



Developed Areas Guidebook

Stakeholder Report Back: What We Heard Summary of Planning Engagements

Project overview

Communities are never static, they are constantly evolving and growing. As communities grow, change, and adapt over time, the choices and opportunities for its existing and new residents should increase. Increasing choice allows residents to age in their community and families to thrive; choice allows people to try different food and shops that suit their individual style and tastes; choice allows people of various abilities, ages, and skills to play, relax and recover in a way that meets their needs. Communities benefit and become more vibrant and resilient by offering choice.

The Guidebook is a set of planning policies based on the following core values that support a community conversation about how great communities for everyone can be achieved in Calgary. The policies found in this Guidebook direct local area plans, planners, communities, residents and industry members to implement these core values. Great communities for everyone function as cohesive places, often consisting of several traditional neighbourhood areas, where residents and visitors can work, live, recreate, get what they need and want, and feel welcomed.

Engagement overview

Engagement for the Developed Areas Guidebook has actively engaged with communities and stakeholders to use the Guidebook through the local area planning processes and applications. Collaboration and feedback have given a lot of great information that has been used to inform the work on the Guidebook. Administration has also chosen to research past engagement reports covering many applicable planning topics to inform the work, rather than pursue additional engagement, asking the same types of questions.

Administration researched more than 75 engagement reports, meeting minutes, feedback documents, and letters dating back to 2015, see Appendix 1. These events include engagements on the Guidebook, the Land Use Bylaw, local area plan projects, Community Representation Framework, Main Streets, Streetscape Master Plans, One Calgary Service Lines and Budgets, Partners in Planning, online surveys, and meetings with various stakeholder groups, to name a few. The data gathered provided information on citizens and stakeholders opinions on redevelopment within communities, the things they value, the tools we use, the issues that arise, and the outcomes they envision. All feedback was themed, filtered, and summarized to identify common threads, vision, issues, and concerns, and is represented by the summary noted within this document.

Below outlines the methodology for the theming. All data were put through three filters to reach the summary statements outlined in this document. The methodology is as follows:

1. We established 6 core themes based on the data gathered. These core themes include:
 - a. City Services and Citizen Values
 - b. Development Outcomes
 - c. Identifying a disconnect between policy and regulation
 - d. The need for a planning system change
 - e. Tools and Implementation
 - f. Policy content
2. Data was further filtered using the [5 Council Priorities](#), as well as other filters such as “process”, “clarity”, “consistency”, and a “lack of trust”, as examples.



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3. Data was then grouped by common theme, “community character”, “parks and open space”, “cycling”, “parking”, as examples.
4. Summary statements were written to capture the nature of the feedback provided under 3 above, and this is what is represented in this document.

This What We Heard Report is a summary of engagement and feedback that has been collected from over 75 events since 2015, and has been used to inform the direction we have taken with the Developed Areas Guidebook – Great Communities for Everyone.

Summary of what we heard

City Services and Citizen Values

1) A city that moves

- a) Transit should be accessible, connected, attractive, on-time and safe. Good connections between transit and to other transportation modes is important.
- b) Cycling and cycling infrastructure should be accessible, safe, maintained, and well connected to transit and other transportation modes.
- c) Parking should be safe and accessible and balanced with cycle lanes. Parking should be protected on main streets and residential areas. Look at paid short term parking, and permit parking.
- d) Pedestrian infrastructure should be accessible, safe, and well connected to other transportation modes.
 - ❖ This feedback was received at events 2, 17, 18, 19, 20, 25, 47, 60, 61, 63. Please refer to Appendix 1 for event numbers.

2) A healthy and green city

- a) Open spaces and parks should be preserved, maintained, and improved to allow for community gathering spaces, programs, and connections.
- b) Increase the level of recreation opportunities, community amenities, programs, services, and infrastructure.
- c) Trees and the tree canopy are valued by communities.
- d) Protection of air, water quality, water supply, and the natural environment are valued by communities.
 - ❖ This feedback was received at events 8, 21, 25, 35, 50, 60, 61, 63. Please refer to Appendix 1 for event numbers.

3) A prosperous city

- a) Local and small businesses are important to the prosperity of the city, and should be supported by affordable space for businesses.
- b) Property values are a concern.
 - ❖ This feedback was received at events 12, 39, 60. Please refer to Appendix 1 for event numbers.



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4) A city of inspiring neighbourhoods

- a) Communities should be vibrant, resilient, connected, safe, clean, and have a strong sense of community.
- b) Communities desire to maintain a unique character and identity, preserve heritage, and want to ensure that development is sensitive to existing properties.
- c) Communities desire to have a mix of development and housing that is diverse, affordable, and accessible.
- d) Communities desire to have amenity spaces where they can gather in their communities for culture, art, sports, food, recreation, beautification, and nature.
- e) Communities desire to have appropriate levels of parking available.
- f) Communities value connections between various modes of transportation that are safe and easy to navigate, especially for pedestrians. This includes sidewalks, roads, and pathways.
 - ❖ This feedback was received at events 1, 2, 6, 12, 19, 21, 22, 23, 24, 39, 47, 49, 50, 59, 60, 61, 63, 70, 71. Please refer to Appendix 1 for event numbers.

5) Consistency

- a) There is a desire for consistency in planning through applications, processes, engagement, communications, and plain language. In addition, there needs to be improved knowledge of planning documents to be consistent in decision making.
 - ❖ This feedback was received at events 27, 53. Please refer to Appendix 1 for event numbers.

Development Outcomes

1) A city that moves

- a) Transportation infrastructure - including pedestrian, cyclist, transit, and vehicular infrastructure - should be accessible, safe, clean, connected, and integrated into community networks.
- b) Connections for all modes of transportation are important, and communities should have a pedestrian and cycling network that is easy to navigate and safe
- c) Developments should include parking for cars and bicycles.
- d) The City needs to prepare for autonomous and electric vehicles.
- e) Traffic safety is a concern and should be improved with lighting, reduced speeds, and access/egress. Additional density causes impacts to traffic and should be addressed.
- f) Industrial areas of the city need better accessibility and infrastructure for goods movement, and better mobility options for workers in industrial areas.
 - ❖ This feedback was received at events 1, 3, 6, 7, 8, 10, 11, 12, 16, 19, 23, 25, 32, 35, 39, 40, 47, 50, 52, 54, 59, 61, 63, 69, 70, 78. Please refer to Appendix 1 for event numbers.



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2) A healthy and green city

- a) Communities should preserve open spaces and parks that also includes space for gardens, landscaping, amenities and pathways.
- b) Open spaces and parks should include spaces for gardens, landscaping, trees, pathways, plazas and gathering spaces.
- c) Need to address stormwater pollution.
 - ❖ This feedback was received at events 6, 10, 16, 23, 25, 39, 40, 60, 77. Please refer to Appendix 1 for event numbers.

3) A prosperous city

- a) Need to address the empty office spaces downtown.
- b) Redevelopment supports job creation and brings residents into the community.
 - ❖ This feedback was received at events 60, 70. Please refer to Appendix 1 for event numbers.

4) A city of inspiring neighbourhoods

- a) Infill developments need to be contextually sensitive to adjacent developments through height, massing, setbacks, and site development.
- b) Developments and infrastructure projects should enhance communities.
- c) Provide more affordable and accessible housing options, including tiny homes, places for citizens to age in place, and multi-generational housing.
- d) Communities desire places to gather and interact with their neighbours that are well designed, safe, open, vibrant, accessible, and reflect the identity of the community. These spaces will allow for shopping, eating, education, art, recreation, culture, and amenities.
- e) Rowhousing should maintain, enhance, and respect the existing characteristics and orientation of the street, and fit within the existing community character.
- f) Communities are concerned about the impacts of new development as it relates to density, intensity, privacy, sightlines, shadowing, heritage conservation, and overall fit within the community.
- g) Support transit oriented development through mixed use and ground floor commercial spaces.
- h) Don't have an issue with the density of R-C2, but there are conflict points with massing, height, loss of trees and green space, character, and privacy.
 - ❖ This feedback was received at events 6, 8, 10, 12, 18, 24, 25, 29, 35, 39, 40, 47, 50, 52, 59, 60, 61, 63, 69, 70, 75, 76, 77

Disconnect between Policy and Regulation

1) Link between the Municipal Development Plan (MDP) and the Land Use Bylaw (LUB)

- a) Stakeholders struggle to understand how the MDP connects to the LUB, and only have a basic understanding. Drawing the connection will make this easier.
- b) Rules need to be simplified in the LUB.



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❖ This feedback was received at events 10, 51. Please refer to Appendix 1 for event numbers.

2) **Link between the Developed Areas Guidebook and other policies and rules**

a) The Guidebook does not provide the right level of guidance, and interpretation of policies is not consistent. It is not clear how the Guidebook implements the MDP, or how the Guidebook connects to the LUB.

❖ This feedback was received at event 53. Please refer to Appendix 1 for event numbers.

Need for a System Change

1) **A prosperous city**

a) We need to be able to encourage new opportunities in business, industry, and technology.

❖ This feedback was received at event 60. Please refer to Appendix 1 for event numbers.

2) **Adaptability**

a) The existing Land Use Bylaw is not adaptable to changing market conditions, but should be more flexible to allow for it.

❖ This feedback was received at event 49. Please refer to Appendix 1 for event numbers.

3) **Clarity**

a) City policies should provide for a clear planning process with clear expectations of communities. Engagement should be upfront about what is proposed, how communities can participate, and how their feedback is being used. Engagement should be accessible and make it easy to participate through plain language and involvement.

❖ This feedback was received at events 11, 26, 27. Please refer to Appendix 1 for event numbers.

4) **Community Context**

a) The planning process needs to give better consideration for community needs, history, local context, and community character. Communities feel this is being watered down.

❖ This feedback was received at events 26, 27. Please refer to Appendix 1 for event numbers.

5) **Lack of trust**

a) Communities do not trust the planning process and that Administration won't listen to their concerns and comments. The City needs to establish trust in its processes, how feedback is being used, and answer to why some comments aren't being used.

❖ This feedback was received at event 27. Please refer to Appendix 1 for event numbers.

6) **A new approach is needed**

a) The City needs to better understand demographics, housing costs, and investments in communities to help plan for change and evolution in communities.



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- b) Building blocks need to better reflect built form rather than use differences. Built form needs to show how it interfaces with other built form types, and provide guidance to ensure appropriate transitions between various built forms.
- c) Concern around density and its impacts on traffic. It is enough to have basement suites, and do not want multi-story condos or commercial buildings since character cannot be retained with high density.
- d) Planning processes and applications need to be simplified.
 - ❖ This feedback was received at events 9, 36, 43, 60, 77.

Planning Tools and Implementation

1) Clarity

- a) Planning policy language needs to be explicit to remove subjective interpretation and discretionary exceptions.
 - ❖ This feedback was received at event 31. Please refer to Appendix 1 for event numbers.

2) Compliance with other policies

- a) Comprehensive planning and compliance with Area Redevelopment Plans is critical.
 - ❖ This feedback was received at event 31. Please refer to Appendix 1 for event numbers.

3) Heritage

- a) Determining heritage areas in a community has to happen in collaboration with discussions about infrastructure, density/intensity targets, and the types of incentives/financing that is available. Built form, scale, and massing is important for heritage policy areas to address the streetscape and setbacks.
 - ❖ This feedback was received at event 30. Please refer to Appendix 1 for event numbers.

4) A city of inspiring neighbourhoods

- a) Planning processes and tools need to be able to address those with mobility and physical impairments, and social and economic disadvantages. We need to plan for all citizens.
 - ❖ This feedback was received at event 67. Please refer to Appendix 1 for event numbers.

5) A new approach is needed

- a) In order to plan for all citizens, the tools The City uses to create great communities for all (MDP, Guidebook, ARPs, LUB) need to be linked.
- b) Plans need to provide better graphics and imagery to illustrate the policies and rules.
- c) Some local area plans are out of date and no longer relevant. It might be valuable to stale-date local area plans and use the Guidebook in its place so that all developed areas have relevant local policy that is aligned with the kind of city we are building.



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- d) Specific numerical targets within a policy provides no flexibility for design. A more effective approach is for policy to state what it is trying to achieve. Numerical targets belong in the land use bylaw.
- e) It isn't clear how the Guidebook is applied and if it is statutory or not. It also isn't clear how the Guidebook works with other city policies.
- f) Guidebook language is vague and open to interpretation. The Guidebook must be clear on the vision and direction. Some words such as "contextually sensitive" have no meaning and have no threshold.
- g) The Land Use Bylaw is long and complex. It should be more user-friendly, shorter, and plain language. Rules should align with policies.
 - ❖ This feedback was received at events 41, 42, 43, 53, 64, 65, 66. Please refer to Appendix 1 for event numbers.

6) Policy

- a) Policy language needs to be explicit and less subjective.
 - ❖ This feedback was received at event 31. Please refer to Appendix 1 for event numbers.

7) Process

- a) Engagement is critical at all stages of the project with clear timelines and implementation.
- b) Maps need to be legible and clear, more maps if required.
- c) Infrastructure and amenities need to be equipped to handle more density.
 - ❖ This feedback was received at events 22, 39, 43, 77. Please refer to Appendix 1 for event numbers.

Policy Content

1) A city that moves

- a) The Land Use Bylaw prevents achieving pedestrian, cycling, parking, vehicular loading, and emergency access outcomes.
 - ❖ This feedback was received at events 31, 49, 59, 78. Please refer to Appendix 1 for event numbers.

2) A healthy and green city

- a) Communities desire soft landscaped areas with trees, biodiversity, and more green space. A tree-plan to protect private property trees is also valued.
- b) Communities desire to have more food security and access to healthy foods.
- c) Communities desire advancements and support in alternate energy sources.
- d) The Guidebook is missing a category for open space and natural space.
- e) Communities are concerned about flooding.



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- ❖ This feedback was received at events 31, 34, 41, 47, 59, 60, 78. Please refer to Appendix 1 for event numbers.

3) A city of inspiring neighbourhoods

- Communities value mixed use and a mix of building types and forms.
 - Communities expressed the importance of sensitive built form scale within their communities. Diversity is good as long as it fits well and transitions occur. Higher urban design standards are needed to counteract poor built forms.
 - Communities desire housing for seniors that includes assisted and supportive living to allow for aging in place. These places should be closer to public transit and pedestrian areas.
 - Communities desire more affordable housing.
 - Communities desire preservation of community character, heritage, and community identity, with preservation of views and sunlight.
 - Communities expressed that there is a tension between increased density, transit oriented development, and the existing community.
 - Developments that maximize their built form is a concern, when more units could be placed on a parcel instead (i.e. rather than build a massive single detached, build the same size building with more units in it).
 - Communities desire retail, shops, restaurants, and services along with diversity of housing for all citizens.
- ❖ This feedback was received at events 13, 18, 31, 34, 41, 42, 49, 59, 76. Please refer to Appendix 1 for event numbers.



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Summary of Planning Engagements

Appendix 1 – List of Engagement Events

1.	17 Avenue S.E. Main Streets Local Area Plan
2.	17 Avenue S.W. Streetscape Master Plan - Main Streets
3.	2 Street Complete Street Project
4.	33 and 34 Avenue Main Street Land Use May 2018
5.	33 and 34 Avenue Main Street Land Use November 2018
6.	33 Ave / 34 Avenue main street Streetscape and Land Use
7.	37 Street S.W. Streetscape Master Plan
8.	9 Avenue S.E. Streetscape
9.	April 19 (no year noted), Engagement with Marda Loop
10.	Backyard Suites Guidelines
11.	Banff Trail / Capitol Hill Community Planning Project
12.	Beltline Area Redevelopment Plan Amendments
13.	Bowness Infill Engagement, April 16, 2018
14.	Bowness Main Street Land Use July 2018
15.	Bowness Main Street Land Use May 2018
16.	Brentwood Co-op Redevelopment, 2017 Apr
17.	Bridgeland-Riverside Area Redevelopment Plan, 2017 Aug-Dec
18.	Bridgeland-Riverside Area Redevelopment Plan, 2018 Apr-July
19.	Bridgeland-Riverside Area Redevelopment Plan, Phase 1
20.	Calgary and Area Pathway and Bikeway Plan, 2017 May, June; 2018 May, June
21.	Calgary Parks and Pathway Bylaw Review
22.	Chinook Station Area Redevelopment Plan, December 2017
23.	Chinook Station Area Redevelopment Plan, June 2017
24.	Chinook Station Area Redevelopment Plan, Spring 2018
25.	Community Planning along Green Line
26.	Community Representation Framework
27.	Community Representation Framework Stakeholder Report Back: What We Heard July 13, 2018
28.	Community Representation Framework Stakeholder Report Back: What We Heard May 30, 2018
29.	Contextual Dwelling Monitoring
30.	Developed Areas Guidebook Stakeholder Report Back: What We Heard Feb 15, 2019 Heritage Workshop
31.	Developed Areas Guidebook Stakeholder Report Back: What we Heard June 30, 2018
32.	Developed Areas Guidebook, Multi-Stakeholder Workshop, Feb 2019
33.	Developed Areas Guidebook, Multi-Stakeholder Workshop, March 2019
34.	Draft - Report on Phase 1, Land Use Bylaw Discovery
35.	East Inglewood Residual Lands
36.	Federation Community Planning Conversation, Sept. 29, 2018
37.	Goods Movement Strategy, Feb 2018
38.	Green Line SE Public Information Session January 2015
39.	Green Line Stage One - Green Line in my Community
40.	Green Line Stage One - Green Line in my Community
41.	Guidebook Industry Consultation, September 12, 2016 (Meeting Memory)
42.	Guidebook Industry Consultation, September 15, 2016 (Meeting Memory)
43.	Guidebook Workshop February 2, 2017
44.	Guidebook Workshop February 2, 2017
45.	Inglewood Ramsay ARP Engagement Feb 2016
46.	Inglewood Ramsay ARP Information Café, April 2016
47.	Inglewood/Ramsay Open House, May 7, 2018



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48.	Inglewood ARP Feb 2018
49.	Ipsos Reid - LUB Stakeholder Engagement 2015
50.	Killarney/Glengarry Area Redevelopment Plan, April, May 2018
51.	Land Use Bylaw Stakeholder committee
52.	Land Use Redesignation Application: The GRID
53.	Letter from FCC, February 21, 2018
54.	Martindale Attainable Homes Land Use Redesignation
55.	Millican-Ogden ARP Engagement Feb 2016
56.	Millican-Ogden ARP Engagement Feb 2018
57.	Millican-Ogden ARP Engagement May 2018
58.	Millican-Ogden Open House April 2016
59.	Montgomery Main Streets - Bowness Road N.W, Apr-Jul 2018
60.	Next City Stage 1, In-Person
61.	Next City Stage 1, Online
62.	North Hill Communities Local Growth Planning Phase 1, Fall 2018
63.	OneCalgary Public Engagement key findings, October 1, 2018
64.	Partners in Planning - Core Session 1
65.	Partners in Planning - Core Session 2
66.	Partners in Planning - Core Session 3
67.	Partners in Planning - Planning an Inclusive City
68.	Ramsay ARP Engagement Feb 2018
69.	Rosedale Affordable Housing
70.	Rundle Station Master Plan
71.	Service Plans & Budgets 2019-2022, April, June, July 2018
72.	South Hill Open House April 2016
73.	South Hill SAP Review Feb 2018
74.	South Hill Station Area Plan Engagement Feb 2016
75.	Southview Affordable Housing
76.	Sunalta Housing One Application, June, July 2018
77.	West District / West Springs ASP, 2017 Apr, Oct, Dec
78.	West View Area Structure Plan, Feb 2018