quite alarming - the info came from the media so it wasn't easy finding info from city sources
- There is a need for better dissemination of city program info - the current model with a single city rep visiting community boards does not allow for proper sharing of info since our board agenda fills our meeting time and limits what the rep can share. There are many programs that we are just not aware of.
- Support with communications and ensuring adequate community representation and diversity.
- Support through the current planning model to engage/train volunteers.
- A HUGE issue is around communication; shared resources around getting the messages out overall, and knowing how to reach and excite communities with sustained efforts. As a professional communicator, with an infant at home, I constantly struggle with the lack of resources and time I have available to deliver on important issues in our community.
- Ready-made packages for distribution on social media platforms will make outreach to our residents easier.
- the engagement team can improve to better communicate to all residents
- Concensus building, dispute resolution
- SIGNIFICANT MEDIATION SERVICES ARE REQUIRED TO PULL THIS OFF EFFECTIVELY. A CITY HALL, MAYOR AND COUNCIL WHO LISTEN AND DON'T THINK THEY KNOW IT ALL ALREADY WOULD BE REFRESHING.
- A dedicated meeting space where groups without buildings could gather, small events celebrating diversity could occur, meetings regarding processes and issues could be held, information boards (spotlighting current city circulations, relevant city documents, upcoming meetings, FCC resources and event notifications could be posted and some office procedural/equipment/translation support in or near city hall would be available might promote connections and competencies among forum members. When all or most communications are virtual/online, community/civic spirit and human to human collaboration may be limited, especially for those who are members of groups which would be called diverse, disadvantaged, resource poor, or unconnected. Such individuals may not realize the scope of resources available to support their participation.
- I think the resources offered will need to be tailored to the needs of a district. Each district will be different, with different educational/supportive needs, and each should be addressed to allow a group to operate at its peak.
- We are a small community so we may not need the same resources as a larger, more diverse community.



- Facilitators for large planning projects such as LRT planning. Leave the current model in place for regular planning proposals.
- Mediation and facilitation done by an at arms length professional group. Governance training will be key.
- The City needs greater facilitation expertise. Most planning matters are handled 'by the book' or in a fog of jargon or lack of communication. A strong facilitated process could help.
- WCA developed its own Community Development Charter and makes it available to all through its website. WCA uses FCC resources and other CA's for issue development.
- I am concerned that these district forums will be led by City planners. From experience, they are not necessarily as open to new ideas and community-led solutions (that actually meet the objectives of the MDP as well as the community) as they could be. If the City could give CAs the financial resources to enable them to hire a member of staff to engage and lead a committee for planning matters, do all the extra admin required, etc, then that would be fantastic, and likely much cheaper than having to pay for the set up, maintenance and coordination of 50 district forums.
- The Federation already trains CA planning committee members for free. They have an excellent program, which is already recognized by the City.
- Financial resources or paid staff to do some of this work. Professional development opportunities (these already exist through FCC - its just that volunteers don't have any more time). Being good at this or professional takes a lot of hours, most that are unreasonable to ask for just a volunteer to do. Perhaps the City could do a better job at using plain language, and notifying people. File Managers could be more active, localized and collaborative and share information such as DTRs and Bylaw Checks. File Managers could be embedded in the community. More access to City data. Conflicts of interest are everywhere in planning so that will have to be carefully considered. The motivations of the different players could also be different depending on pecuniary interests, etc. The City could do up to date local area plans so people have reasonable expectations of how things will unfold - then the City could stick to them. Planning documents need to be so easy to understand that any citizen or developer can pick it up and understand the rules - way too confusing right now and not plain language. Respect the voices of local residents - local experience and perspectives matter and at present are not valued enough. Someone could Chair meetings, write the letters, etc so all volunteers had to do is show up and provide input. Standardized approaches across the City so people know who and how to give feedback to.
- Provide assistance for things like volunteer coordinators, writing for newsletters, etc. maybe provide funding for even several hours or one day a week for a person to help with whatever the CA needs most at that moment.
- FCC courses have been great: informative, good resource for information, great way for new volunteers to learn about the planning process.
- Provide more resources that the CA can use if needed.
- Sustainable funding for community associations.
- The administration should provide some funds for the members of the districts to hire independent consultants to help with various issues. The administration has access to many funds and all its employees get paid. Districts are being supported by volunteers and districts have no spare cash



- The 4 goals of the Community Representation Framework seem like excellent goals. Consider the benefits and how much simpler to apply those 4 goals to the 150+ community associations already in existence rather than create a new structure.
- Hotline for builder/developer complaints. 311 often routes complaints to the incorrect departments.
- Most all education programs required are now being provided and very well to by the FCC. Rather than over-extending volunteers with yet more obligations, what would help is:
 - - Improved engagement processes with the City which would involve real collaboration among communities, developers and the City,
 - - A shift from unplanned ad hoc densification to community sensitive, locally planned densification,
 - - Consolidation of planning guidance to something that is clear, coherent and user-friendly,
 - - Working with communities to restore confidence that whole local communities are being planned and exercising respect for existing statutory documents,
 - - Respect and work with local expertise and experience that exists at the CA level
 - - More flexible deadlines (the new City deadlines mean that they are now refusing extensions even when committees only meet monthly),
 - - Finally making bylaw checks available again (onerous pressure on CA planning committees to do them themselves)
 - - Providing paid assistants who could handle secretarial obligations.
- no one seems to be measuring "quality" and / or the bigger picture overall community change stats - or note where a project / community is on liveability indexes other than unit density & population density / intensity . The city could do better with more stabilization of its documents - the edit/ change rate seems extreme. ... one minute you have an up / down duplex, the next you are a single residential with a basement suite with very different rules all under RC2..as a duplex you can not register the unit on the rental registry. There is considerable conflict / discrepancy between assessed property designations- building type over time and the land use definitions - to say nothing of what the census taker arriving at the door want to designate a property as.
- Developers are being pushed to engage - but that "material" is not reviewed by the file manager / or approving authority - it is often full of irrelevant / misleading information - the developer circulated material needs to be attached to the application so those reviewing/ approving have context for the "public response" they receive. The obvious - Developers / city planning have way more financial resources that most volunteer groups.
- Instead of the vast resources required to manage a district model (the staff required to hold proper meetings and ensure good governance processes across such a large group of people is monumental), resources should be provided to CAs to enhance their ability to provide feedback to the city, encourage a diversity of opinions, and follow good governance practices. This can be done without trying to combine a large number of stakeholders.
- Again - you are heading down a very dangerous road, which could lead to accusations of "dictating policy" and political interference in the planning process, wherein the City hand picks who they want to get input from. Not a good look, and definitely not a healthy way to encourage feedback from the citizens of Calgary.



- Currently the Federation of Calgary Communities has resources available to all CA's, why duplicate the process? Between communities we support each other and share our skills. This is informal and does not require a District Forum.
- I feel that different communities have their own brand and identity and this could be affected. These proposed districts for geographic reasons should not follow civic council members boundaries and this could add confusion for district groupings. Our community was shifted during the last election from one zone to another, because we are small, with no consideration for the long term relationship, resources, connections and community needs.
- Instead of promoting this district model, look for ways to remove the barriers and added complexity related to the current model....
- It would seem by these comments that the City is moving toward a district forum model regardless of our opinion.
- No. I am concerned that the desire is to ensure that the City's planning goals are met and complied with more than having community groups have the ability to influence how the plans for their community will take shape.
- Pointless. Developers are in control of city hall. There's no point in opposing even the worst plans. The organization has nothing to do with it.
- Stop before you begin. You are wasting tax payer's money.
- first some "neat "way to get volunteers out and then have them understand how important it is to have the money to match the grants for lifecycle plans to maintain the community complex for the future
- create paid positions to advocate on the original communities behalf
- We need paid, full time people to advocate on behalf of communities.
- Education of City processes so the "average" resident can engage and provide worthwhile feedback. More interaction/outreach/transparency (a less procedural approach) between City decision-makers and stakeholders (e.g. file managers who actually visit districts/associations to listen to feedback and explain decisions).
- Anyone asked to participate at the District Forum level should be required to participate in planning education, and be provided with appropriate planning resources at no cost. There should be a significant period of planning-education orientation BEFORE any engagement begins. Written copies of key working documents should be available to any who wants them (online resources are great, but in our experience these become overwhelming; volunteer participants need a textbook).
- I personally believe that some of the Task Force's interests could better be achieved through providing support to community associations that are already capable of doing much of this legwork. Why not have the City define something that it regards as baseline good governance in relation to planning engagement at the community association level? Governance thresholds might be: the presence of a well-informed planning volunteer (e.g. a planning director); written terms of reference for the community's planning-engagement process; a commitment to notice giving (community communication) in respect of all planning issues in the community; the provision of a forum for community discussion of such matters; and a commitment which ensures that planning feedback attempts to represent what the community has said. A community association that is composed the right way might somehow be certified or sanctioned by the City. Why not identify the great organizations that already exist, single them out for more direct participation in the City process, and



thereby use more effectively what citizens have already created? We all know that there are dysfunctional community associations all around, and I sympathize with the City actors who must contend with them. But there are great ones, too. Why not identify what makes some great and others dysfunctional, and work directly with that problem and distinction? Why would the City not support the good community associations more overtly? And if the City might thus be able to sanction or certify a community-association approach to planning, wouldn't that make it logical to divert some specific City funds or resources to that community associations activities? This would basically allow the City to leverage the free labour of volunteers already doing good work. Should (some) planning volunteers receiving at least some limited direct funding, if it would help them? Why not let qualifying community associations have freer access to planning-related data being developed by the City? How about City administration following the lead of a well-organized community association when giving notice of planning files, rather than having community associations swirling around to remedy notice-giving that is regarded as deficient at the local level? Why not have file managers confer in their decision making with a credible community association? Why is the focus on the generally passive activity of letter writing?

- Some CA/organizations need to understand the planning process at the city level, how policy works, why it is the way it is, how it can be changed, and in some cases question if it should be changed. Access to planning knowledge, reading bylaw, and history of city building in calgary (legacy, culture, changes, progress as it needs to happen for better and more responsible development) would help us be more informed, capable, and make better use of time and resources for organizations and the city administration.
- I think if we can make people CARE about planning and development, sustainability, resilience, community, in all matters of city life, we will be empowering individuals to participate.
- Transparency about budgeting, funding, timelines.
- Staff support and training programs sound good. Nothing else comes to mind at the moment.
- As someone who is new to planning, I appreciate the training that we receive. I'd love to have a clear "Welcome to planning" training. That will help as the districts deal with turnover and introducing more people to the planning process.
- Generally, people who are participating in any Planning matters should all be required to participate in Planning education introduction to Planning, for example. Anyone asked to participate at the District Forum should be required to have taken basic training and orientation before ANY engagement begins. and be provided with appropriate planning resources at no cost (ie, a printed (not online links) binder or book for reference). Too many online links are overwhelming.
- Mandatory attendance of some of the FCC workshops on planning, as well as a planning/urban design class facilitated for the city through the u of c.
- No, but doing this right will be a challenge. This is more time from more volunteers. Making sure the process is understood and more importantly the city process for major developments is fixed is more important than a district forum (IMO).
- Some generalized courses/workshops that all members have to take to make sure everyone understands the language, processes and how communities are consulted and affected.
- Support programs for volunteers - workshops on how the development approval process works, how various City departments get involved in larger developments and so. No question the planning process for a major development - the Cancer Centre, Stadium re-development - is complex and



lengthy. So prior experience of some sort with development issues might be one screening consideration for volunteers.

- Support programs for volunteers, perhaps online courses to familiarize volunteers with the expectations and procedures prior to engagements sessions/forums so that volunteers can be more prepared, but to do so at whatever time is convenient for them.
- The current Partners in Planning program is a wonderful way to accomplish what it seems like you are trying to do...and it already exists. Focus on that, don't waste time, energy, and resources reinventing the wheel.
- The Federation of Calgary Communities (FCC) is an excellent resource that already provides services, skills, support programs, governance and training for community volunteers. There is no need to duplicate these resources. The City should ensure that FCC has the resources it needs to continue its excellent work.
- The FCC offers good workshops and programs that are a great benefit to the community. We have a good relationship with our area representatives and they have been very helpful in addressing our concerns and setting us up with needed information and access to programs to help our volunteers succeed.
- The FCC should continue to provide planning courses to help increase the effectiveness of Community Associations and Residents' Associations with regards to the planning process for low density residential districts.
- Training is key.
- training like PIP program through FCC, forum support re: technology, admin
- Training on the rules of engagement of the district organisation. Perhaps Bylaws similar to a community association
- The task force needs to consider individuals not just organizations. Simply because a group of individuals with common interests and or concerns has not formally formed an organization does not mean that their input should not be solicited. The task force needs to find a way to reach to these unorganized groups of individuals
- Recruit stakeholders into the existing processes.
- It would be great if City could help CAs in such helpful and respectful manner as the Federation of Calgary Communities does. For instance, there is a lot of talk among City Planners about how frustrating it gets for them to mediate and receive these approvals or disapprovals from CA's planning communities but maybe if Planning Committees would be given more resources, workshop, tips and etc. from the City itself it would make the procedure much smoother?!
- - Explore opportunities to address duplicated efforts for existing P&D committees - in addition to their regular meetings, they (through the P&D director) now also need to provide input into the district forum process.
- A holistic review of the District initiative's Terms of Reference prior to its establishment.
- verify that the federation's recommended organizational framework and committee terms of reference continue to be valid.
- Very clear definitions as to roles, boundaries, expectations, processes, conduct, etc.



- CAs should be funded in a manner that clearly establishes their independence from the City of Calgary. Two possibilities are (i) fund CAs similar to BIAs - through a City administered tax levy, (ii) eliminate City funding and request that the Province put a process in place.
- Use & expand the FCC's programs
- You will need to engage the City planning department on the District Forum concept concerning representation on planning issues, as the subject is supported by their professional training, and the outcomes should not compromise their standards and expectations for appropriate engagement on planning issues.
- The Federation of Calgary Communities could move to a more representative and collaborative approach to District capacity building, particularly concerning inner city communities most affected by current regional planning initiatives. This would require additional funding to ensure the breath, credibility depth and continuity of their staff planning resources, with augmented leadership within that organization to provide some depth of knowledge around building engagement capacity through empowerment. City staff, perhaps organized by District, could work in collaboration with the Federation on regional issues. Some of our neighbouring communities have ongoing capacity issues, and the Federation could take a bigger role in ensuring that grass roots community leadership is more effective at representation. The Federation itself would need to gain the capacity to teach representative leadership in those communities, perhaps allowing communities who have achieved successful outcomes to network with one another. For example, perhaps Federation resources can move away from their current trend to topical workshops and events (which we have little time for), to say, a facilitated monthly District conference call to discuss and determine District needs.
- To represent properly, however, the Federation may need to re-think it's apparent "something for everybody" community focus and focus on communities actually affected by important District planning issues.
- Access to neutral 3rd party planners that can help communities understand the issue
- Access to legal council to help understand issues.
- Access to child care resources for community volunteers who have child care responsibilities.
- English as a first language is a must - language barriers prevent smooth communication between everyone involved. Working knowledge of the City's bylaws and policies is essential. And, equal representation from each included group so that one group doesn't sway the decision in their favour.
- A District Task force with proper training in planning and community engagement will be a better method than utilizing Community Associations. Most CA's do not have City development reviews as part of their society's objectives.
- Access to a professional planner. There are currently no checks and balances in the system. It always feels like it is us against the city, and we have no where to turn for neutral (professional) advice. Also someone we can ask planning questions. Communities that don't have volunteers with professional or equivalent skill sets are at a huge disadvantage. How do we level the playing field?
- Bad idea but if implemented should be done as a pilot in one specific area of Calgary. Hands on planning expertise, group leadership, etc.
- Community planning, zoning, LUB, etc., expertise.



- Each DF should have a trained and paid Planner or Urbanist or Urban Researcher (?) who understands city-building and long-term planning, or even other concepts such as Food security, mobility etc.
- Access to neutral 3rd party planners that can help communities understand the issue
- Access to legal council to help understand issues.
- Train file managers in the planning department to respond to CA concerns
- Access to neutral 3rd party planners that can help communities understand the issue
- Access to legal council to help understand issues.
- Create a system of communication loops and genuine engagement
- I think that you can't make this like other city boards (ie resume required) as it must embrace all socio-economic groups and education levels. But, it must be a requirement that there is some training or personal coaching for those representatives that lack the skills to participate fully.
- I like all of the listed suggestions. Perhaps it would be wise to have specific volunteer guidelines and practices for board members or community volunteers? Standardize forms and policies?
- If district forums are created, then the volunteers MUST be given orientation workshops as to their roles, responsibilities, and their authority to provide input.
- Information and support for volunteers, as well as set protocols and systems in place that ensure consistency and professionalism among and within the District groups.
- Additional staff, volunteer support. Not intense, frequent workshops to educate/train. Volunteers are busy enough at CA's to give up even more time and many work as well. So little time, so much to attend to...so much to learn...so many meetings.
- Staff support, training
- The WSCRCA would definitely need support from the City to be a constructive member of a District forum. As mentioned above, we do not have volunteer hours to devote to training members, organizing meetings, taking minutes etc. We would need support to recruit new volunteers for our Planning Committee. I believe professional mediation would be required to have productive meetings with so many varied interest groups involved.
- Time is critical to everyone. The drain on volunteer time to participate in this must be absolutely minimal and limited to action not just "talk".
- Volunteer's time is valuable and any services, skills, or support programs would have to be presented at monthly meetings along with developer's, residents and City of Calgary presentations. We are quite simply stretched to the limits for volunteers hours already. Calgary Federation of communities does a great job with their workshops etc.
- You will need more volunteers if you move to a district approach and that will be a challenging task.
- The task force should be working to bolster the effectiveness of the FCC to provide additional services, skills and support programs. The task force should challenge the City to streamline their organization and processes to be more accessible and effective to CAs so they can do their jobs to serve all residents.
- Adding resources to support the planning process is a great idea. However, these resources need to be directed, first and foremost, at the community association level.
- Anyone asked to participate at the District Forum level should be required to participate in planning education, and be provided with appropriate planning resources at no cost. There should be a



significant period of planning-education orientation BEFORE any engagement begins. Written copies of key working documents should be available to any who wants them (online resources are great, but in our experience these become overwhelming; volunteer participants need a textbook).

- I personally believe that some of the Task Forces interests could better be achieved through providing support to community associations that are already capable of doing much of this legwork. Why not have the City define something that it regards as baseline good governance in relation to planning engagement at the community association level? Governance thresholds might be: the presence of a well-informed planning volunteer (e.g. a planning director); written terms of reference for the community's planning-engagement process; a commitment to notice giving (community communication) in respect of all planning issues in the community; the provision of a forum for community discussion of such matters; and a commitment which ensures that planning feedback attempts to represent what the community has said. A community association that is composed the right way might somehow be certified or sanctioned by the City. Why not identify the great organizations that already exist, single them out for more direct participation in the City process, and thereby use more effectively what citizens have already created? We all know that there are dysfunctional community associations all around, and I sympathize with the City actors who must contend with them. But there are great ones, too. Why not identify what makes some great and others dysfunctional, and work directly with that problem and distinction? Why would the City not support the good community associations more overtly? And if the City might thus be able to sanction or certify a community-association approach to planning, wouldn't that make it logical to divert some specific City funds or resources to that community associations activities? This would basically allow the City to leverage the free labour of volunteers already doing good work. Should (some) planning volunteers receiving at least some limited direct funding, if it would help them? Why not let qualifying community associations have freer access to planning-related data being developed by the City? How about City administration following the lead of a well-organized community association when giving notice of planning files, rather than having community associations swirling around to remedy notice-giving that is regarded as deficient at the local level? Why not have file managers confer in their decision making with a credible community association? Why is the focus on the generally passive activity of letter writing?
- Disability councils, schools, churches, businesses
- For background, when city planning asks for comments on land use applications, respondents may reply with items that are not used by city planning to make decisions. Planning should submit questions that it wants answered for its decisions.
- For background, when City planning asks for comments on land use applications, respondents may reply with items that are not used by City planning to make decisions. Planning should submit questions that it wants answered for its decisions. For example Planning's needs on vertical duplexes / secondary suites
- I cannot make suggestions at this time
- I'm not sure
- I've only been exposed to those offered through the Federation of Calgary Communities and the Main Streets group.
- Most all education programs required are now being provided and very well to by the FCC. Rather than over-extending volunteers with yet more obligations, what would help is:



Community Representation Framework

Stakeholder Report Back: What We Heard

May 30, 2018

- - Improved engagement processes with the City which would involve real collaboration among communities, developers and the City,
- - A shift from unplanned ad hoc densification to community sensitive, locally planned densification,
- - Consolidation of planning guidance to something that is clear, coherent and user-friendly,
- - Working with communities to restore confidence that whole local communities are being planned and exercising respect for existing statutory documents,
- - Respect and work with local expertise and experience that exists at the CA level
- - More flexible deadlines (the new City deadlines mean that they are now refusing extensions even when committees only meet monthly),
- - Finally making bylaw checks available again (onerous pressure on CA planning committees to do them themselves)
- - Providing paid assistants who could handle secretarial obligations. WE are currently run off our feet with all the work to be done - this new approach would require even time.
- Most all education programs required are now being provided and very well to by the FCC. Rather than over-extending volunteers with yet more obligations, what would help is:
 - - Improved engagement processes with the City which would involve real collaboration among communities, developers and the City,
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 - - Providing paid assistants who could handle secretarial obligations. WE are currently run off our feet with all the work to be done - this new approach would require even time.
- n/a
- No
- No
- No
- no
- no
- No
- No - the current HSCA planning Committee and model I believe is an exemplar and benchmark that should be used as an example to replicate in other Communities.
- No I am an 81 +year old who has volunteered for the community since moving here, We can only do so much, as we do have other commitments too.
- No resources were listed in your document.
- no suggestions



Community Representation Framework

Stakeholder Report Back: What We Heard

May 30, 2018

- No you don't need to be specialized, certified. You need to want to represent fairly, unbiased for your area. Be willing to open minded without an agenda
- No.
- No.
- None
- None.
- Not applicable - don't support the proposal.
- Not at this time.
- Not at this time.
- Not at this time.
- Not really.
- Not sure what's available...?
- Not sure where these would differ from resources already available to community associations.
- Please see response of [personally identifying information removed]
- Surveys of residents to determine the makeup of district forums- what other groups or communities do residents feel are related to their own?
- Too much work - district AND local planning considerations. In some cases, volunteers still need to report to their Board of Directors and communicate everything to the general public
- unknown
- Work to make the community organization stronger and provide greater resourc

Any other comments

- This survey is severely flawed. You are asking us to comment on design elements that you have already chosen, and a concept that is designed to dilute local knowledge by including groups that will not be afflicted by the developments they comment on, and will not have to locally live the results.
- No
- The biggest question I have is what is prompting this move. It would seem that what is really needed is to have the city work with CA groups to continue to utilize them as the "voices of their communities" instead of throwing out the baby with the bath water and doing something completely different that may or may not be better. Given that most CA's are very under-manned, work with volunteers, and do the best that they can with what they have - I see all kinds of opportunities for improvements in the existing model, as opposed to creating a new model. Let us assume that the City does not in fact like the CA model now in place for feedback. Based on my own experience in representing the views of our community in front of City Council during the Secondary Suite debate, it was clear that some on Council did not like our feedback, and part of the motivation to change the rules of how that feedback is given. It should be HEAVILY NOTED that we were NEVER EVER against SECONDARY SUITES. In fact, we are very much for them. But, when the City could not answer our questions, and had not thought through he process, we decided that it was time to put the brakes on and ensure that a proper process had been created and a framework as opposed to just opening the floodgates with a view to "anything goes". So, in fact what we were against is "poor



legislation". Yes, it is possible to change the rules of the game, but communities still need to have an effective and their own voice in the process and in representing their people.

- I think this is a city council initiative to take control from communities and allow them less day than city council & business
- I am curious how will the districts will be chosen? How many? Will they cross current ward boundaries?
- The Federation of Calgary Communities has done an incredible job arming CAs with planning information and should be considered a crucial part of any representation model.
- I don't necessarily agree that a new forum/framework is necessary versus working within the current Ward and CA structure and providing more resources to this, versus starting yet another City framework/initiative?
- Also wondering why there aren't a few ideas/frameworks to look at, or is the District Forum the only one that is being considered at this time. It is disappointing how this is the first time most CAs are being engaged in the process as it seems the train is quite far down the track already.
- This 'district approach' suggests that the CA model is broken, however I have found that it is not the CA's that lack the ability to engage with residents- but rather it is the Planning Department. Genuine engagement is incumbent upon the City, to uphold the processes they have put in place and to honour the policies they created and the integrity to push for quality development rather than just satisfying one pillar of the MDP.
- CA's need:
 - Access to neutral 3rd party planners that can help communities
 - Access to legal council to help understand issues.
 - I think this could be a good step in getting different pockets of the city to work together and have a dialogue; connecting more dots, common goals, buildings bridges. Council, administration, organizations, individuals, all want to the same thing: a better city to live in, now and into the future, so how can we be reminded of that?
- Thank you for putting in the work to start the process.
- Not at this time
- I think it sounds interesting and look forward to hearing more about this in the coming months.
- Although Montgomery is primarily a riverside community, it is also situated within close proximity to large institutions such as Foothills Hospital as well as University of Calgary. We currently have a group (SSASPG) of neighboring communities that comment and share information on what developments occur in the large institutions. Also infrastructure developments.
- none
- Caution: if too much City meddling, then is the community responding to its community needs or City of Calgary expectations....similar to the ARP process where the City comes with a draft plan that is not necessarily in line with the community reality.
- I think it is a good supplement to community planning committee. I don't think it replaces them. There are many applications that are specific to one community. It would be a huge use of volunteer resources if all communities had to review all plans. We alone had 70 DPs last year, many only within Montgomery. We then had West Campus, Market Mall, Cancer Centre, U Of C, Foothills and Childrens Hospital parkades. While the large projects impact many communities, slope adaptive designs for infill development doesn't need to be reviewed by external communities.



- I would also add that community representatives should be from CA Boards and/or Planning Committee members.
- Supporting resident led groups and providing a forum for them to be represented could be valuable. In the recent development the CA took the approach to represent its citizens which was very much based on what the majority was interested in, plus what we received from the city as the best opportunity to create change. The result is some residents felt we didn't represent their views and they created their own group (which is not a negative). Providing some way for their voice to be heard could be useful. The biggest issue we have seen is communication and the overall process from the city is flawed. WE are not circulated on even the basic of development issues. When we are "included" we have little to no ability to provide any input that will make much or any difference, or so it feels that way.
- We feel the individuals interested in development will generally migrate towards the group responsible.
- After review of the resources, I think the amount of detail is low and I find it difficult and risky to speculate on how changing this will affect the local CA. Presumably there will be some inequity for the different associations involved and those that are larger, well-funded and connected will have more influence in these groups.
- You are trying too hard to please everyone. If you encourage CAs to have real input (not just a box on the DP, but to create a development plan for their community) then we can create vibrant CAs and then vibrant communities. Many are floundering with tired volunteers and lack of community involvement because not everyone is interested in running community halls or social activities.
- I think a district forum is a great idea, as it has the potential to shift away from individual CA's, which in some areas may be failing, and bring a larger group of folks together to form a District Association that is funded and supported through sustainable methods. Current CA enrolment is low, and only getting lower, and its due to CA's not having the time or resources to effectively have community members enroll each year. The Comm in community could mean commune: come together; or common: shared goals and values, shared costs and responsibilities. We are losing the idea of community, and believe that the City should apply a community levy per household that then gets assigned to the CA for programming, sustainable funding, etc. But that would be another type of comm.... communism. But is that so wrong?
- Kincora 2018 CA membership = 74 households = \$1480 of funds.
- Kincora Households +- 2000 = could equal \$40000 of funds. Big difference in maintaining future landscaping, enhancements, programming, and supporting other projects in the community.
- I have been involved with the Erin Woods Comm Assc for 27 years and have had for the most part a good relationship with the city and attended most of the community meetings in that time, I am very concerned with where the city is going with CA's what their role in the future will be. I fear that the Ward 9 councillor is moving to change the role of CA's and eliminate the need for community halls run by CA's. He is currently ignoring all concerns that oppose his vision.
- This is a great step forward in helping to shape Calgary's future. What initiatives are included in the task force mandate to help maintain the established, centrally located neighbourhoods to properly address Calgary's past?
- Unity should bring better services and results. Also sharing services is more economic for everyone.



- An inclusive model that represents a majority of the area covered, with specific sub committees that allow for the continued efficient operation of users needs.
- I feel like we are a bit caught off guard by this, would like a lot more information and perhaps an opportunity to learn more at a f2f engagement session or something similar.
- Maybe a city member attend the meetings monthly and address the association with upcoming items. Also we could pass along our general concerns. I think maybe a ongoing engagement with the associations would be essential to make this process cohesive but not a general district division.
- Excessive complexity, demands on volunteers, costly. Try as a pilot in on area facing significant development pressures. Go slow and one step at the time rather whole sale change.
- Key stakeholders have a right to be heard, and community representation is the best approach for low density residential communities. A district approach may be useful in providing some overarching guidelines for community engagement or revitalization of main streets, etc. It would even be useful in terms of redevelopment of high density districts. Lower density residential communities, however, are all unique, have different visions and needs, and the biggest stakeholders are the homeowners who are the most vested in the community. The MDP specifically allows for maintaining community character, and as such, community associations and residents associations are the best configurations to address planning and development in low density residential areas. One size does not fit all when it comes to planning-- yes, a forum for high density development areas would likely give the best results because the City is able to engage a wider audience. No to a forum approach where groups outside of a low residential community would have the ability to override the community vision, detract from the character of the community, and contravene the Municipal Development Plan as it relates to these communities. There is a place for a district forum in the downtown core for example, but not in a community like Rutland Park.
- Communities need better tools and methods to interact with other communities on matters of mutual interest or concerns and given that those don't follow geographic boundaries the district model does not enable this behaviour and in fact is detrimental in that it further segregates a community from others not within its district.
- None at this time
- I'm entirely uncertain about this. Despite the information boxes above, I don't have a good sense of what is being proposed or asked. This is the first time that I have heard of this change. Will it mean that we won't have a local ARP anymore? There are so many questions to be asked.
- I think this is a bad idea. Sometimes we need someone to make a decision who is educated, unbiased and gets paid for it. Having a large amount of voices around the table would stall the "collaborative planning process". What if a community had a strip mall being proposed with a faith center, a liquor store, a marijuana dispensary, a pub, a cell tower and two drive thru restaurant/coffees shops and that mall was on a major street necessitating a district forum decision. Now, put 10 or 20 groups around the table and see if there would be any collaborative planning going on. I think not much would get accomplished. What if it were the community, the City and 2 other groups? Maybe that would, but which two groups? All of a sudden you are back to the community & the City making the decision. Everybody wants 3G/4G/5G cell coverage but no-one wants the tower in their community, for example. If 4 communities are involved in a cell tower that is placed in a community (near a major street), I would suggest 3 would vote for it and 1 against. How would that look?



- I do not believe the general public understands that to make the community's thrive they need to participate in the efforts, at all levels, its nice when we do the work and invite community to come if its free they show up, but rarely are there for set up and clean up. A campaign in the City, for what you can do for the City, Community or just your neighbourhood by participating may be a stating point.
- It is an intriguing idea to bring many groups together. I think the makeup of forums should be based on the inherent relationships between different areas of the city. For example, community residents in Midnapore and Sundance go to school and shop with residents of Shawnessy, Somerset and Millrise, though we are in different wards. These sorts of relationships should be surveyed and utilized.
- The District Forum model has been proposed without any direct consultation with the community or community associations. At this point it seems that a solution is being proposed to a "problem" that may not even exist. If the community associations were supported at a level that is being proposed for the District Model then the associations overall effectiveness and the level of citizen engagement could be significantly improved.
- The district idea seems wonderful - large areas that can collaborate for shared community goals. Politely that seems to ignore some of the challenges with the current processes. Montgomery has 2 main street projects going on (16th Ave and Bowness Rd) - 2 projects in the same community and we have had to request a number of times to link those projects. On just the Bowness Rd project I have a been at multiple meetings with City planning the board instructed the community to consider 46st, not 43 st as a main cut through. Both of those streets are in the Montgomery. We've been told that was 'out of scope'. So within an existing community we were running into this 'out of scope' issue and it would seem that unless City Planners expand 'scope' the district would have little benefit. Consider using the Community Representative 4 Goals at the association level first over the next 2 years and see if that leads to the results the City is hoping to achieve with a new district level.
- Community representation is a tricky process, and our Calgary model is a fairly unique one. There is incredible value in the work done by the volunteers at community associations and they should be empowered, not diluted. I would STRONGLY suggest you look at community associations that are not struggling with issues of diversity, representation, organization, and governance and think very carefully if the changes you propose will punish strong organizations in order to try and help weaker ones. Governance and representation changes are huge for these CAs, and there are many side effects of these changes. Listen carefully to dissenters among your own group and across the city and try to understand why they might find these changes problematic.
- Windsor Park is mostly concerned about unplanned density increases without any consideration to the character of Windsor Park. By going to districts community character will no longer be a consideration
- Instead of a new format or community representation task force , the resources of Council could be better used to support present community associations,
- We Love To Take Ours Great youth And Seniors For Bus Tour. Some multicultural Group can not go places because of languages.
- Let the people vote on it.
- This is a specific comment In principle I like the idea, but I worry about the ability to develop and maintain specific community identity and character If planning is moved more to a district level. In



our specific case, the Plan for our community (e.g. in the ARP) sets a target population of 5000 for our community, up from a current 1700. That can only be achieved with the construction of several new large residential buildings, while the development industry has favoured building large office towers instead. In our representations to protect residential development, we have encountered the view, from some City officials that residential development is going on elsewhere in the overall downtown district, so we should not be concerned. This is the instance where a district approach to planning appears to us to work directly against our interest.

- Yes - save your time, and work on providing better systems and processes for input from citizens of Calgary, not just because it will make the workflow more efficient for employees of the City, and because a consultant has been brought in to fix a problem that doesn't actually exist.
- While our focus with this is development, such an approach may also model other interests that Communities who are in the same zone could share. But, this is an excellent start; particularly in an area where community associations can help meet the need of advocating on behalf of their neighbours on issues that would have a profound effect on the quality of life experienced by their household.
- advance notice
- I think it will be important to knock out the community misfits. We all have them where they are raising a stink about nothing (yet something they strongly perceive as important) I think strong goal orientated people, with the history of getting engagement results will be what must be prioritized.
- no
- A brief document and a questionnaire is not sufficient engagement to reorganize decades of established community engagement. The city must broaden the approach and seek input from all citizens as many may have been relying upon community associations to be their voice and as they are satisfied not voiced a concern.
- There are some interesting potential benefits to this district forum model - but I am concerned that the individual communities may feel they are being 'steamrolled' into decisions they feel they have not say in.
- A district forum could work as long as it's not additional meetings on volunteers who are already heavily involved in their community through their association.
- make use and make better the current planning process for residents to submit their inputs
- Local communities are the ones who can speak to proposals with the most knowledge. By living in the neighbourhood we have an overview of the issues and impacts a proposal will or will not create. When a proposal is approved and developed they become our neighbours, communities should be communicating with the developer for a positive outcome for all. A district forum will not have the local knowledge, too much time would be wasted on educating the forum members. They will not be experts on all neighbourhoods and have no "buy in" to the concerns or the Community. Community representation is the only way for this. City Planners must be more responsive to questions.
- A district forum is a fine concept but will only be relevant/effective if it builds & does not detract/lessen the work that CA's already do.
- I think it's a good idea as it may help to consolidate and represent of a number of different communities and make this information more easily accessible. Seems like a more streamlined approach.



- abandon the idea. There may be a lot of plans but combining them will not be in the best interest of the communities or the citizens of calgary
- None
- North Haven Community Association has 52 years of successful experience of representing this community and have active volunteers with professional training. We are the logical choice to represent our grass roots issues.
- There are some very unique neighbourhoods in Calgary, some older neighbourhoods and some newer neighbourhoods. I would not like to lose the uniqueness in these neighbourhoods if they are a minority in a particular district.
- I know there are many people in Copperfield passionate about their community, but despite that, they are not active despite being asked. Most live busy lives and there is little to no time they make for volunteering with the CA or events. There are a few rare Gems that take this on for the benefit of all, but the fear is also being overwhelmed by the need to do all of this too.
- It's nice to have a say but if past projects set forth by the city are an indication of the future. This will happen with or without input. Possible input to improve the forum once up and running would be more appropriate
- no
- This process suggests that decisions have already been made without input of some of the major players affected. The wording is set up to challenge more than inform those answering the questions. I plan to talk to my city councillor to ensure that this allows more involvement from the communities
- if file managers were more neutral in their support and documented both pros and cons and their performance measured on more than how many / how quickly they can process a file - with an included bigger picture of the community liveability impact stats like green space to population etc - as part of the evaluation - the district approach would be redundant - and the trust level of the process would increase - when a project has been "challenged" during the process to justify its approval - other than quoting the MDP - housing choice and affordability (never quantified) in every community - there would be a smoother ride .
- Any change to how a CA interacts with the City should be inclusive of all interactions a CA has with the City. Planning matters are not unique. CAs communicate with the City regularly on parks maintenance, event planning, waste & recycling matters, policing issues, etc. It is a burden to CA volunteer resources if each of these services have different processes. Consistent representation across City services should be prioritized in any Task Force representation. If this is believed to be out of scope for the Task Force, I would suggest the project has not been scoped correctly.
- The districts cannot be too large as they have varying interests and with some communities being far larger than others, it will be difficult to ensure that everyone is heard and fairly represented. Just as an example, it might be best that each community in a district has one vote. That way a smaller community has equal representation with the larger communities.
- 1. Of particular concern is that you are asking if we connect with multiple types of groups or individual types of people already (see screen cutouts), but without acknowledging that CA boards and/or planning groups are already made up of residents of different faiths, genders, nationalities, circumstances and minorities. Also not being acknowledged is the great deal of effort and volunteer time by CAs that is put into consulting their residents on larger, community scale projects already. I



have lost count of the number of CA reps I have heard begging the City to allow them to just go ahead and create their own community redevelopment plan, because they have been waiting forever to have an ARP done. Rather than creating these top-heavy district forums, why not support CAs to collaborate and instead create their own community engagement plans for redevelopment and community planning?

- 2. Regional parks don't apply to the Northern Hills. There is not one, single, regional park in Ward 3 communities. Confluence Park is the only major park in the area.
- I like the idea, and believe it could help the planning process, I would hope that the unique issues that individual members of the forum could be facing are not drowned out by the larger group.
- There should be a ranking of members involved in the district forum in regards to those that have more decision making to do and those who just provide information to help make the decision. Direct and indirect parties.
- working together with various community groups will strengthen our communities
- Our volunteers are extremely busy with planning matters already and forming another layer of city/stakeholder engagement sounds like more work for our volunteers who already risk burnout and turnover. I do not see where the District program saves our volunteers time/effort and lessens their workload.
- Would need to better understand what it is, what purpose it serves, what powers it would yield, before further comment would be warranted.
- I believe this survey would have been more effective if there were other support models presented other than promoting a district approach. The survey is only promoting one option. All being said, thank you for the task force's commitment to the betterment of the City. At SACA, we try to promote the City's efforts in servicing our communities and support projects that provide overall benefit to Calgary.
- I'm not sure adding another layer onto a process that, in many ways, is quite futile, serves anyone.
- I am concerned that this initiative is motivated not by the City but by developers fed up of having to deal with citizens.
- If the DF format can make the development process less political, then this is a positive step. Council (who is largely untrained in urban design or transportation planning etc) is making decisions based on political donations or personal opinion and this is a larger problem. To solve this, then maybe the DF should have some final voting power beyond merely just providing input. The citizens need more power, not more consultation that is ignored.
- Identifying the various "stakeholders" (hate that word) will be challenging as it is assumed that the groups identified are actually organized within the district. It will be interesting to see whether they actually want to be identified by their religion, ethnic or cultural background or by their sexual orientation. I do not understand why any of that personal information has to be declared before one can be recognized as a "stakeholder" to assist in community planning. On the other hand, if one belonged to several of the proposed "stakeholder" groups, they might have a disproportionate influence on decisions.
- Members will only volunteer on planning (and other matters): (1) if they feel it is efficient and effective; (2) if they are learning something; and/or (3) if they enjoy the social aspect. I think the district forum process would reduce all of these and thus reduce participation. Another challenge is



cynicism about the City and their role. City-run processes are usually thought to be a way for staff to squeeze out community comments or shape the direction of comments.

- The CRF has failed to address, let alone resolve, the key issues with respect to community organizations in Calgary: (1) unevenness and unfairness in providing community buildings, (2) absence of workable standards for community size, boundaries and democratic process, (3) manipulation and control of communities by Calgary Neighbourhoods and Council offices, (4) opaque CRF process, (5) ad hoc community system absent fulsome community association policy. Beltline has produced a series of white papers on planning, transportation and social issues. We are also committed to completing a major paper that (i) reviews and updates the work of the UofC policy school on community associations, (ii) provides a more comprehensive best practices survey across a range of cities with a variety of approaches to community representation, and (iii) makes recommendations as to how Calgary might proceed on a more productive track. From our viewpoint, it is clear that a better way would be: (a) to afford a truly open process that intends to create real influence and substantial independence for CAs, (b) to include the full spectrum of communities of interest within the CA structure, (c) to ensure sufficient unencumbered resources to CAs to accomplish the required tasks, as well as (d) to require community associations to be substantively accountable to stakeholders and funders for outcomes.
- Participation by all groups must be stressed for this to work. Will Districts follow the current Ward boundaries? Will our input truly matter ... to this point, the CA's voice has never held much weight in regards to the City and its decisions. We are the eyes and ears of the community, we know what goes on better than City Council, yet decisions are made without consultation ... for the community's sake.
- CA's are no less representative of their residents and businesses than Ward Councilors. District Forums appear to be an Administrative overlay through a "convener" that will further distance residents from having influence on local issues. Combining 200 community plans into 50 will further homogenize communities at the expense of local character and in direct contradiction to the Municipal Development Plan which clearly stipulates recognition of the unique attributes of existing communities. As a Board member and Community Advocate for Wildwood Community Association I would not support the concept of District Forums.
- I am worried this is getting away from what we do best - know our community and neighbours. Often Planning is a gateway to other community building ie bbqs, beautification initiatives etc. There is a big risk that a district just becomes more bureaucratic and removed from the community level (a reasonable size to call a neighbourhood) and doesn't deliver any community building outcomes beyond planning. I think you should take current best practices and bring everyone up to snuff around an agreed upon best process before changing is so holistically to an unproven District model. Sitting down in a room with CAs will be critical. There is a lot of mistrust with the City and CAs right now. We work so hard, yet you use us on the one hand and slam us on the other. You can't have it both ways. The playing field is not level between developers and communities. For example SDAB - often developers have lawyers or paid architects and communities can't even use sketchup. Time at council hearings is another example, where people have to take days off work to attend but developers are being paid to be there. We have to fundraise to pay for photocopying for notice drops, sdab fees, etc. Some File Managers are great and others are terrible - at what point do we get to give the City feedback/ evaluate them?



- The goals of the Community Representation Framework are a mixed bag. I agree with (b) (promote community association best practices) and (d) is non-controversial (identify the necessary supports).
- I disagree, however, with (a): Enhance the effectiveness of community groups to contribute to the representation of the diverse interests and perspectives within their communities. The City has no business interfering with the activities of community groups, and should not be dictating (even by enhancing) whether a group does, or does not, contribute to diversity representation as a goal. This is not an objection to inclusiveness. It is an objection at the level of principle. This statement presumes that groups are always trying to represent or that they are capable of representing interests and perspectives to others and just need government help to do it right. There is therefore a sense within this statement that community groups are always, at some level, interested in or capable of advocating viewpoints that ought to be pulled into a City decision-making process. I disagree with that idea, especially because it involves government using its resources to pick winners and losers in terms of which groups will thus be invited into a room to be heard. Note that this is very different from the City simply recognizing what groups do, and do not, have the existing capability to put forward a representative voice. The City can absorb diverse viewpoints into planning without throwing its resources behind the establishment or encouragement of organized groups that do not already exist and that it has predetermined ought to speak more loudly.
- I disagree with (c) for the same reason (Revitalize City processes related to planning and development so they are more open, inclusive and welcoming to a broad range of community groups:). Under the auspices of City planning, the City should not be spending money trying to create community groups that don't presently exist, simply so that such groups can put forward representatives to articulate the group viewpoint that the City has decided is missing. Ideas from all sorts of disadvantaged, silenced, and marginalized people can be brought into civic planning without the pretense that the City's planning department is capable of restructuring Districts in such a fashion that collections of people who are presently under-represented in society will be incentivized to meaningfully band together.
- The City should try to work better and more collaboratively with mechanisms that already exist. Some citizens are working together and communicating. Others are not, including for a variety of reasons that deserve social support. But the City should not further confuse matters by trying to build a representative structure at the grassroots level that does not presently exist.
- I think that the concept is ill conceived. I think that The City should spend its money on transit, roads, and snow removal, rather than on trying to micromanage Community Associations.
- WHERE HAS THIS MODEL BEEN IMPLEMENTED AND WHAT ARE THE RESULTS, BE TRANSPARENT WITH CITIZENS ON THE DOWNSIDE OF THIS AS WELL AS WHAT YOU ANTICIPATE IS THE UPSIDE. AND I WOULD ASK, UPSIDE FOR WHOM??? CITIZENS OR CITY COUNCIL?
- A district forum would not only make community engagement more difficult, but would potentially water down the community position. This would be especially true in communities with fewer social resources than ours (HSCA).
- This model is taking away the voice of community and actually decreasing engagement and input from Calgarians.
- I would much prefer to keep the current model of representation, which allows each neighbourhood to care specifically for the needs of the people in our area. I think that this is the most



neighbourhood-friendly method for a city such as Calgary. In Brentwood we have high turnout at all of our meetings which speaks to the high level of interest we have about the needs of our community.

- I believe that our community association provides real value to our residents. A district forum is but one alternative model amongst many. What other models have been considered and where is the evaluation of alternatives? This process seems to be top-down driven with a preconceived outcome. The focus on identifying and engaging narrow population segments is inappropriate, divisive and unnecessary. I suggest the task force look to the City's Crowchild Trail Study which has set the standard for community engagement and best outcomes.
- A district forum seems to be a good way of bridging community representation opportunity gaps.
- Ask whose interests are served by the district model... it does not seem to be communities themselves.
- There is no necessity to implement a special district forum since Community Association based comment is a proven, well-structured, effective, inclusive way of representing those impacted in the case of items which impact multiple CAs, collaboration is seamless.
- The relevance of Community Associations is already in decline. This approach will make them less relevant than ever. Engagement through Community Associations should be the primary way that the City consults citizens. CA's are non partisan, open to everyone and do not generally represent special interests like churches for example.
- The City should try to work better and more collaboratively with mechanisms that already exist. Some citizens are working together and communicating. Others are not, including for a variety of reasons that deserve social support. But the City should not further confuse matters by trying to build a representative structure at the grassroots level that does not presently exist.
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- How do we share dps for comments? We are so limited currently, with being unable to share. Digital plans that we can't email. Digital plans that require us to print. If required to print are never 8.5x11 - so becomes harder to print to share.
- This proposed model should only be used for large planning project such as LRT planning.
- I am in support of the forum model, but I have concerns around its relative teeth. So often these forum-style models can create spaces for discussion, but no action. If these groups lack the power to change anything, they will struggle to recruit high-performing participants.
- Homeowner associations should not be encouraged to participate at some stages of a community's development, if there is a conflict of interest. Encourage CAs and RAs to work together, as this is important for the future of new communities. For example, in Tuscany, the CA planning committee mentions the RA to new home developers, and encourages them to add the caveat to their properties. Most other groups will be interested in giving feedback for specific projects, but likely not unless it directly impacts them. Respect the work of volunteers from all of these groups by looking at the time given for responses to applications.
- I prefer the community association (current) representation format. Encourage you to review and revise / support / assist / identify barriers or shortcomings with the current process, instead of 'throwing the baby out with the bath water'
- Where do the individuals who do not belong to one of these qualified organizations fit into the district approach?
- A district approach can't determine the nuances of the community like a CA can. We know our community down to the street, traffic routines, café, and tree. We live here ourselves and have personal first-hand experience of the community. That is the value added of a CA that district planning cannot achieve.
- A risk of this model is that qualified organizations will advocate for the agenda of their organization versus what benefits the entire community and its residents.
- There are concerns that the consolidated Local Area Plans will not allow for community specific planning and district forum members from outside of the community will be influencing decisions for communities they may not be knowledgeable about.
- If the number of area plans is reduced from 200 to 50, how does the CA still offer representation at the community level?
- There are concerns that this model will add another layer of red tape without fulfilling the intended goals of The City.



- I think we could very easily adopt large portions of one neighbouring community's proposed area plan but I'm reluctant to because there are also local conditions that we should consider (for example, there are main residential streets that I think we should upzone that are not in other communities' plans). If the district model helps with that, then I'm in favour.
- I think a district forum is a good idea for regional issues that involve more than one community. We must ensure that representation is broad and diverse, which may be difficult.
- I would refer to an observation made by Councillor Farrell - "change at the speed of trust." Nurturing trust and keeping it top of mind through this process will be critical.
- There is an opportunity for the city to reinvent how they do public engagement. Story boards set up in a hall don't allow for robust discussion and engagement. It often comes across as just sharing what has already been decided. Would also request additional engagement on the idea of a district forums. Completing a survey is a good start, but this is a significant change in approach being considered that is worthy of further in depth discussions to address pros and cons of the approach in addition to understanding what would be intended with the district forum approach. CAs should also have the opportunity to engage their residents in the discussion.
- Not applicable - don't support the proposal.
- Consolidation of community groups into a district model is going in the wrong direction. We need to keep community engagement at a level much lower than what has been proposed. Engagement will suffer, ARP's will suffer and communities will suffer under the proposed model.
- The idea makes a lot of sense where I live in Hillhurst. There will be lots of resistance, but I think on balance its probably better to plan on a slightly larger than the current community boundaries. [personally identifying information removed]
- It is hard to get members for community involvement, I think so difficulty will be trying to get people within the community to commit to serving the district forum for a long term plan within a community
- We've found that a community visioning exercise that Dalhousie was involved in at Councillor Farrell's request, did not have any validity when two significant developments were at Public Hearing for land use. It seemed that the community's priorities were trumped by several Council adopted policies, and meaningless with zero impact and acknowledgement by Council. The City understands them well in evaluating applications, developers know them well and the community is left navigating websites to research. And then, the documents (ie, Transit Oriented Guidelines) are interpreted at a very different level by planning than what the public document states. Developers are at an advantage as they've liaised with the planners and (I believe) are more closely aligned to follow their thinking in meeting policy. Until Council and Planners begin to support community-based processes such as the one we participated in, we are at a huge disadvantage in negotiating and arriving at developments that we believe are a good fit and reflect our community's priorities.
- While it can easily be argued that some community associations are small or inactive on planning matters, I strongly believe that the shift to a broader, less focused, district forum would substantially dilute the voice we as the CA have in our community (our 2017 HSCA Community Engagement Survey would support this from 500+ residents and also lead to redundancies and increased administrative burden to get Community resident's voices heard or alternatively to missed response deadlines and thus not being heard at all.
- unknown



- We are curious to further understand the benefits of this approach. We would be open to participating but that said, at this juncture we fail to fully see how this is a more efficient approach from a time/volunteer effort for outcome stance. CAs and volunteers are already relied on very heavily for planning matters and if this is only going to create more processes and work with the City and CAs, it may not unfold as hoped.
- We are functioning very well as a community planning committee. Please don't lump us in with a bunch of other communities so that we can't focus on our communities needs at this critical time in our development.
- Yes leverage existing community organizations as much as you can, particularly effective ones, and look at giving the Federation of Calgary Communities a broader mandate on representation, again perhaps with a broader capacity for leadership in this regard.
- The CA has to remain the point of first contact! If a DP or rezoning goes before Council, the strongest voice should belong to the CA. If I want to find out what is happening in a community, I would contact the CA first. If the CRF is considering changes to this, why? If it is because some CAs do not include or represent their communities, then do not paint all of us with that same brush.
- 1. We go out of our way to hear from our residents. We use email, newsletters, direct mailouts for events or issues, meetings, posters in public spots, and our community newsletter gets delivered to each household and business in the community.
- 2. If the CA is not the strongest voice, the alternative is that there will be potentially dozens and dozens of businesses, organizations, individuals, etc. all sending in their comments. Which best represents the community?
- 3. The CA members have experience in evaluating plans, etc., but the other groups likely do not. Does the Planning Dept really want to try to explain the DP process to each group, organization, LGBT group, church group, etc.? Those groups do not necessarily understand the LUB or MDP, etc.
- 4. CA members volunteer their time and energy because they care about their community and are working to improve / contribute / enhance / enjoy it. Don't downgrade their efforts by diluting them.
- 5. If CA members feel they don't have a strong voice, many will just quit.
- 6. If CA members are not the strongest voice of their community, then really they are just free labour to run a City-owned facility. We would be running / managing / doing the work to evaluate DPs, etc., but for free and for little chance of having a strong voice.
- Please let us play a larger role in deciding when a district model might make sense.
- Thank you for the chance to comment.
- Grassroot organizations, CAs, and other volunteer led groups are the picture of entrepreneurial spirit. They are risk takers, concept drivers, and idea generators. They are active, engaged, and participating in the daily flow of life. Looking to 'define' how they interact with other residents has some pros but also doesn't encourage learning, self growth, or personal objectives. I think there needs to be great caution for trying to define how groups work together, and understand that collaboration should come from desire not out of force. When people connect on their own, an authentic relationship develops. The fact that you have planned for mediators to help with these forums means you recognize the potential challenges for disputes, I find this alarming. I support the idea of the city supporting more groups to come to the table to talk, share information, and collaborate as needed. I cannot support this group as being any more representative of community voices because they are in theory more diverse.



- Lack of real information to share with stakeholders. Enhanced analysis and response can only take place within the framework of City of Calgary planning objectives.
- Response at present is ad hoc and largely reactive in response to "spot zoning " applications within the community.
- Data is needed on a community by community basis which include yearly numbers on type and location of planning applications approved. These annual statistics allow proper assessment of communities under pressure to change and transition.
- I would ask that CPAG (Planning dept) circulate relevant policies and bylaw discrepancies along with the plans for Development Permit applications. Further they should restore previous practice of sending Notice of Approval, Conditions of Approval and revised plans (if any) to CAs that have take the trouble to respond to applications.
- Districts appear to have appeal based on the potential of having an increased knowledge base, larger scope and greater influence. However, to be effective, the City needs to hear feedback and adapt otherwise the process will continue to be frustratingly meaningless.
- Our community is well represented with an unbiased committee, introducing a process with members with an agenda is A BAD IDEA.
- Our community has roughly 20,000 residents and therefore really benefits from having community representation from the CA. We will lose that with a district forum and the residents will not have the security of a dedicated, community driven team advocating for them when they need it.
- There is no necessity to implement a special district forum since community association based comment is proven, well structured, effective, and inclusive way to represent those impacted.
- Organizational structure of District forum will be important to ensure fair representation and ongoing continuity. May be difficulties when different district issues have different natural boundaries. In some cases districts might be better defined by other attributes such as age, rather than urban features
- A lot more engagement with each community is required before the idea of district forums is implemented. The timeline proposed for this project is far too aggressive.
- Please see response of [personally identifying information removed]
- From my point of view, as a member of the Brentwood CA and DTC, I am satisfied with the current model. Local issues are kept local. Everyone is encouraged to participate. For wider area issues, an engagement with multiple CAs could work (Crowchild Tr, secondary suites)
- Members are volunteers and interested in the well being of their respective communities. A larger-area model will reduce involvement and engagement, and lead to less involvement, not more.
- The planning process has become more adversarial over the past few years. On the residential side we have "contextual" guidelines which are amended from time to time by City planning with no consultation with communities. Neighbors and communities are thus left out of the planning for their neighborhoods. Their communities will evolve as x,y,z developer and x,y,z planner sees fit. The same for major developments - we get the issue of densification, but the pendulum has swung way too far in overriding legitimate community concerns (ie the Ezra, the Kensington Legion, Stadium..). There is seldom room for any compromise on the City's part.
- One thing I have learned in my role, residents are passionate about defending their interests. Many have grown up in their communities or have 30-40 years of their life invested in their community. The current process almost always places them in the position of reacting to something the City has



already approved. Sometimes some level of consultation has been attempted, sometimes not. Often community concerns are completely ignored causing residents to become angry their valuable time was wasted on a consultation process with pre-determined outcomes. Be careful how you structure these District Forums - they must genuinely represent the interests of the key stakeholders when it comes to the impacts of development. And if communities are front and center in terms of the impacts, they must be provided with meaningful and effective representation or else the District Forum model will be a failure with respect to the goals of your Community Representation Framework.

- We need more information to be able to provide more in-depth feedback and suggestions. Our biggest concern at this point is that communities are not currently treated as an equal partner, along with the City and the development industry, in the redevelopment process. It is not clear to us that moving to district forum model will help at all in this regard.
- If the district forum improves planning outcomes for community residents, I would approve. At this point, I find concerns of our Development Committee are discounted or ignored by the City. Developers only go through lip service of consultation. ARP is ignored. Extremely discouraging as a community volunteer.
- Why are you doing this? CAs and RAs already do what you are trying to do. To continue down this path you are on with the creation of DFs is to duplicate a functioning system and will risk further alienating those you claim to be 'collaborating' with in every CA and RA, because this sounds like a complete disconnect from the work these volunteers do for the neighbours they serve. It's the height of disrespect. Just encourage all these marginal groups you wish to feel included to join their CAs and RAs. Easy peasy. And keep the City's political influence out of our communities on development matters - please and thanks!
- Not at this time.
- It is great to see that the City is looking into ways to improve the planning processes. Simply this survey means a lot that CAs are asked and given an opportunity to share their knowledge on these situations. Personally I am very thankful for that.
- Other than that please remember that mostly CAs are run by volunteers and only a few staff. I think it would be amazing to keep these volunteering opportunities by making them more efficient by providing them more resources on specific things.
- I am very much in favour of a more inclusive, collaborative and open planning process in the city. However, I am concerned with the amount of work this will put into CA volunteers. We are not paid staff and have limited hours for volunteering. Also, with so many different interest groups around the table, serious consideration needs to be made about how decisions will be reached and how the meetings will be mediated in order to be productive. I believe that if the City wants CAs to be an educated, positive contributor to a District model, the City should consider making all CA executive and planning committee positions, as paid positions.
- The City must ensure that district fora do not become meaningless. There has to be concrete and direct results of providing input
- We need more information to be able to provide more in-depth feedback and suggestions. Our biggest concern at this point is that communities are not currently treated as an equal partner, along with the City and the development industry, in the redevelopment process. It is not clear to us that moving to district forum model will help at all in this regard.



- Our community employs a planner to help with the planning process - can other communities get resources like this from the city? Can the city assign a planner to coordinate the district? Individual file managers have no knowledge of community context and policy. Creating experts would help.
- The district model "dilutes" community associations' P&D committees role to be one of the many stakeholder groups consulted as part of "simple" planning applications only. Although we are not opposed to broader circulation, this raises three concerns:
 - 1. Our P&D committee works because it is a group of motivated people that care about the built environment, each bring differing perspectives on community building, have developed a basic understanding of the planning process to allow for meaningful input, and because we actively seek input from affected parties. It has taken time to build this capacity, institutional knowledge and infrastructure, to be a respected party in the planning process. It is unclear how circulating applications to other groups, that are not necessarily held to the same standards, and may represent a singular issue only (representative?), will improve the planning process? Will the P&D committees voice be one of the many voices, or will there be recognition for the diligence and the process that goes into drafting the committees response
 - 2. It will be largely demotivating for P&D committee members if their direct input will be limited to simple applications only. For one, it is a missed opportunity as their informed and varying perspectives are no longer directly heard in the process for significant applications (their voice will be watered down through the district forum). Secondly, it presents the risk that P&D committees start feeling irrelevant, thereby putting the future of P&D committees in jeopardy.
 - 3. We currently are successful in engaging many developers in the pre-application stages. This caters for meaningful conversations, where the CA learns about the developers' objectives and site limitations, and the developer has the opportunity to understand the community's perspective on (re)development. The district forum has the potential for these meaningful conversations to be removed from the process, as developers may now exclusively engage with the district forum. If this materializes, this is a true missed opportunity as the community-developer dialogue has proven to be very effective in realizing better and mutual supported planning outcomes. The principle of a district model could lend itself well for issues or planning matters that are truly community overarching and are not defined by geographical boundaries (e.g. LRT). However, it seems inappropriate and ineffective for planning matters below this threshold, as it will bring together incompatible communities and competing interests. For example, Cliff Bungalow-Mission is vastly different to Mount Royal, and Mount Royal in turn is vastly different to the Beltline.
- Although, we recognize that the district forum may cater for a better dialogue between these communities – it is unclear how this would benefit the planning process? For one, it may result in non-invested parties having a say about planning matters directly affecting your community, and vice versa (who benefits from this?). For two, it marginalizes the role of community associations in preserving the uniqueness of their community. Although, this role is often perceived as “opposing change” or associated with inflexibility it is the one tool that the City currently has to gather localized input. We would like to encourage the City to carefully consider the type of applications that are circulated to the district forum exclusively (set an appropriate threshold), and consider the district forum to be organized around strategic planning issues as they arise (e.g. LRT) rather than static geographic boundaries.



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- There is no necessity to implement a special district forum since Community Association based comment is a proven, well-structured, effective, inclusive way of representing those impacted in the case of items which impact multiple CAs, collaboration is seamless.

Verbatim comments - Business Improvement Areas

Below are all of the verbatim comments collected. Comments are un-edited, this includes spelling and grammar. Only exception is if personal information was shared, this is indicated by [personally identifying information removed].

Which business improvement area do you represent

- Calgary Downtown Association
- Inglewood
- Victoria Park BIA
- Kensington BRZ
- International Avenue BRZ

Tell us a bit about your process of participating in planning processes

- We are part of the checklist process for DP applicants in the downtown core. We are not as actively involved in planning and development/land-use application reviews as we believe we should be.
- The district forum idea might be helpful in districts without BRZs/BIAAs. Most BRZs/BIAAs already have established, functional relationships with CAs and reach out to any other relevant stakeholders when appropriate. Most of us already have cordial working relationships with the City planners working in our quadrants. Not sure I can see the value of such an organization for Kensington. For example, regarding cannabis store applications, I followed Council discussions and researched new federal and provincial regulations and met with some of the applicants, spoke with several different CAs reps and met with administration and provided feedback prior to April 24 applications opening and also reported to my Board on the issue so we would have a position in place prior to the applications process opening.
- All of the above. Inglewood BIA also has a BIA/CA Liaison position. This person reviews DPs, land use applications with the BIA board and ED, and communicates with the ICA on questions, decisions, etc.
- It is application dependant. If it is going to be a potentially very impactful development we scale our engagement accordingly. If its a billboard, not so much. We see everything from master plans to simple change of uses. We have a structure that allows us to engage at the appropriate level and intensity. Generally Administration will evaluate then to BOD, then to committee or back to admin.
- Our organization has clear direction from both the community and businesses on what they would like to see on the Avenue. This is in keeping with numerous reports, community plans, and charrettes which have occurred and been driven by our organization for the last 20 plus years of revitalization work. Our office responds to permit applications on a case by case basis and engages both the surrounding affected businesses and residents based on the impact of the use. If an application is deemed to be a negative addition to the overall vision of the community/main street we engage the surrounding neighbours for support.

Other methods of communication your organization uses to share information on planning matter

- Other social media
- phone



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Other ways your organization collects information

- People directly call us - that thing called a phone is still used
- Open Houses, Strategic Planning Sessions, and, most importantly I always make it a point talk to businesses and Inglewood residents!! Word of mouth, one on one communication in person conversations. I find it works better than just about anything else

Based on how you get and share information, what works well and what doesn't

- Meetings work well as we can spend more time learning from our stakeholders and rate payers about issues than we could with canned survey questions.
- That is a huge question - short answer is it all depends, mostly on the scale and/or intensity of the development
- See above paragraph on this
- Anything that is too long, not in laymans language, requires careful reading is a challenge.
- I believe that concrete examples, good renderings, 3 D modeling is really helpful in having people understand, think, and respond
- Gotta say there is a concern that our voice will not be adequately heard in a district forum or watered down. It also will be incredibly time consuming and onerous on our office to attend each. Our BRZ spans and impacts several communities and therefore should have an equal voice at the district table. ie: 7 communities = 7 votes. The District forum approach appears to be bureaucratic, onerous and unnecessary.

Successes and challenges you have had in connecting with different organizations

- The challenges we have faced in the past is in the development of the ARP for Forest Lawn in the 90's, our business voice was not even engaged by the City until the report had been written. The resident group which were selected to carry out this work took over 5 years to complete it. Previous land use committees have been created over the years within the GFL to tackle larger development projects (Hub Oil lands etc) but interest and quorum was often lacking within the community.
- Again long story best shared in private, candidly politics has been a massive undermining influence in our lives
- Kensington has an established process for interacting with the CA and City planners.
- Too broad a question, you need to break it down.

Characteristics/qualifications for which organizations can be members of a district forum

- Time and willingness to be engaged. Nothing else matters if you don't have the time and commitment. I have worked with many CA's and this is a massive barrier, simply not have the time and resources to parse through things.
- Hard to answer the question with such a vague concept that is so minimally fleshed out. If for example faith based organizations, youth groups, senior groups have reps on a district forum, the number one question would be.... can you meet at the same time, in person, at one location, on a
- Will membership in the Forum be mandatory for all the suggested organizations? Many of the suggested organizations would be sending volunteer reps s not sure how this will work?
- This survey has a very short turn around time allowed to comment and is biased towards this model.



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regular basis (ie, does your organization have that capacity?)

Opportunities and challenges of district approach

- The Victoria Park BIA has openly and publicly been challenged in regards to its right to exist by community groups, until that is resolved it is very challenging to see how we can all try and work together, when our existence is not formally recognized. There was a time when we did work very closely together and agreed that in most cases we would agree, and when we didn't that was ok. Now politics and territory are massive barriers.
- Will an organization like a CA or a BIA be able to opt out of the process and do their own responses to administration? If so, then the forum would only add a superfluous layer and developers will still have to go to multiple engagements
- Once again, hard to answer with such a rudimentary understanding of how a district forum would function. Opportunities- a broader perspective. For example, if a disability-awareness organization was to weigh in on the challenges of inaccessible businesses, sidewalks, intersections that could provide more insight. Challenges:
 - More work, more bureaucracy
 - More commitment from volunteers at the board level
 - Decisions from members on the district forum who will have no understanding of what makes a main street tick
 - More communications to sift through

Additional resources that you would like to suggest for the task force's consideration

- It has to be a-political, non-partisan.
- Better, more, efficient collection of feedback, with sensitivity to context. I recommended [personally identifying information removed] for survey and info collection.

Any other comments

- I honestly want to have a very candid talk about how you think this will work in the Beltline.
- NOT SUPPORTIVE
- Just my opinion but I suspect BRZs/BIA's in general will not favour this idea. It might have been a good idea to have reached out to our group sooner?
- I remain in the dark about how this could be an efficient use of resources, though I am open to delivering more info to the board I answer to- it is really up to them and their consensus. Ideally, BIA's and CAs should have limited time frames on boards (like the Doctors Without Borders model), so that fresh thinking is encouraged, and volunteers/paid staff are not entrenched in positions for too many years and no longer representing the broader community. However, democracy is fundamentally messy. Volunteer boards that hold elections at AGMs may not fall in line with the City, they may be a headache, but these are still part of the democratic process.



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Verbatim comments – other community organizations

Below are all of the verbatim comments collected. Comments are un-edited, this includes spelling and grammar. Only exception is if personal information was shared, this is indicated by [personally identifying information removed].

What organization, group or community do you represent

Please note that some groups had multiple members answer the survey.

- Ahmadiyya Muslim Jama'at
- [personally identifying information removed] Senior Citizens' Society. The Society has a dedicated team of volunteers who need seniors to file their applications for PR Card, Citizenship, Visas, Passport Renewals, OAS, GIS, CPP, Alberta Seniors Benefit and file free tax return
- Arbour Lake Residents Association
- Aspen Family & Community -- Community Connections -- Outreach -- SE/Beltline areas
- Aspen Family and Community Network Society
- Aspen Family and Community Network Society
- Aspen Family- Community Connection
- BowWest Community Resource Centre
- Brenda Strafford Society for the Prevention of Domestic Violence
- Calgary Chinese Community Service Association
- Confederation Park 55+ Activity Centre - represent seniors
- Eastside Victory Outreach
- Encompass Partnerships. We are a collaborative, co-work space environment where individuals, agencies and churches focused on service to the marginalized can operate.
- Ethnic seniors
- Genesis Centre
- Hopewell Residential Management LP
- Kerby Centre - older adults
- KidSport Calgary - we provide service to low income families across the entire city.
- Mahogany
- Mahogany Homeowners Association is a non profit organization that manages lake parks and facilities on behalf of the residents of Mahogany. WE provide and host many public community events and programs and provide additional services to City owned parks.
- North Central Family Support Program (Huntington Hills Community Centre)
- SE Calgary Community Resource Center
- Senior Centre
- Springbank Hill Homeowners Association
- Tuscany Residents Association

How your organization or group participates in reviewing planning issues

- Within my area, attending meetings is important to keep up to date with what is going on within the area.
- We collaborate directly with our Community Association.
- the Copperfield and Mahogany CA and ourselves are in partnership and work closely together in providing services and information to the community of Mahogany .
- the community association provides input to our residents association
- Would like to participate to disseminate information, raise awareness and provide The City correct and
- We are involved during consultation process, also in raising awareness as well as disseminating information. The person involved will depend on the nature, sometimes it is the Executive Director or representatives of the Board
- Marginally involved, I think
- The involvement is very limited. Most of the time, the City staff prepares the proposal and will be voted in the committee without consulting the community first.
- We have not been overly engaged as the only info we received has been from our local community association or city with respect to specific area



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balanced feedback based on what members convey their concerns, apprehensions or others.

- Monthly Newsletter, Website, Road side signs, numerous events.
- We help community groups disseminate information, examine the neighbourhoods strengths and work with a variety of organizations to close the gaps found.
- Host information nights and post on bulletin boards. A member from the board is involved.

developments. Our office is not open to the public so there is no impact on our organization on these discussions

- [personally identifying information removed] from our organization is part of NE presidents group [personally identifying information removed]
- we attend NE presidents meeting
- The Tuscany Community Association on occasion shares information with the residents association on issues they feel the residents association may have an interest. This is a hit and miss method of disseminating information from the City.

Other ways your organization receives information on planning matters

- Would like to have newsletters and learn through participation in meetings.
- Mail
- The community association
- News
- word of mouth
- Mailings for Land Use applications as an adjacent landowner only.
- [personally identifying information removed] EA is very good at sharing information
- A representative from the community association would contact the residents association on a matter they felt the residents association would have interest. We may also receive information from the City via our alderman's office or from the administration.

Other ways your organization shares information

- Radio
- Mail
- Posters in our office, face to face meetings with residents
- word of mouth
- Email
- our member data base.
- Other social media

What has worked well and what doesn't for your organization

- Community events, word of mouth
- We have done land use applications with dedicated websites and share all of the information on the file and the what we heard report. We then email blast every update to the site to those that have registered on the site with us. Transparency seems to work well in informing the community.
- we get information from our community association, but it is always after the fact.
- Access to information is haphazard and random Not sure we are on the radar for the City for any planning issue input at all, so don't receive information from the City on planning issues. No emails, no mailings. On other social issues we are focused on, we have created our own networks and continue to expand those.
- It works well when we are involved. Most of time, it does not happen.
- Newspaper, radio and social media
- As far as I know, we haven't been getting information on planning matters. Perhaps we aren't on a list of email addresses that get these updates. Or it is going to our spam folder if it is an email blast being sent out. We do have one community liaison come in occasionally and share some information with us.
- Social media seems to be the most effective
- What has worked well is when the community association views us as a partner in building resiliency within the neighbourhood rather than an embarrassment that people live in, or are near to living in poverty, are part of their neighbourhood. What does not work well is when a small group of people who are organized and connected have their views acted upon, often to the detriment of either the



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- The process in receiving information is hit and miss and often disrespectful to the organization.
- Email communication and Newsletters
- Email
- Sharing information via biweekly e news publication, our facebook page, our website, direct database email communication.
- Emails work well, however, we are less likely to read if they come frequently
- Emails and face to face meetings are great ways to communicate information
- Will be able to comment on this once we start getting information and would like to share through Society's monthly meetings.
- Informational meetings, one on one discussions
- attending meetings, attending events, emails and having connection within the city of Calgary
- Meetings of the all groups from the neighbourhood. We organize together Christmas Hamper and other functions. Face to face conversation is the best way to communicate.

majority of community residents or to a specific group living in the neighbourhood. What does not work well is when a community association is clearly not following society or civic bylaws, and at times, provincial or federal laws, the city representative seems to be powerless to take action. For a community association to be acting under bylaws which have not been passed by the province and not to have audited financial statements for a number of years without action taken by the city is unconscionable. The political vote means more than ensuring the laws are served.

- You must have a good relationship with other community stakeholders.
- Word of mouth works best and our personal newsletters emailed to members.
- Posters/bulletin boards don't work.
- Not enough information to comment
- it works ok

Characteristics/qualifications on which organizations can be members of a district forum

- All those that will be affected should be included in the forum. i.e Bus routes in area should have residence and businesses included as all are affected.
- Broad - so different parties feel involved
- Expertise
- No and yes! Since the function of a District Forum is to get broad community input, you need to keep the bar low so that any community member can participate. Having said that, I do believe community groups (not just the associations) whose constituencies are to some extent spread across the District would make effective voices at the table.
- we can create association for all the ethnic and Religious communities.
- Need to be living in or working directly in the district
- Need to be engaged and working towards collective action, not for agency or organizational purposes
- Full time residents within the district
- Ensuring each cultural aspect is included
- Open-minded concept
- The organizations which will be affected by the discussions and decisions made with the district forum. The organizations which can contribute to the
- The City needs to look at each district and talk to the communities to help define a district and the parameters and roles of the district. Each part or district is going to have its individual needs and requirements. It is those characteristics that will define the qualifications on who can be members of a district forum. Strongly recommend encouraging those who have a vision for the region and understand community development as a whole and are not agenda or segmented driven. The City has a great opportunity to partner with HOA's and RA's to assist in building these district models as they have resources and administration infrastructure in place. They know the needs of the community and proactively go and build community. Mahogany HOA for example sees the need not only to look after its residents and inherited parks and lakes but also build and develop community that is unique to the South East of Calgary. We have the south health Campus and an New YMCA going in to look after the regions health needs. We see our role is building the cultural and community component as well as plan for the the needs of the future. Every event we host it is in anticipation of growing to meet



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discussions and decisions made with the district forum.

- Issues that impact them and it is a registered group with people that can work together.
- Apart from Senior Citizens' Societies, heads of non-profit religious, socio-cultural organizations, voluntary health clinics, residential associations, sports organizations can provide useful inputs on the proposed forum.
- Does it matter? Or will the City just use this group to inform as opposed to actually engaging.

the greater community and building community. The other part of this is partnering with the City of Calgary to provide additional services and support to existing services, such as better park services. (i.e clearing of snow from park pathways so people can use throughout the year creating all season opportunities to have and healthy active lifestyles.) Another component is the future 13 acre community park that is going in Mahogany, how we plan that is vital to the South East region. (I define the south east region east of the Bow river and south of 130th ave.) Which is predominantly made up of HOA and RA communities. The vision is to build a community where one can live work and play for families for generations that are unique to the area or region.

Opportunities and challenges does a district approach pose for your organization

- With community association that are truly representative of their neighbourhood, there is no challenge, only opportunities. For the community associations who speak for a very few and have their own needs top of mind, almost impossible to work with. And it is these organizations who are usually in contravention of their own bylaws, city bylaws and the Societies Act. Many are also contravening the Charities Act.
- The City of Calgary has the reputation as "a lot of talk" in terms of getting input from community, but will turn around and do whatever they want anyways.
- Often programs are cross district, and at times clientele and support can be fluid and move in and out of a district.
- More than one community that may have different needs and are very different ages
- We have a wide range of constituencies here, the bulk of which are immigrants. Would love to see their input coached and empowered to contribute to community planning.
- Our seniors can have a voice on issues that affect them.
- Time constraint
- Inadequate knowledge about specific issue
- Timings of the meetings not to clash with own urgent and compulsory matters, lack of interest by certain groups in all areas as each one tends to pursue individualistic approaches and inability to take the overall benefit of the City and all its residents.
- OPPORTUNITIES
 - If community based representatives of the community understands the needs of the community they live in and can allocate resources base on those needs
 - The intellectual community based resources that are available in the community.
 - Resources that are raised from this community are reinvested in this community.
 - Greater buy in from the community if decisions are made by the community.
 - Sharing of resources and existing infrastructure.
 - Great vision and planning will ensure the success of the district approach
 - Potential mitigation of processes and systems that causes human resource burnout.
 - getting a greater representation of community voice across the regions
- CHALLENGES
 - If all volunteer base will have burnout and not succeed, will need administrative support and resources.
 - how the district is defined.
 - poor planning and setting out of vision and mandates as well as long term vision and plan
 - lack of community education and buy in from all community stakeholders.
 - the parameters and regulations placed on the district by the City
 - city not listening to the district needs and applying and overall arching policy or regulation on the district or area.



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- applying outdated and antiquated regulations on the district and not allowing the district to create its own parameters and regulations.
- timely response and turn around to reduce volunteer resource burnout.

Additional resources that you would like to suggest for the task force's consideration

- The City needs to do a better job at disseminating the information. [personally identifying information removed] no invite to complete this survey from the task force/City. I only learned of the survey via a member of the community association. You need to fix this problem before you can have any meaningful discussions on any of the issues.
- The more The City can do, the better. Setting meetings, providing venues, writing agendas & minutes would be extremely helpful.
- as volunteers we are inundated with complaints regarding city land up keep and community land up keep
- volunteers need as much support/resources from the city to answer and explain decisions made regarding up keep (snow removal, watering services, weed control)
- I would like to suggest that the district committee not forums actually have the ability to set certain policy.
- - Education on what is the overall direction and future of the district from a city perspective as in 50 years out. Growth of the City etc.
- volunteer training needed to ensure the success and give them the tools to ensure the success of the district.
- In order to have healthy participation by stakeholders, it would be better to communicate in a language that they understand. It could be by way audio-video visuals that should encourage questions from them.
- Provide resources in various languages that meet the needs of people involved.
- Periodically switch up or have a process for committee members or representation to change. Need continuous engagement, not necessarily the same residents or members representing the population.
- Time lines for the work and the decisions. Democracy is a long process but worth it. Anti-democracy occurs when the people who 'did not win' come back to the table repeatedly until they wear out those who are there to do some good for their neighbourhood and for their city.

Anything else

- It is interesting when you look at large urban areas such as Vancouver, London, Melbourne Sydney etc. We will take Vancouver for example and how they are made up of multiple municipalities (Vancouver has approximately 13 for example some of those municipalities servicing populations of 30,000) and they have arrived out of communities joining or or a unique aspect of communities creating a general region and eventually a municipality. Calgary and Edmonton on the other hand are single large municipalities with over a million people in each and trying to manage all the needs within the City of Calgary with general city wide bylaws and regulations. Yet the needs in the North East are vastly different to those in the South East and even within the South East are different as well. The City has a great opportunity to continue to be a large one
- There have been many times the City has asked our organization for input, prepared a lovely looking report then turn around and do something totally different.
- would like to see city representatives more engaged within district forums and community organizations
- I think this is a good idea we should go ahead for district forum.
- Thanks for including us, we work hard to have a great connection to our community, but with boards changing, volunteers changing it is an ongoing process for us to keep up these contacts and maintain the relationships and awareness that are valuable to us and the families we service
- Additional comments and/or ideas can flow from a specific issue as it takes time for persons like me to instantly respond. Let the problems settle in



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city municipality as they have this unique infrastructure in the form of HOAs and RAs in place that can work as districts and by building partnerships and infrastructure with the resources we share we could even make the City of Calgary a better city for all to live work and play.

I think the City has a great opportunity and the potential is limitless. Please listen to your communities and allow them some autonomy to decide their community's future.

person's mind and solutions will come only when one is continuously focused on the issue.

- Let's focus this work on reducing bureaucracy and time lines and increasing individual involvement.
- Never been involved in a forum or community meeting so have nothing to share.
- Nil



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Appendix 1 – Survey questions

Questions asked of the Community Associations

1. Which community association do you represent? Please note that your answers will NOT be attributed to your organization in the reports.
2. Does your organization participate in planning processes such as local area planning or development / land use application reviews? If no scroll down to the the box titled "reading break."
3. If yes, tell us a bit about your process of participating in planning processes. How is your organization involved (disseminate information, raise awareness, provide input to the City, etc.)?Who is involved (planning committee, board of directors, etc.)?
4. Check all of the ways your organization shares information on planning matters.
5. Check all of the ways your organization collects information from community stakeholders on planning matters.
6. Based on how you share and collect information, please share what has worked well and what does not for your organization.
7. Please check which of the following organizations your community association actively seeks to involve in planning processes.
8. Tell us a bit about any of the successes and challenges you have had in connecting with different organizations.
9. Please check which of the following people or populations your community association actively seeks to involve in planning processes.
10. Please tell us about any successes or challenges you have experienced in trying to connect with the above populations.
11. What opportunities and challenges does a district approach pose for your organization (and its volunteers)?
12. Are there any characteristics / qualifications you suggest we use to establish which organizations can be members of a district forum?
13. Are there any additional resources (services, skills, support programs for volunteers) that you would like to suggest for the task force's consideration?
14. Are there any other comments you would like to share with respect to the idea of a district forum or community representation more generally?

Questions asked of the Business Improvement Areas

1. Which business improvement area do you represent? Please note that your answers will NOT be attributed to your organization in the reports.
2. Does your organization participate in planning processes such as local area planning or development / land use application reviews?
3. If yes, tell us a bit about your process of participating in planning processes. How is your organization involved (disseminate information, raise awareness, provide input to the City, etc.)?Who is involved (planning committee, board of directors, etc.)?



4. Check all of the methods of communication your organization uses to share information on planning matter.
5. Check all of the ways your organization collects information from community stakeholders on planning matters.
6. Based on how you share and collect information, please share what has worked well and what does not for your organization.
7. Tell us a bit about any of the successes and challenges you have had in connecting with different organizations?
8. Are there any characteristics / qualifications you suggest we use to establish which organizations can be members of a district forum?
9. What opportunities and challenges does a district approach pose for your organization (and its volunteers)?
10. Are there any additional resources (services, skills, support programs for volunteers) that you would like to suggest for the task force's consideration?
11. Are there any other comments you would like to share with respect to the idea of a district forum or community representation more generally?

Questions asked of the other community organizations

1. What organization, group or community do you represent? Please note that your answers will NOT be attributed to your organization in the reports.
2. Does your organization or group currently receive information from a local community association or business improvement area group about participating in planning processes such as local area planning or development / land use application review? If no, and your organization or group does have an interest to participate in planning processes, proceed to question 4.
3. If yes, tell us a bit about how your organization or group participates in reviewing planning issues such as local area planning or development / land use applications. For example, how is your organization is involved (disseminate information, raise awareness, provide input to the community association or the City, etc.) and who from your organization is involved (planning committee, board of directors, etc.)?
4. Check all of the ways your organization receives information on planning matters.
5. Check all of the ways your organization shares information from community stakeholders on planning matters.
6. Based on how you get and share information, please tell us what has worked well and what doesn't for your organization. What seems to work well? What doesn't? For example, who's page, email blast, etc. works well.
7. Are there any characteristics / qualifications you suggest we use to establish which organizations can be members of a district forum?
8. What opportunities and challenges does a district approach pose for your organization (and its volunteers)?
9. Are there any additional resources (services, skills, support programs for volunteers) that you would like to suggest for the task force's consideration?



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10. Are there any other comments you would like to share with respect to the idea of a district forum or community representation more generally?