

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Page 1 of 9
Item # 7.4

Planning & Development Report to
SPC on Planning and Urban Development
2020 March 04

ISC: UNRESTRICTED
PUD2020-0207

Guidebook for Great Communities

EXECUTIVE SUMMARY

Calgary is a city of inspiring neighbourhoods, each on a journey of growth and evolution. To continue being a great city made of great communities and to support growth throughout Calgary, Administration is delivering modernized planning tools. The *Guidebook for Great Communities* is part of a group of interconnected planning initiatives, known as The Next Generation Planning System, which will improve the way we plan Calgary's future and help us implement and realize the Municipal Development Plan and its policies (see Attachment 1). This report builds on reporting that went to Committee and Council in 2019 November providing an update on progress made since that time.

The first component of this report brings forward for approval the proposed *Guidebook for Great Communities (Guidebook)* (Attachment 2). The *Guidebook* provides a consistent approach to local area planning through common planning policies and a plan framework that enables communities to evolve in a manner that responds to the needs of current and future residents. Since 2019 November, Administration has tested the document through the North Hill Communities Local Area Plan, which has resulted in changes. Administration will continue to monitor the pilot projects and implement further changes through an approach to ongoing sustainment, including working with stakeholders to address issues as they arise.

The second component of this report is to deliver an updated implementation timing, contained in Attachment 3, for the framework to align the Land Use Bylaw (Bylaw) with the Municipal Development Plan and the *Guidebook*. As presented and approved in 2019 November, the framework for the renewal conceptualizes how new districts and regulations could be integrated into the Bylaw and outlines the main regulatory changes that could be required. Updated timing is necessary to account for the additional time to complete the *Guidebook*. Upon approval of both the *Guidebook* and updated timing, Administration will scope out the renewal of the Land Use Bylaw in more detail including potential resource and budget needs and will report back before mid-cycle budget adjustments in Fall 2020. In addition, work associated with a motion arising from 2019 July 29 (Report CPC2019-0759), to bring forward land use amendments that better facilitate mid-block rowhouse implementation, is being proposed to come back with Phase 1b, contained in Attachment 3.

The proposed *Guidebook* represents a major step toward achieving the goals of the Municipal Development Plan and Council's priority on building safe and inspiring neighbourhoods.

Approval(s): Dalgleish, S. concurs with this report. Author: Khan, L., and Ferguson, C.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Page 2 of 9
Item # 7.4

Planning & Development Report to
SPC on Planning and Urban Development
2020 March 04

ISC: UNRESTRICTED
PUD2020-0207

Guidebook for Great Communities

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Planning and Urban Development:

1. Direct Administration to:
 - a. Prepare a bylaw for the *Guidebook for Great Communities* as outlined in Attachment 2; and
 - b. Forward the proposed Bylaw, to accommodate the required advertising, and this report, directly to the 2020 April 27 Combined Meeting of Council.
2. Recommend that Council:
 - a. Hold a Public Hearing for the proposed bylaw at the 2020 April 27 Combined Meeting of Council, and give three readings to the proposed Bylaw;
 - b. Direct Administration to use the policies of chapter 3 of the *Guidebook for Great Communities* throughout the built-out areas as guidelines when reviewing development permits;
 - c. Direct Administration to, upon approval of the *Guidebook*, develop a scope for the Renewal of the Land Use Bylaw, as contained in Attachment 3, and return to Council prior to the mid-cycle budget deliberations for 2020; and
 - d. Direct Administration to undertake the work associated with the motion arising from 2019 July 29 (Report CPC2019-0759), to bring forward land use bylaw amendments that better facilitate mid-block rowhouse implementation, and to return in conjunction with Phase 1b of the renewal of the Land Use Bylaw.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2019 November 18 Combined Meeting of Council, it was moved by Councillor Gondek and seconded by Councillor Carra, that with respect to Report PUD2019-1015, the following be adopted:

That Council direct Administration to execute Option 2, as contained on page 7 of Attachment 13, with the following refinements:

- a. Build awareness among Calgarians about the changes being proposed and to allow Calgarians to participate in the community conversation on long-term planning and supporting growth with infrastructure and amenities;
- b. Communicate the vision & intent of the document within Calgary communities, in partnership with stakeholder groups, before the document becomes statutory. This communication should include examples from pilot communities;
- c. Prepare a clear engagement process for statutory planning work going forward, making expectations clear to all stakeholders about when to engage, what type of engagement is required, and what the outcomes of the work will be; and
- d. Provide further clarity on the relationship between this work and the City's shift to larger local area plans.

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

Page 3 of 9
Item # 7.4

Planning & Development Report to
SPC on Planning and Urban Development
2020 March 04

ISC: UNRESTRICTED
PUD2020-0207

Guidebook for Great Communities

At the 2019 November 18 Combined Meeting of Council, it was moved by Councillor Gondek and seconded by Councillor Carra, that with respect to Report PUD2019-1200, the following be adopted:

That Council direct Administration to:

1. Proceed with Phase 1 of the implementation scheduled for the renewal of the Land Use Bylaw as proposed in Attachment 1;
2. That Council direct Administration to return with an updated implementation schedule for the renewal of the Land Use Bylaw at the same time as bringing back the Guidebook for Great Communities; and
3. Report back through the Standing Policy Committee on Planning and Urban Development no later than Q1 2021.

Additional previous council direction can be found in Attachment 4.

BACKGROUND

In 2017, the Developed Areas Guidebook (Municipal Development Plan: Volume 2, Part 3) was approved by Council as one of three guidebooks intended to help implement the broad vision of the Municipal Development Plan by providing consistent planning policies across communities. On 2019 October 2 Administration presented to the SPC on Planning and Urban Development an evolution of this work in the form of the *Guidebook for Great Communities* (PUD2019-1015 - Great Communities for Everyone). At the same time, Administration also presented a potential plan regarding a renewal of the Bylaw based on policy provided in the *Guidebook* (PUD2019-1200 – Implementing Great Communities for Everyone). It was however, acknowledged that there were outstanding concerns with the *Guidebook* and thus timing associated with the renewal of the Land Use Bylaw. The committee determined that through the creation of a panel, stakeholder representatives and members of Administration could come together to: 1) confirm the expectations of the *Guidebook*, 2) discuss any outstanding areas of disagreement in the *Guidebook*, and 3) propose possible testing methods of the *Guidebook's* practices and policies.

On 2019 November 6, the SPC on Planning and Urban Development heard from the members of the panel regarding issues identified with the *Guidebook*. Instead of adopting the *Guidebook* at that time, Committee and Council directed Administration to return with the *Guidebook* together with the North Hill Communities Local Area Plan to provide stakeholders with more time to understand the document and provide more opportunity to create awareness of the document. It was accepted by Council that by delaying the adoption of the *Guidebook*, future work on the renewal of the Land Use Bylaw would be delayed as well.

Next Generation Planning System

The *Guidebook* is part of a group of interconnected planning initiatives, which lay the foundation for the next generation of planning in Calgary. Working with, and building on existing policies, the Next Generation Planning System realizes thriving communities that are loved by everyone, by enabling development and investment through clear, accessible plans, strategies and tools that strategically guide and support growth. This program of initiatives provides a coordinated and clear planning system for the whole city, removes outdated and redundant policy and

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

Page 4 of 9
Item # 7.4

Planning & Development Report to
SPC on Planning and Urban Development
2020 March 04

ISC: UNRESTRICTED
PUD2020-0207

Guidebook for Great Communities

creates a more robust toolbox to enable development and investment in Calgary (see Attachment 1 for more information).

The *Guidebook for Great Communities* is a set of policies towards planning a great Calgary. It connects the overall vision for Calgary, as contained in the Municipal Development Plan/Calgary Transportation Plan, to implementation at the community level. The *Guidebook* provides consistent, best-practice, community development policies in one document. It works together with a community's local area plan to guide and enable investment in the community. Providing consistent policies for all areas in one *Guidebook* allows each local area plan to focus its policy guidance on the unique aspects of the individual community. This combination of consistency and certainty creates a user-friendly, enabling environment for investment in Calgary's communities. The *Guidebook* incorporates tools from the City-Wide Growth Strategy and Funding and Financing initiatives, and will be the foundation for a renewed Land Use Bylaw. The *Guidebook for Great Communities* aims to:

- Focus on how people experience their community at the street level, rather than on buildings and uses;
- Provide more housing choice and services to residents of all communities;
- Increase certainty in the planning redevelopment process; and
- Connect guiding policy directly with Land Use Bylaw districts.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

To fulfill Council's direction in sections (a) and (b) above (provided at the 2019 November 06 meeting), Administration focused efforts on two main tasks: outreach and testing. Through these efforts, Administration heard that there are some other desired changes to the *Guidebook* that went beyond the issues identified through the testing. While Administration has considered these changes, work was prioritized to ensure changes were made to the *Guidebook* that were absolutely required before the *Guidebook* could be adopted. Future changes and updates will be considered through the sustainment approach outlined below.

Outreach

Council's direction was to focus on outreach and ensure Calgarians understood the vision and intent of the document. Administration worked to achieve this through a range of outreach options. These were designed for different audiences, ranging from those with little to no previous understanding of planning or the *Guidebook*, to those who have been involved with the creation of the *Guidebook* for the past year. The actions allowed stakeholders to participate in community conversations and awareness building regarding not only the *Guidebook*, but also long-term planning objectives. Administration was able to share examples from the North Hill Communities Local Area Plan to help communicate the intent of the *Guidebook* and show how it would be used with future local area plans. For a full list of outreach activities and additional detail please see Attachment 5.

Testing

Since 2019 November, the *Guidebook* policies have been tested through the North Hill Communities Local Area Plan. Testing of the *Guidebook* policies has also occurred through an internal review of existing and already approved development applications. In addition,

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

Page 5 of 9
Item # 7.4

Planning & Development Report to
SPC on Planning and Urban Development
2020 March 04

ISC: UNRESTRICTED
PUD2020-0207

Guidebook for Great Communities

Administration held a couple sessions with development industry stakeholders to go through approved applications to show how the *Guidebook* policies would be applied.

Further, Administration has also been collaborating on the Heritage Communities Local Area Plan as well as the Westbrook Local Area Plan. Being part of these pilot plans from the beginning has allowed Administration to build on the findings from the North Hill Communities Local Area Plan and process, modify some of the engagement sessions and begin to have a different conversation with communities about how to achieve desired outcomes.

Revisions

Overall, Administration revised the *Guidebook* based on the learnings and findings from this testing. There are findings that could not be included in the *Guidebook* given the need to do additional engagement to determine appropriate revisions; however, these will be included in the next phase of updates as part of the sustainment process. While the details of these refinements (and potential future amendments) can be found in Attachment 6, the biggest changes include:

- Recommending that chapter 3 of the *Guidebook* be a statutory document only when a local area plan has been created using the urban form categories of the *Guidebook*
- Ensuring alignment between the *Guidebook* and the North Hill Communities Local Area Plan (that will lend to the clarity with future local area plans)
- Changes to mapping and colour tones to improve legibility and accessibility
- Clarity in the wording of some policies to ensure they are understood and implementable

Sustainment Approach

The *Guidebook* team will continue to be part of resolving any issues as they arise on development applications and plan creation. In addition, any changes or feedback collected through the Next Generation Planning System work, will be reviewed in a coordinated way amongst internal teams. Upon adoption of the *Guidebook*, Administration will also create a sustainment process comprised of panel members and other invested stakeholders, where issues can both be identified and examined (more information on this process can be found in Attachment 7). This will provide a venue to discuss necessary future changes and to support the transition to the new urban form categories, both internally and externally.

Clear Engagement Process

The Baseline Engagement and Communications Project establishes a predictable engagement and communications approach for planning and development projects (ranging from policy to land use amendments). Attachment 8 provides a summary of this project. This project concluded in 2019 September with the launch of the Community Outreach on Planning and Development Toolkit (refer to calgary.ca/planningoutreach). The toolkit clearly outlines community outreach roles and responsibilities across a variety of planning and development initiatives - from policy plans to development permit applications - and provides a range of tools and resources to support effective community outreach across all file types. Administration will continue to use this approach for future Next Generation Planning System projects, including the next steps of the renewal of the Land Use Bylaw.

This work should help to provide a clear engagement process for statutory planning work going forward, making expectations clear to all stakeholders about when to engage, what type of

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

Page 6 of 9
Item # 7.4

Planning & Development Report to
SPC on Planning and Urban Development
2020 March 04

ISC: UNRESTRICTED
PUD2020-0207

Guidebook for Great Communities

engagement is required, and what the outcomes of the work will be, ultimately fulfilling Council's direction (c) above (provided at the 2019 November 06 meeting).

City's Shift to Larger Local Area Plans

Knowing this is one of Council's directions (section (d) of direction above from 2019 November 18), the *Guidebook* aims to provide a consistent framework to plan complete communities across Calgary's built-out areas. In order to achieve the goals and principles of the *Guidebook*, larger areas to develop local policy plans will provide an efficient way to discuss how multiple communities evolve and change together to create complete communities that all benefit from the shared elements that connect these communities. By providing a common set of policies and urban form categories, the *Guidebook* allows local area plans to be more efficient and focus on truly local issues rather than redefining general planning policies with every plan. Combined with consolidating many communities into a single plan, this allows planning policy to be more up-to-date and responsive to changes in technology, market trends and demographics. The *Guidebook* provides a planning policy system that focuses on how people experience their community. It will be used in all future local area planning projects.

Calgary Planning Commission

Since presenting to Council in 2019 November, Administration met for a closed session workshop with Calgary Planning Commission regarding the North Hill Communities Local Area Plan. This meeting showed the Commission how the North Hill Communities Local Area Plan used and implemented the *Guidebook for Great Communities* allowing Commission members to see how the two documents worked together. This included testing interpretation of the two plans using two development scenarios. Commission members provided positive feedback and support regarding how the two documents worked together. Since the workshop was primarily for the North Hill Communities Local Area Plan, all comments and suggestions received by Calgary Planning Commission as well as Administration's follow-up to each item are included in the North Hill Communities Local Area Plan report to Committee (refer to Attachment 3 in report PUD2020-0164).

Update on timing of the Land Use Bylaw Renewal work

A framework for a renewal of the Land Use Bylaw was presented in 2019 November and approved by Council. This framework conceptualizes how new districts and regulations could be integrated into the Land Use Bylaw and outlines the main regulatory changes that could be required. Updated timing is necessary to account for the additional time to complete the *Guidebook*. Attachment 3 provides more details on this updated timeline. Upon approval of both the *Guidebook* and updated timing Administration will scope out the renewal of the Land Use Bylaw in more detail including potential resource and budget needs in Fall 2020.

Stakeholder Engagement, Research and Communication

Since 2019 November, Administration has been part of the North Hill Communities Local Area Plan process, working with the stakeholders to ensure that the *Guidebook* was being tested and reflected the needs of this plan. Administration also provided an update to the panel created in 2019 October to discuss amendments and changes.

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

Page 7 of 9
Item # 7.4

Planning & Development Report to
SPC on Planning and Urban Development
2020 March 04

ISC: UNRESTRICTED
PUD2020-0207

Guidebook for Great Communities

While the *Guidebook* presented in this report represents the culmination of content-specific engagement sessions with various key stakeholders, this work has also been informed by conversations with Council, communities, the development and building industry and other stakeholders over many years. Letters of support from stakeholders can be found in Attachment 9.

Since the adoption of the Municipal Development Plan and the Land Use Bylaw, more than 75 engagement sessions have occurred on various topics. In addition, there have been hundreds of public hearings of Council on planning matters that have helped show communities' perspectives and concerns, as well as Council's direction.

Strategic Alignment

The revised *Guidebook* contributes to advancing the Next Generation Planning System in Calgary and aligns with other initiatives being delivered as part of this program. Initiatives within the program are part of a systematic change to The City's approach to planning, focused on implementing the Municipal Development Plan and advancing the Citizen Priority of A City of Safe & Inspiring Neighbourhoods. The initiatives within this program deliver on five of the Council Priorities for the City Planning & Policy Service Line for 2020: A. Implementing the Municipal Development Plan/Calgary Transportation Plan; B. City-Wide Growth Strategy; C. Modernized Community Planning; D. Connecting Planning and Investment; and, E. A Renewed Land Use Bylaw.

Social, Environmental, Economic (External)

Calgary is at a critical moment in time where demographics and household income are changing, along with the environment around us. Further, business needs and trends are also changing, resulting in an opportunity to think about how to shape a city that responds to all Calgarians regardless of age, income, or gender. Attracting new businesses relies on being able to provide for workers and business owners, both in terms of shelter and cultural needs. This body of work will also help to increase development certainty and built form outcomes, reducing time required for applications and fewer site-specific applications for land use redesignations. The *Guidebook* is the first step to a more inclusive and equitable city, and one that retains and attracts residents and businesses.

Financial Capacity

Current and Future Operating Budget:

There are no impacts to the current and future operating budget as a result of this report; however, to support successful sustainment of this policy and program of work, future additional resources may be required. Administration will evaluate those resourcing requirements once direction has been provided on the *Guidebook* and scoping for next steps has been completed.

Current and Future Capital Budget:

There are no current or future capital budget implications associated with this report. However, to deliver on the next generation of planning, individual planning initiatives may present capital recommendations necessary to support budget investments to support the City-Wide Growth Strategy and/or Main Streets Investment Program. It is anticipated that capital

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

Page 8 of 9
Item # 7.4

Planning & Development Report to
SPC on Planning and Urban Development
2020 March 04

ISC: UNRESTRICTED
PUD2020-0207

Guidebook for Great Communities

recommendations to allow for policy implementation will be prepared for the One Calgary Mid-Cycle budget adjustment in 2020 and for future budget cycles.

Risk Assessment

In addition to the risks identified in 2019 November (PUD2019-1015 - Great Communities for Everyone), there are three risks that Administration would like to detail further in this report. The first risk is the fear of change and that the *Guidebook* will change the fabric of communities. There is a substantial amount of apprehension around how and when change will happen in communities, what growth looks like and what the needs are of Calgarians given the economic challenges being faced. Calgary communities have been evolving for over 100 years and will continue to change to accommodate existing and new Calgarians. It is because of this evolution that The City embarks on the creation of local area plans for multiple communities – in order to ensure that growth happens in a thoughtful way.

In addition, while the *Guidebook* itself does not prescribe densities, intensities, use or height to any parcel of land in the city, there is uncertainty as to what that process will look like with the upcoming local area plans, particularly given that they will encompass more communities than has historically been done. Further, there are outstanding projects that will not be completed prior to the *Guidebook* being brought back for adoption, which has led to questions about how they will be implemented post-*Guidebook* adoption. These projects include work on funding and policy tools for heritage conservation (2020 April) and Established Area Growth and Change Strategy (2020 May), which may result in future amendments to the *Guidebook*. Given this, Administration will work closely on future local area plans to ensure the *Guidebook* is implemented consistently. Further, through the Next Generation Planning System work, increased collaboration and coordination between initiatives will ensure that all communities are approached in a thoughtful manner to discuss change and growth.

The second risk is the perception that the *Guidebook* changes land use districts on the ground, and that there is a perception of how the *Guidebook* relates to the renewal of the Land Use Bylaw and upcoming new districts, despite multiple efforts to provide correct information. While the *Guidebook* itself does not change any existing land use on the ground, it does set up the framework for the delivery of potential new districts. Despite Administration's outreach efforts, a better understanding around community change takes both time and trust. This needs to be built between all parties and must be looked at as a two-way approach. Administration is confident that this trust can be established over time through on-going education and events.

The third risk is that should the *Guidebook* not be adopted by Council, future work plans will be impacted by any delay. Based on the *Guidebook* (if adopted), new districts will be created, starting with those that address the Limited scale Neighbourhood Housing areas, often referred to as low density areas. Without adoption of the *Guidebook*, Administration cannot embark on the Renewal of the Land Use Bylaw, and this could impact the alignment with other Next Generation Planning System projects or deliverables, since policy sets the direction for implementation. Without a clear vision, implementation will remain as is currently done today with existing districts. Administration intends to begin work on scoping out the Renewal of the Land Use Bylaw once the *Guidebook* is approved and will return to Council to provide more certainty around what that next piece of work will look like and mitigate this risk.

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

Page 9 of 9
Item # 7.4

Planning & Development Report to
SPC on Planning and Urban Development
2020 March 04

ISC: UNRESTRICTED
PUD2020-0207

Guidebook for Great Communities

REASON(S) FOR RECOMMENDATION(S):

With a fluctuating economy, reluctance towards change, and shifting demographics, it is more important than ever for The City to be proactive, inclusive and bold. While this report presents a significant change to our established practice of planning communities, it accommodates an outcome that is the focus of all of Calgary's communities - *making life better every day* for the people within our city. The *Guidebook for Great Communities*, focuses on the experiences people have in the places they love. Administration recommends adoption of the recommendations in this report – the approval of the *Guidebook* for Great Communities and revised timing for the Renewal of the Land Use Bylaw.

ATTACHMENT(S)

1. Attachment 1 – Next Generation Planning System Overview
2. Attachment 2 – *Guidebook for Great Communities*
3. Attachment 3 – Renewed Land Use Bylaw Implementation – Revised Timing
4. Attachment 4 – Additional Previous Council Direction
5. Attachment 5 – Summary of Education and Awareness Campaign
6. Attachment 6 – Summary of *Guidebook* Revisions
7. Attachment 7 – Sustainment Process for *Guidebook*
8. Attachment 8 – Baseline Engagement and Communication Project Summary
9. Attachment 9 – Letters of Support

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

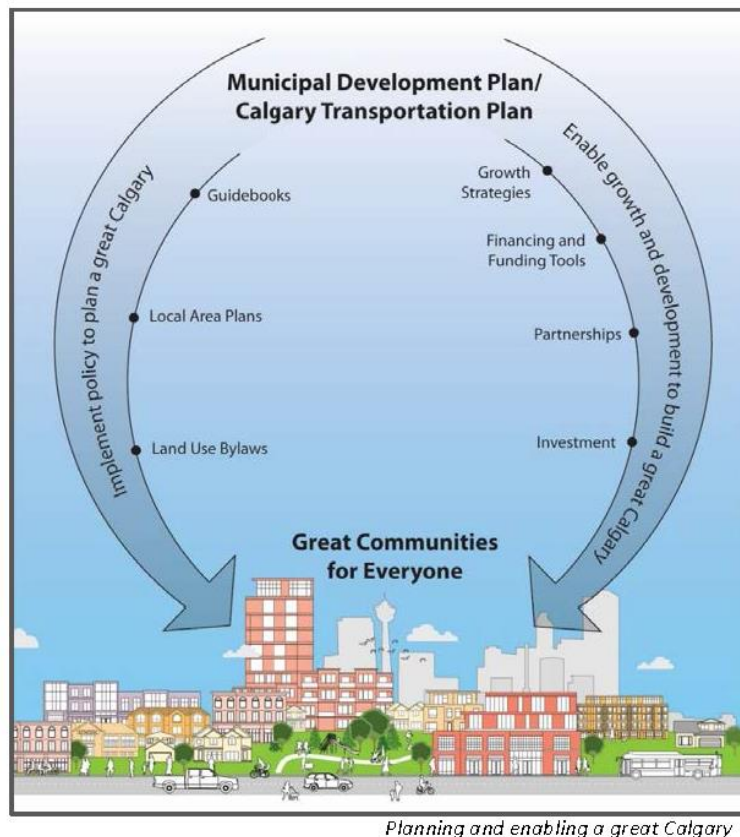
PUD2020-0207
ATTACHMENT 1

Next Generation Planning System Overview

Initiated in 2019, the Next Generation Planning System will improve the way we plan Calgary's future. This systematic approach will help us implement and realize the Municipal Development Plan, which provides the foundation and framework for how we plan our city for citizens who live here now and citizens who will call Calgary home in the future.

Currently made up of nine initiatives, the next generation of planning provides a coordinated and clear planning system for the whole city. It removes outdated and redundant policy, and creates a more robust toolbox to enable development and investment in Calgary

The system combines policies that will allow us to plan a great Calgary with effective programs, strategies and tools, which enable growth and development to continue building a great city. The nine initiatives leverage and inform each other, from a citywide vision to development and construction.



PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 1

Next Generation Planning System

Working with, and building on existing policies, the Next Generation Planning System realizes thriving communities that provide housing, amenity, work and travel choices to everyone. It enables development and investment through clear plans, and strategies and tools that guide and support growth. The Next Generation Planning System consists of the following initiatives, addressing both policy and implementation activities to realize these development and community outcomes.

Municipal Development and Calgary Transportation Plans (MDP and CTP): *update policy*

The MDP and CTP are The City's long-range land use and transportation plans that look upwards of 60 years into the future, when Calgary's population is expected to reach over two million people.

Implement policy to PLAN A GREAT CALGARY.

- **Guidebook for Great Communities: *new policy***
Ensuring communities in Calgary can offer more housing, shops, work and service choices, while simplifying the planning process with consistent city-wide classifications for the urban form. It will be used to guide and shape Local Area Plans in the new Local Area Plan program.
- **Local Area Plans: *new program***
Using a multi-community approach to local planning, by grouping communities based on shared connections and physical boundaries. This approach makes stronger connections between communities and to key amenities and infrastructure. It helps to identify common issues and opportunities between communities, while removing duplicate and irrelevant policies and plans.
- **Heritage: *new policy***
Providing new policy tools and financial incentives to increase conservation of heritage resources.
- **Renewed Land Use Bylaw: *update policy***
Aligning the Land Use Bylaw with the *Guidebook for Great Communities* and the Local Area Plans so that the final built form accurately reflects the vision for our communities. The renewed Land Use Bylaw will focus on regulating the aspects that impact a person's experience at the street-level.

Enable growth and development to BUILD A GREAT CALGARY.

- **Established Areas Growth and Change Strategy: *new strategy and implementation plan***
Coordinating public investment, while supporting existing communities through their growth. It links to current policy efforts and supports developers to help build our city.
- **Offsite Levies Review: *update to policy***
Preparing a new off-site levy bylaw under current legislation, to enable growth-related capital infrastructure in established and new communities.
- **Main Streets: *next phase of program and implementation/construction***

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 1

A continuum that goes from changes to land use that will support development opportunities to a streetscape master plan that is designed to support these changes and can be constructed in a coordinated fashion.

- **Transit-Oriented Development Implementation Strategy: *next phase***
Carrying out the implementation actions. It supports higher-density, mixed-use buildings and public realm design that prioritizes walking and cycling and maximizes the use of transit services.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



ISC: Unrestricted

Page 1 of 147

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Publishing Information

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Creating Great Communities for Everyone

Author
The City of Calgary

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The Guidebook for Great Communities—Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

About the Guidebook

What is the Guidebook for Great Communities?

The Guidebook is a statutory document that bridges the Municipal Development Plan and local area plans to direct how Calgary will evolve and change to achieve great communities for everyone.

Why the Guidebook for Great Communities?

Cities constantly evolve and change. The Guidebook is a tool to help guide Calgary's change and evolution by establishing clear direction and a common understanding of how development will contribute to a great community.

How does the Guidebook for Great Communities work?

The Guidebook helps to advance a people-centred approach to community evolution by focusing on where life and activity occurs, and planning development to support it. The Guidebook provides an urban form classification system to be applied through the local area planning process and policies to direct planning applications.

Where does the Guidebook for Great Communities apply?

The Guidebook applies to areas that have local area plans completed using the Guidebook.



The Guidebook for Great Communities – Proposed, March 2020

2

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

3

HOW TO USE THE GUIDEBOOK

The chart below is an overview of the structure of the Guidebook and it is intended to help readers quickly understand the relevance of each chapter to them during the steps of the planning process. Although each chapter focuses on different aspects of the planning process, the Guidebook should be read holistically when participating in any part of this process.



Chapters

Overview

When to use the chapters

Creating or amending a local area plan	●	●	○	●
Compiling a planning application	●	○	●	○
Reviewing a planning application	●	○	●	○
Implementing specific tools	●	○	○	●

Who uses the chapters

Applicants and developers submitting an application	●	○	●	○
Development Authority	●	○	●	○
Members of the public reviewing an application	●	○	●	○
Communities during a local area plan process	●	●	○	●
Local area plan teams	●	●	○	●

Legend ● Higher relevance ○ Lower relevance

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

2 Planning
Great Communities
for Everyone 15

1 Introducing
Great Communities
for Everyone 7

How to Use the Guidebook 3

Great Communities for Everyone 8
Principles for Great Communities 10
Goals for Great Communities 11
The Guidebook Within the Planning System Map 12
Guidebook Purpose 13

Planning a Great Community 17
Community Growth 18
Urban Form Classification System 20
Neighbourhood Purpose 23
Commercial Urban Form Categories 24
Housing Urban Form Categories 38
Industrial Transition Urban Form Categories 52
Parks and Open Space Purpose 58
Civic and Recreation Urban Form Categories 59
Natural Areas Urban Form Category 63
Industrial Purpose 64
Industrial Urban Form Categories 65
Regional Campus Purpose 68
Regional Campus Urban Form Category 68
Urban Form Category Modifiers 69
Policy Modifiers 71
Scale Modifiers 78
Local Area Plans 86

The Guidebook for Great Communities – Proposed, March 2020

4

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

5

3	Building Great Communities for Everyone 89	Appendices 127
	Building a Great Community 91	
	Built Form Policies 92	
	Building Design 94	
	Building Frontage 95	
	Scale Transition 97	
	Function and Activity Transition 98	
	Site Design 99	
	Landscape Design 101	
	Development Policies 102	
	Innovation and Creativity 102	
	Incremental Improvements 102	
	Limited form Development 102	
	Heritage Resources 103	
	Parking 104	
	Sustainable Development 105	
	General Policies 106	
	Natural Areas, Parks and Recreation 107	
	Community Facilities, Spaces and Services 108	
	Pedestrian 109	
	Cycling 110	
	Transit 111	
	Street Network 112	
	Funding Tools and Investment Strategies for Communities 116	
	Considerations for Community Funding Tools And Investment Strategies 117	
	Heritage Area Tools for Communities 118	
	Transit Station Areas and Transit-Oriented Development 119	
	Core Zone 119	
	Transition Zone 119	
	Transit Station Areas 120	
	Authority, Application and Interpretation 121	
	Glossary 123	
	Appendix 1: Applying the Urban Form Categories 128	
	Appendix 2: Local Area Plans and The Guidebook for Great Communities 140	

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



ISC: Unrestricted

Page 8 of 147

PUD2020-0207 Guidebook for Great Communities March 2020 Report

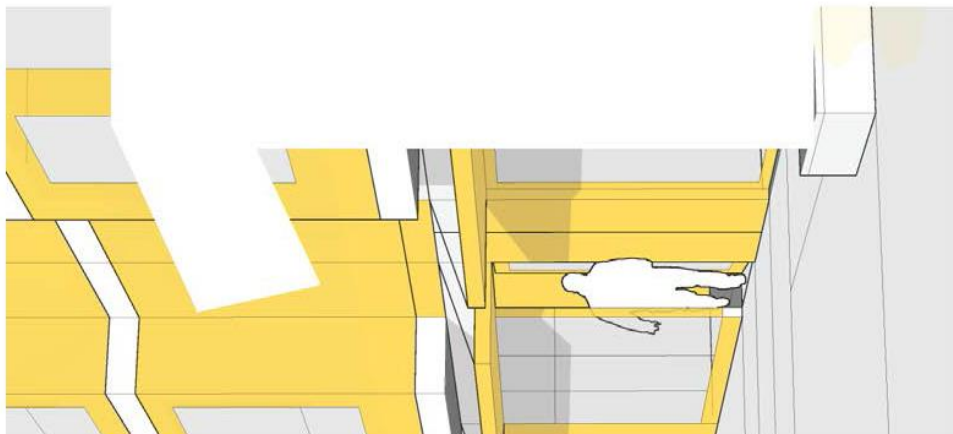
PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

**Introducing
Great Communities
for Everyone**

7

Introducing Great Communities for Everyone



ISC: Unrestricted

Page 9 of 147

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Great Communities for Everyone

Our journeys are supported by the city around us—the sidewalks, lights, buildings, open space, roads and transit service. The way a community is built-out and evolves should support the activity of the people who are there and those who will be there in the future.

Picture a typical day, in a typical week, in your life. You wake up in your home, get ready and leave for the day. Where do you go? How do you get around? Maybe you walk along a tree-lined street, passing your neighbour walking her dog. Do you grab a morning coffee at the corner? Could you hop on the bus and head to school, or maybe jump on the C-train to head to work? Do you meet friends for lunch at a local restaurant? Perhaps your drop-in hockey league plays at the community rink a few blocks away, so you stop by on your way home.

Everybody experiences the city and their community differently, representing various personal journeys. Embedded in this Guidebook is a story about how Maria and her son David, a Calgary family, experience their community on a typical day.

The overlap of peoples' personal journeys, such as Maria and David's or that of David's friend, result in different levels of activity throughout the city. Our journeys are supported by the city around us—the sidewalks, lights, buildings, open space, roads and transit service. The way a community is built-out and evolves should support the activity of the people who are there and those who will be there in the future.

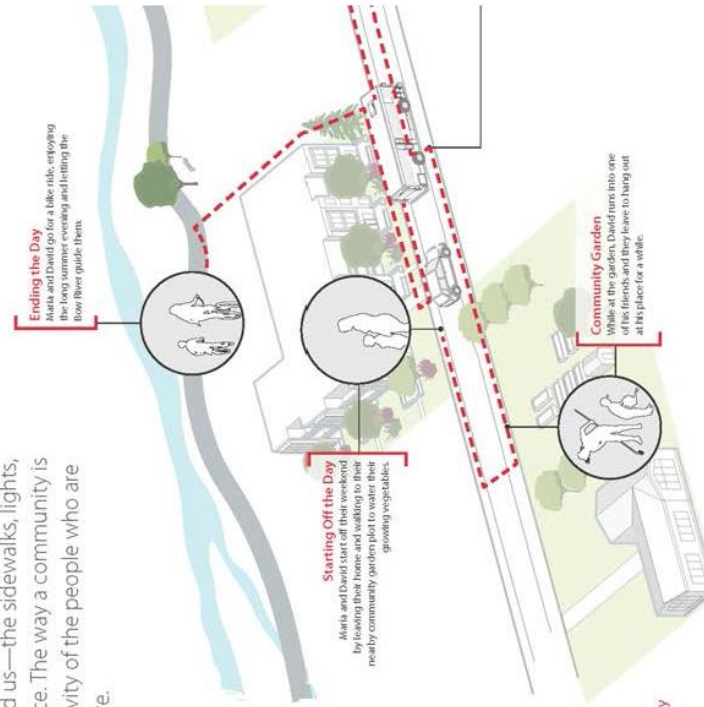


Figure 1: Maria and David's Weekend Journey in their Community



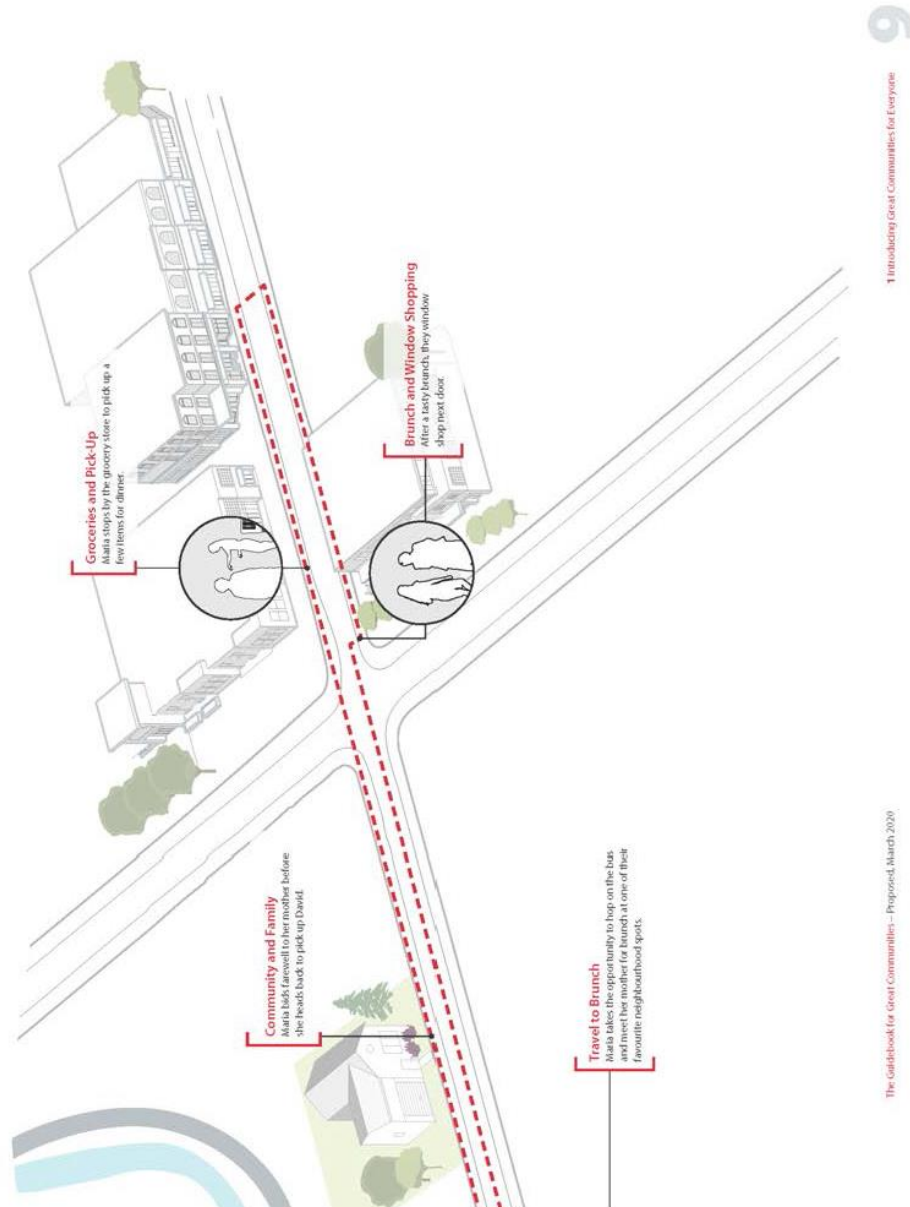
Introducing Great Communities for Everyone

The Guidebook for Great Communities - Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



ISC: Unrestricted

Page 11 of 147

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Principles and Goals for Great Communities

The policies in the Guidebook are based on the following principles and goals that are central to creating and maintaining great communities for everyone and build on the **Municipal Development Plan**. Achieving these goals should make life better for everyone as they go about their daily journeys.

PRINCIPLES FOR GREAT COMMUNITIES

Opportunity and Choice

Everyone has access to places to shop, learn, work, eat and play, and there are diverse housing and mobility options for many different people and household types.

Health and Wellness

Everyone has access to care, recreational opportunities and healthy food, and there are options to incorporate activity into how you get around.

Social Interaction

There are a variety of places to gather, celebrate and interact with all kinds of people.

The Natural Environment

Natural areas are protected, restored and valued, and are accessible to everyone.

Economic Vitality

Everyone has access to diverse employment options and an environment conducive to starting, operating and sustaining a business.

Identity and Place

Neighbourhoods are well-designed and create a sense of place that fosters identity and pride in the community.



Figure 2: Goals for Great Communities

10
Introducing Great Communities for Everyone

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Planning, building and sustaining great communities begins with a conversation about the needs and wants of current and future residents, businesses and visitors to a community. What makes the community great for everyone? What is missing that would make it better, safer, more accessible, affordable and enjoyable? What kind of choices are people offered by a community for housing, education, recreation, retail, restaurants, services and more? What are the most valued amenities in the community, including public art, heritage resources, parks and vistas? How does a community meet the principles and goals for great communities? What opportunities and challenges do you recognize?

GOALS FOR GREAT COMMUNITIES

- 1** Promote housing options that are varied, inclusive and affordable.
- 2** Provide opportunities to access goods, services and amenities close by.
- 3** Offer opportunities to gather and participate in civic, arts, cultural and entertainment activities, in both public and private spaces.
- 4** Provide varied and inclusive spaces and facilities for recreation, play and outdoor activities close by.
- 5** Ensure spaces are designed for everyone, foster a sense of place and are connected together—however a person moves.
- 6** Ensure natural areas, biodiversity and ecological functions are protected, restored and enjoyed.
- 7** Enable and support prosperity through diverse economic opportunities at a variety of scales.
- 8** Support the use of existing streets, services and buildings to reduce the need for new infrastructure.



The Guidebook for Great Communities – Proposed, March 2020

1 Introducing Great Communities for Everyone

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

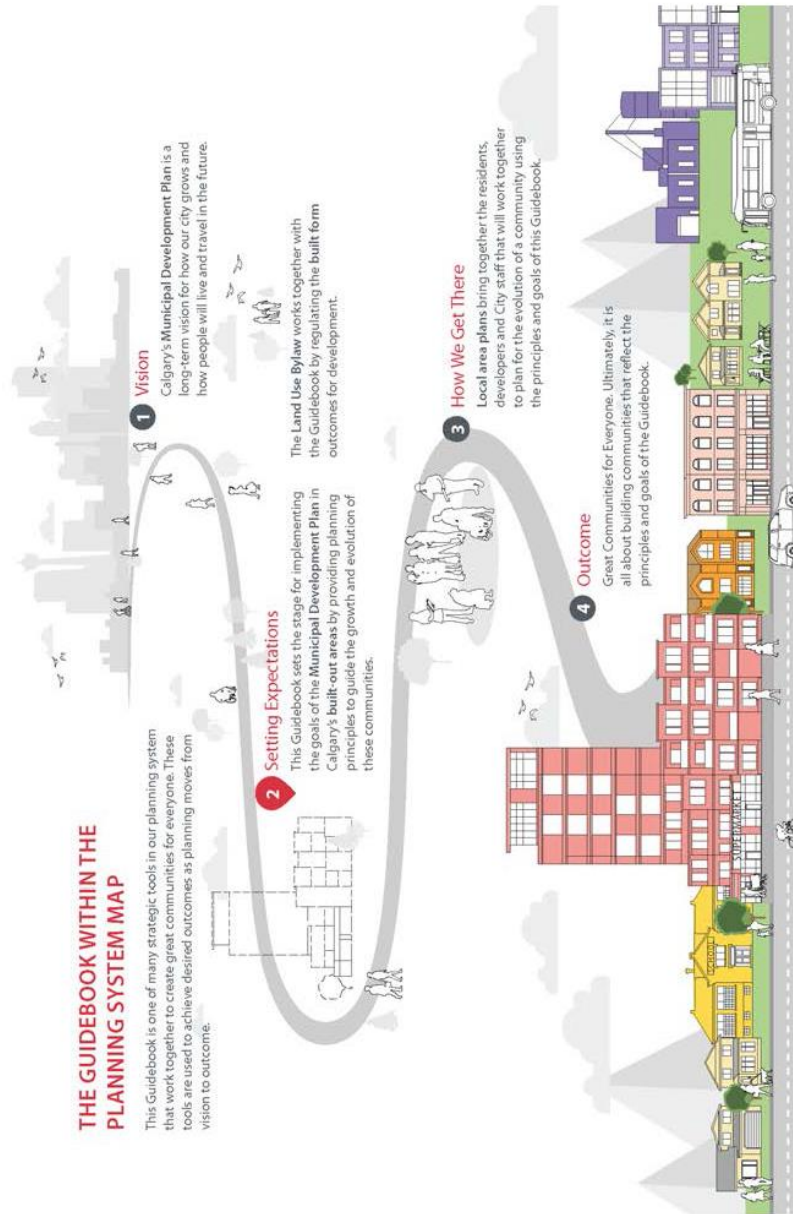


Figure 3: The Guidebook within the Planning System Map

The Guidebook for Great Communities – Proposed, March 2020

1 Introducing Great Communities for Everyone

12

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

GUIDEBOOK PURPOSE

**Implement the
Municipal Development Plan**

Bridge higher level Municipal Development Plan policies with local area plans and site-specific planning applications.

**Support and Guide
Local Area Planning**

Provide a consistent system that supports local area planning to enable future growth and change through the urban form classification system and related policies.

**Provide Guidance to
Planning Applications**

Provide policies to guide planning applications and development outcomes.



13

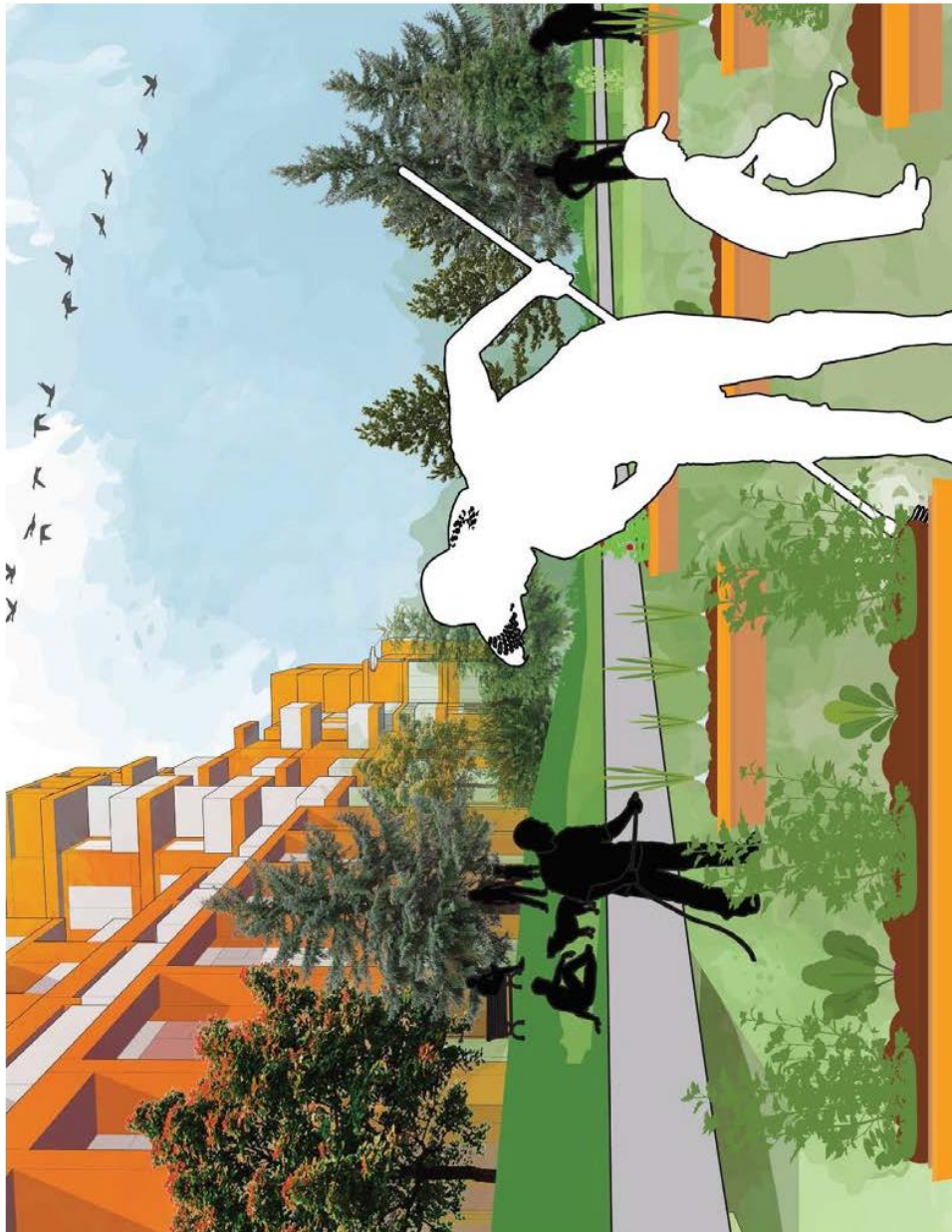
1 Introducing Great Communities for Everyone

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



ISC: Unrestricted

Page 16 of 147

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Planning Great Communities for Everyone

What is this chapter about?

- Providing an urban form classification system that describes elements of a community and how they connect.
- Establishing a framework for community evolution to guide future growth and change.

When do you use this chapter?

- During the creation of a new local area plan.
- When amending a local area plan based on the Guidebook.
- At the beginning of an application process to understand the future direction for a community.
- During circulation or review of an application.

Who uses this chapter?

- Local area plan teams.
- Communities engaged in a local area plan process.
- People submitting, reviewing or commenting on a planning application in an area with a local area plan based on the Guidebook.

How will you use this chapter?

- To identify and categorize the different elements of a community through a consistent approach.
- To create a local area plan to guide future growth and change.
- To determine how planning applications support the evolution of a community and help achieve the Guidebook's principles and goals.

15

2 Planning Great Communities for Everyone



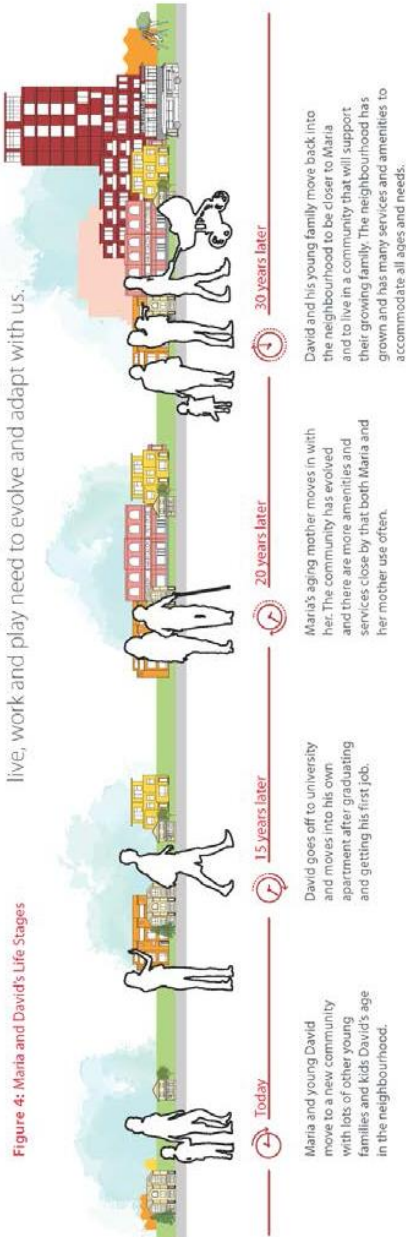
PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Cities are made up of many inter-connected communities that are not bound by lines on a map, but are defined by where peoples' daily journeys take them.

As time passes in our communities, people get older, babies are born, some people move in to a community and some leave. We will get around differently and what we do for work, play and celebration may change. David will grow up and likely move into his own home. Maria may move away for a job or have someone new move in – a partner, perhaps, or her aging mother. New jobs, schools and friends will affect both of their daily journeys. Our lives change, so the places where we live, work and play need to evolve and adapt with us.



The Guidebook for Great Communities – Proposed, March 2020

2 Planning Great Communities for Everyone

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Planning a Great Community

The principles of the Guidebook focus on qualities that improve our lives as our communities evolve and grow. The goals offer community-level planning actions that support these principles, providing a map for building and sustaining a great community. These principles and goals can help to frame conversations about how our communities might grow and change over time.

To begin to plan for a community, it is important to understand what is already there, who lives there, how the community fits into the wider city and what has changed over time. Taking an inventory of existing amenities and mapping what is there helps to describe the current structure of a community and demographic data can help us understand who lives in a community. With this foundational understanding, we are now ready to talk about the strengths of a community—those things that are already working well and those things that are a challenge for a community. The principles and goals of the Guidebook can help determine what these strengths and challenges are.

Once the current strengths and challenges have been identified, it is important to think about and discuss what the future may hold. Where are we going? What are the things that will affect us in the future? How may global or local changes affect us? Think about how our communities will work for the people who will be there in the future, rather than just thinking about what we want today. These conversations start to identify the pressures we may face as a community and define opportunities for the future.

A local area plan for a community considers where a community is going and how it will evolve and grow to get there. This is a process of envisioning potential futures while considering the economic, social and environmental realities that we face. A great plan celebrates and enhances current strengths, responds to existing challenges and sets in motion actions that help a community realize opportunities and respond to future pressures. A great community offers everyone choices and opportunities, supports healthy lifestyles, provides opportunities for us to meet and engage with other people, protects and works with the natural environment and supports economic activity. These communities are diverse, vibrant and resilient and help people respond to changes in their lives and adapt to new or persistent environmental, social or economic conditions.

17

2 Planning Great Communities for Everyone

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Community Growth

The **Municipal Development Plan** directs growth to locations with defined characteristics and to specific urban typologies, such as **Main Streets** and **Activity Centres**, that are identified on the Urban Structure Map. Based on the city-wide growth plan in the **Municipal Development Plan**, a **local area plan** creates a more detailed plan for growth at the community scale.

This Guidebook helps **local area plans** implement and refine the growth policies of the **Municipal Development Plan** by providing an urban form classification system. The system differentiates the type and intensity of development characteristics throughout a community relative to each other and the community's role within the city. The personal journeys of people within the community are the foundation of the system, establishing what people do, and will do, in different parts of a community and how many people make use, or will make use, of these areas.

People go to different areas of a community for different purposes. Places where many people go are high activity areas, while places where fewer people go are lower activity areas. Despite the difference in overall activity level in different communities the structure is still similar: there are places where activity is focused in a community, such as a **Main Street**, and places that are less active, such as a local residential street. To recognize the similarities in community structure while respecting the differences in activity level between communities, the activity categories of the urban form classification system define activity levels in relation to one another in the context of a specific community.

18

2 Planning Great Communities for Everyone

The Guidebook for Great Communities – Proposed, March 2020

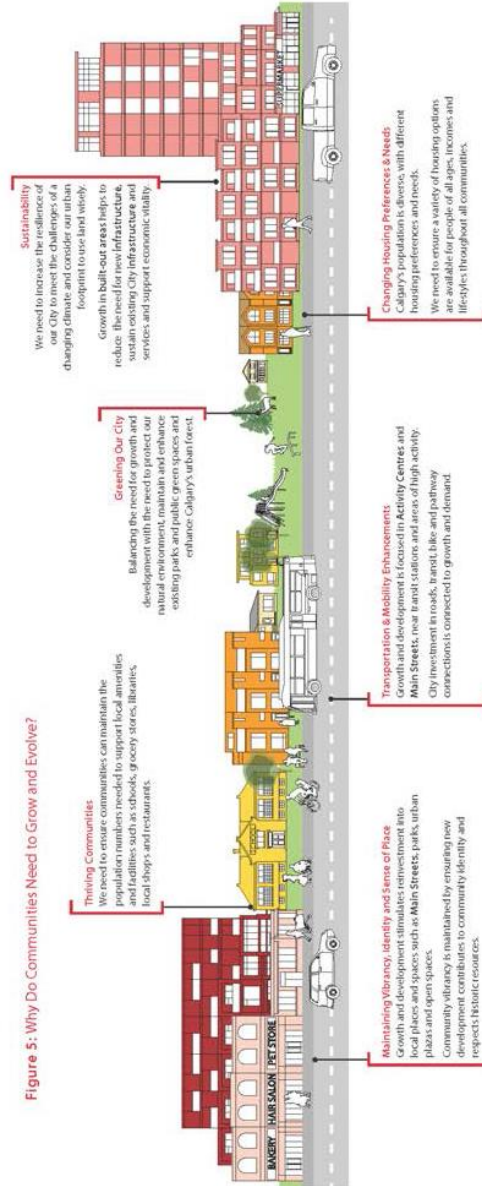
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PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

- 2.1 Community Growth Policies**
To implement the **Municipal Development Plan** and the goals of the Guidebook, the following provide direction for where to focus new growth:
- a. Direct a greater share of growth and the highest intensities to **Activity Centres, Main Streets, transit-oriented development areas** and other areas of moderate to high activity.
 - b. Support areas with high-quality transit service and infrastructure with higher-intensity development. The **core zone of a transit-oriented development area** should have the highest intensity development relative to other areas of a community.
 - c. Concentrate people and jobs at densities that support transit, commercial opportunities and other services.
 - d. Provide diverse employment opportunities that are easily accessible by various modes of travel.
 - e. Support development of a broad range of industrial opportunities and protect the integrity of existing industrial areas.
 - f. Support locating housing opportunities and employment concentrations close to each other.
 - g. Direct new development to locations that optimize public infrastructure, facilities and investment.

Figure 5: Why Do Communities Need to Grow and Evolve?



The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Urban Form Classification System

The urban form classification system identifies and categorizes the purpose, general function and activity level of different parts of a community. The relationship between the resulting urban form categories helps **local area plans** to demonstrate how the different areas of a community relate to and support each other.

The urban form classification system is comprised of fourteen categories that direct future community form outcomes. Categories are determined by filtering the information collected during local area planning exercises, through a series of steps, into categories based on purpose, general function, activity level and scale. Every area within a community should have an urban form category applied through a **local area plan** and represented through maps as outlined in Appendix 2.

This section identifies the urban form characteristics of each of the urban form categories. The policies of this section apply in conjunction with policy 2.1 and the policies contained in Chapter 3.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

21

2 Planning Great Communities for Everyone

PURPOSE

Purposes identify the most common function, current and future, of an area and are organized under four primary categories: Neighbourhood, Parks and Open Space, Industrial and Regional Campus. These are based on broad categories of activities that are compatible and complementary.

GENERAL FUNCTION

General functions sub-categorize the purpose of an area in a community, and focus on the dominant type of activity that people would experience on the ground.

ACTIVITY LEVEL

Activity level references the anticipated activity generated by people in an area. In neighbourhood areas, this activity is generated by people moving in-and-out of buildings and interacting along the street. The street and buildings should be designed to enhance the at-grade experience in a manner that appropriately responds to the activity level.

For parks and open space, activity level references the anticipated activity generated by people accessing and using the park, open space or facilities. The amenities and management of a park or open space should reflect the level of activity—either by providing appropriately scaled facilities and programming or managing the volume of users.

There are three activity levels defined in the urban form classification system: major, minor, and local. Activity levels only apply to the Neighbourhood and Civic and Recreation urban form categories, and are expressed in relation to one another within a community rather than in absolute terms.

POLICY MODIFIERS

Policy modifiers are optional policy components that are used to tailor an urban form category to address specific situations in communities.

SCALE MODIFIERS

Scale refers to the combination of height and massing that comprises a building. Scale modifiers determine building height and define how building mass should be managed. There are five categories of scale modifiers that apply to the Neighbourhood urban form categories.

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PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

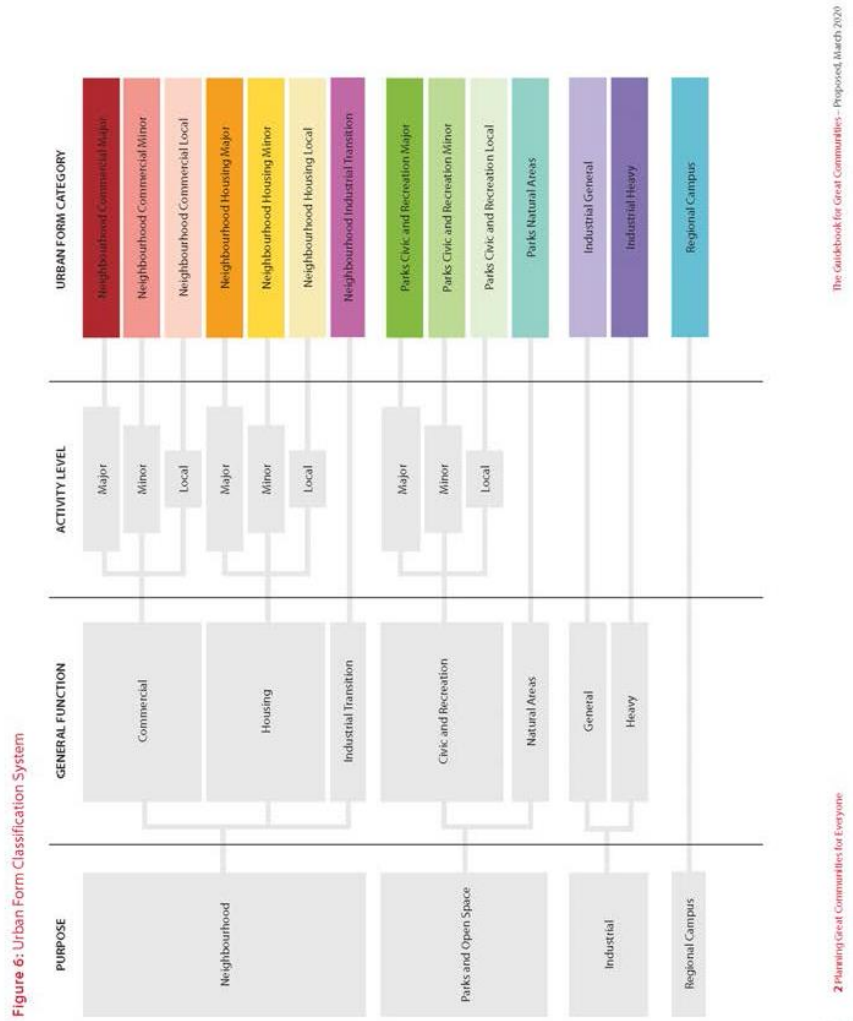


Figure 6: Urban Form Classification System

2 Planning Great Communities for Everyone

22

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

23

Neighbourhood Purpose

The Neighbourhood purpose identifies areas within a community where people live, work and play. These areas include a variety of housing for people of all ages and means and a mix of commercial, employment, entertainment and institutional activities that support and are supported by the people living there. Neighbourhood areas are where the most personal journeys occur on a daily basis, as illustrated in Maria and David's story.

Neighbourhood areas are divided into three general functions based on the primary activity at the street level and the public experience of an area. The categories express the most common experience at the street level of buildings; however, these areas still include a mix of activities within buildings and along the street. For example, when visiting a neighbourhood's main street to visit your favourite restaurant, you may notice people's homes above or the park across the street. Likewise, areas of mostly housing may still have local shops, services and restaurants mixed in. Development will occur at a variety of scales based on local activity levels and intensities.

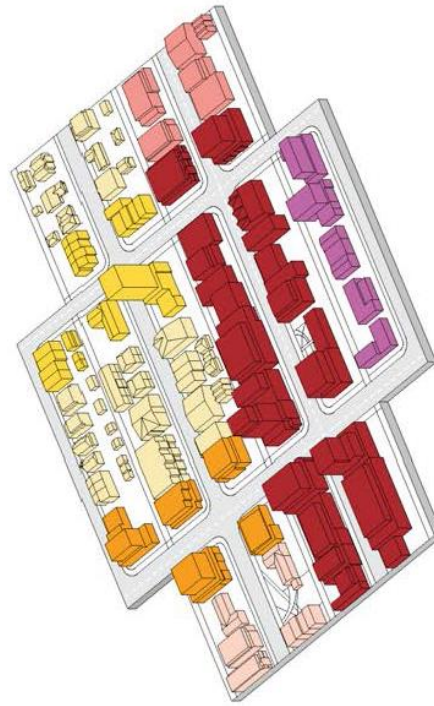


Figure 7: Neighbourhood Purpose

Urban Form Categories

- Commercial General Function**
 - Neighbourhood Commercial Major
 - Neighbourhood Commercial Minor
 - Neighbourhood Commercial Local
- Housing General Function**
 - Neighbourhood Housing Major
 - Neighbourhood Housing Minor
 - Neighbourhood Housing Local
- Industrial Transition General Function**
 - Neighbourhood Industrial Transition

2 Planning Great Communities for Everyone

The Guidebook for Great Communities - Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

COMMERCIAL URBAN FORM CATEGORIES

There are three Neighbourhood Commercial categories that may be applied through a local area plan to identify commercially-focused areas where people mostly come to gather, eat, play and get what they need or want. The ground level of buildings in these areas are rich in commercial destinations with a built form to support their success by encouraging people to frequently go in-and-out of the buildings and interact along the street. Neighbourhood Commercial areas are also places where people may live, work, recreate and make things—activities that may occur at street level provided they also encourage a similar interaction with the street. Housing and office work spaces will often be located on the floors above retail spaces at the base of mixed-use buildings. Neighbourhood Commercial areas are also often an ideal location for indoor cultural, recreation or care facilities, as they can generate and attract similar activity levels.

Neighbourhood Commercial is sub-categorized into three urban form categories based on their relative activity levels and characteristics, as per policies 2.2, 2.3 and 2.4.

The Guidebook for Great Communities – Proposed, March 2020

2 Planning Great Communities for Everyone

24

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



25

2 Planning Great Communities for Everyone

The Guidebook for Great Communities - Proposed, March 2020

ISC: Unrestricted

Page 27 of 147

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



The Guidebook for Great Communities – Proposed, March 2020

2 Planning Great Communities for Everyone

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



Neighbourhood Commercial Major

Areas identified as Neighbourhood Commercial Major should function as the primary commercial areas in communities, attract regional visitors and be destination rich. A variety of uses are appropriate on upper floors of mixed-use buildings, such as housing and offices.

Applicable Policy Modifiers

- 1 Active Frontage
- 2 Commercial Flex
- 4 Parks and Open Space Frontage
- 5 Vehicle-Oriented
- 6 Comprehensive Planning Site

Scale Modifiers

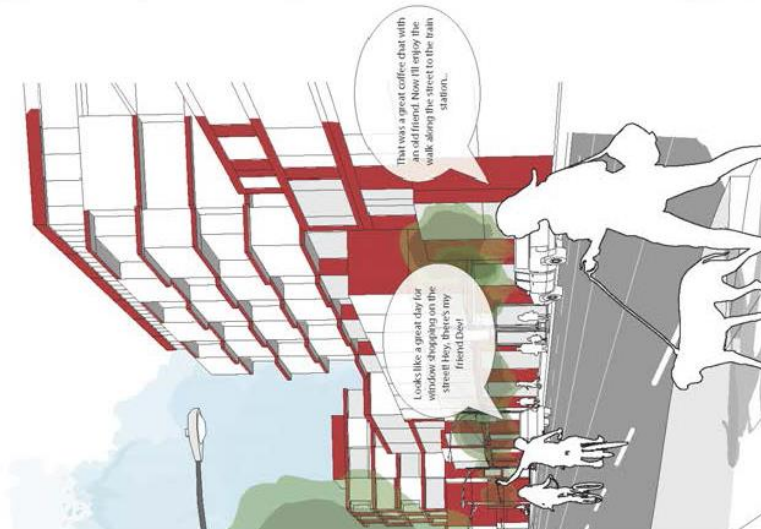


Figure 9:
Neighbourhood Commercial Major
Urban Form

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2 Planning Great Communities for Everyone

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

- 2.2 Neighbourhood Commercial Major Policies**
- a. In a **local area plan**, Neighbourhood Commercial Major should identify areas of a community that will have the following characteristics relative to other areas of the community:
 - i. the highest concentrations of shops and services;
 - ii. more varied destinations and uses that attract people;
 - iii. more transit service and **infrastructure**; and,
 - iv. the most **pedestrian** movement along the street.
 - b. Neighbourhood Commercial Major areas are likely to include **Main Streets, Activity Centres, core zones in transit-oriented development areas, transit station areas** and other areas of high activity.
 - c. Development in Neighbourhood Commercial Major areas should provide:
 - i. the most destinations at street level, relative to other areas of the community, to encourage activity;
 - ii. a continuous **street wall** edge with a frequent rhythm of entries, windows and architectural features that provides the highest level of visual interest for pedestrians, relative to other areas of the community. Small breaks in the **street wall** edge may occur where publicly-accessible amenity space, such as plazas or pocket parks are provided;
 - iii. the most windows, doors or openings on ground floors that increase transparency and interaction; and,
 - iv. primarily hard landscaping to ensure an ease of accessibility complemented by high quality soft landscaping located to support **pedestrian** comfort.
 - d. Neighbourhood Commercial Major areas support housing and offices on:
 - i. upper floors of mixed-use buildings; and,
 - ii. the ground floor of building frontages that are not identified with the Active Frontage or Commercial Flex policy modifiers.

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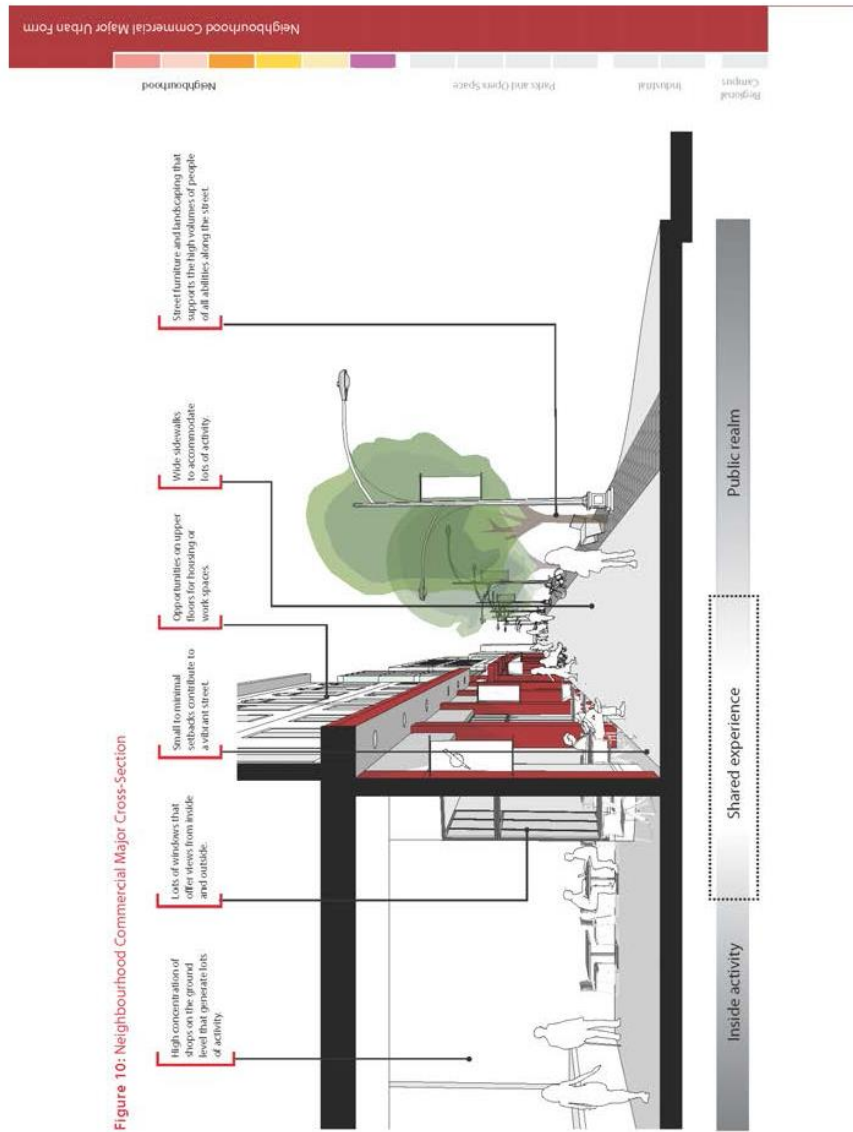
2 Planning Great Communities for Everyone

28

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



29

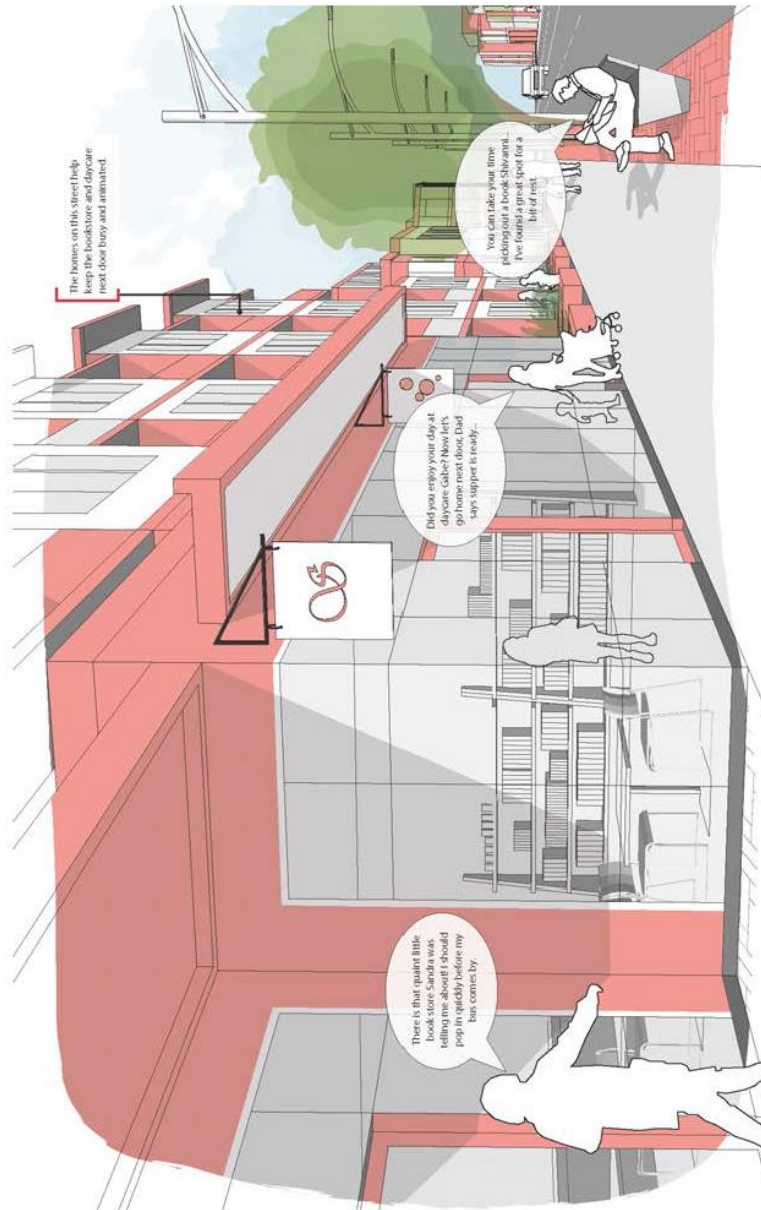
2 Planning Great Communities for Everyone

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



The Guidebook for Great Communities - Proposed, March 2020

2 Planning Great Communities for Everyone

30

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



Neighbourhood Commercial Minor

Areas identified as Neighbourhood Commercial Minor should function as secondary commercial areas in communities, attract community-wide and local visitors and have a moderate to high concentration of destinations. These areas are characterized by moderate activity. A variety of uses are appropriate on upper floors of mixed-use buildings, such as housing and offices.

Applicable Policy Modifiers

- 1 Active Frontage
- 2 Commercial Flex
- 4 Parks and Open Space Frontage
- 5 Vehicle-Oriented
- 6 Comprehensive Planning Site

Scale Modifiers



Figure 11:
Neighbourhood Commercial Minor
Urban Form

31

2 Planning Great Communities for Everyone

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

- 2.3 Neighbourhood Commercial Minor Policies**
- a. In a **local area plan**, Neighbourhood Commercial Minor should identify areas of a community that will have the following characteristics relative to other Neighbourhood Commercial areas of the community:
- moderate concentrations of shops and services;
 - more varied destinations and uses that accommodate the gathering of people;
 - some transit service and **infrastructure**; and,
 - moderate **pedestrian** movement along the street.
- b. Neighbourhood Commercial Minor should identify areas within a community that are a focus of both community-wide and local commercial activity, which may not be identified on the Urban Structure Map in the **Municipal Development Plan**.
- c. Development in Neighbourhood Commercial Minor areas should provide:
- a variable frequency of uses and units facing the street on the ground floor of a building;
 - a **street wall** edge with a rhythm of entries, windows and architectural features that provides a mix of more intense and less intense levels of visual interest for **pedestrians**;
 - a **street wall** with an edge that may have small gaps between street frontages to allow for amenity space or **pedestrian** connections;
 - moderate to significant volume of windows, doors or openings on ground floors that increase transparency and interaction; and,
 - primarily hard landscaping to ensure an ease of accessibility complemented by high quality soft landscaping located to support **pedestrian** comfort.
- d. Neighbourhood Commercial Minor areas support housing and offices on:
- upper floors of mixed-use buildings; and,
 - the ground floor of building frontages that are not identified with the Active Frontage or Commercial Flex policy modifiers.

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

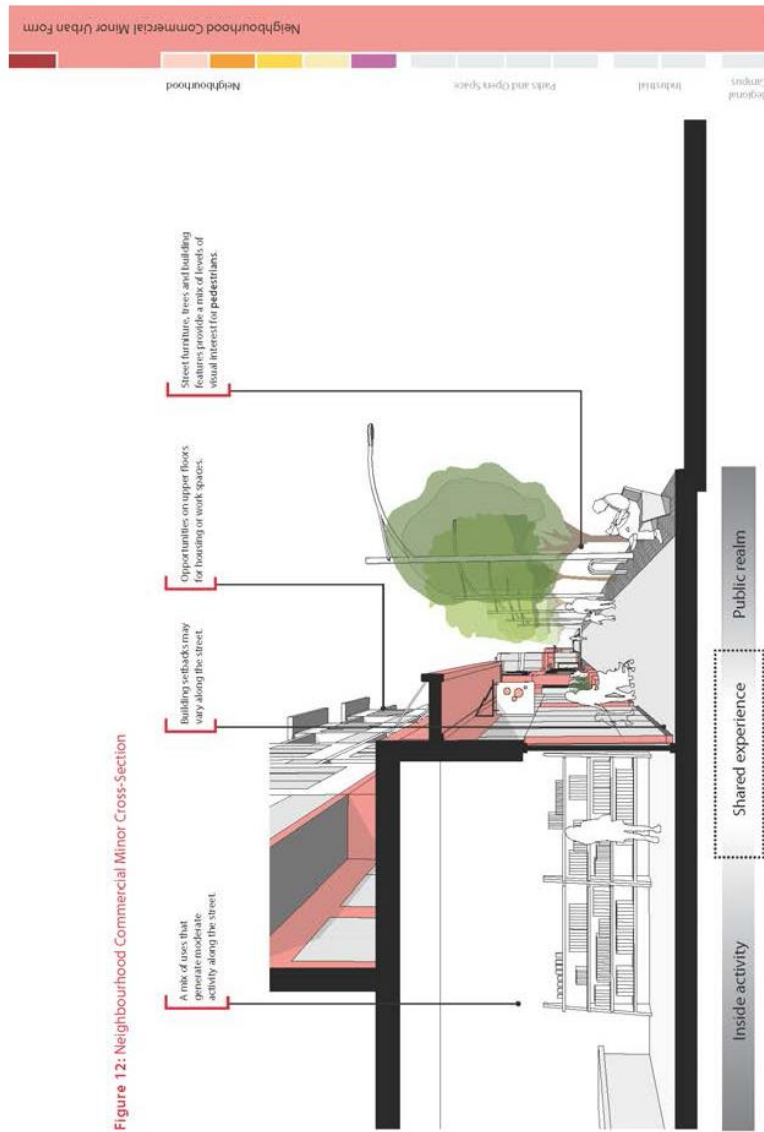


Figure 12: Neighbourhood Commercial Minor Cross-Section

33

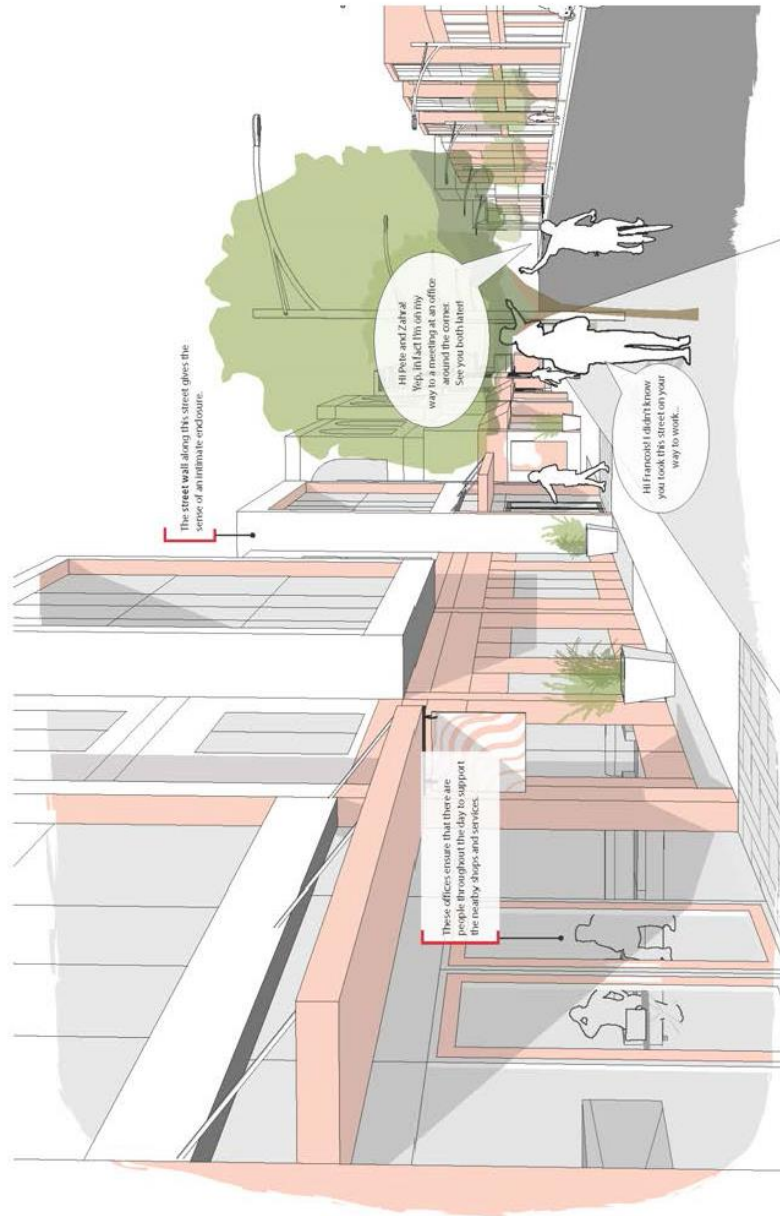
2 Planning Great Communities for Everyone

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



The Guidebook for Great Communities - Proposed, March 2020

2 Planning Great Communities for Everyone

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

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Neighbourhood Commercial Local

Neighbourhood Commercial Local areas are characterized by smaller, local or destination commercial uses that generate less activity, like convenience retail, offices or personal services. These areas are good locations for clean industrial uses, such as small-scale manufacturing, research or servicing. The businesses in these areas are more likely to be local or attract specific clientele. A variety of uses are appropriate on upper floors of mixed-use buildings, such as housing and offices.

Applicable Policy Modifiers

- 4 Parks and Open Space Frontage
- 5 Vehicle-Oriented
- 6 Comprehensive Planning Site

Scale Modifiers



Figure 13:
Neighbourhood Commercial Local
Urban Form

35

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PUD2020-0207
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- 2.4 Neighbourhood Commercial Local Policies**
- a. In a local area plan, Neighbourhood Commercial Local should identify areas of a community that will have the following characteristics relative to other Neighbourhood Commercial areas:
 - i. low and primarily local **pedestrian** movement along the street; and,
 - ii. a mix of uses that may be less active and that support the higher activity levels in adjacent Neighbourhood Commercial Major and Minor areas.
 - b. Areas identified as Neighbourhood Commercial Local should be located to generally perform a supportive role adjacent to Neighbourhood Commercial Major or Minor areas in a community.
 - c. Development in Neighbourhood Commercial Local areas should provide:
 - i. opportunities for commercial uses that generate less activity, relative to other Neighbourhood Commercial areas, such as offices, personal services, or small-scale manufacturing;
 - ii. a variable frequency of uses and units facing the street on the ground floor of a building, where some façades may have a more limited or moderate frequency, relative to other Neighbourhood Commercial areas;
 - iii. a **street wall** with an edge that may have small to moderate gaps between street frontages;
 - iv. moderate to significant volume of windows, doors or openings on ground floors that increase transparency and interaction. Windows on ground floors may be less frequent than in other Neighbourhood Commercial areas and some, but not all, windows may be obscured.
 - v. a **street wall** edge with a rhythm of entries, windows and architectural features that provides some visual interest for **pedestrians**; and,
 - vi. primarily hard landscaping to ensure an ease of accessibility and high quality soft landscaping located to support **pedestrian** comfort.
 - d. Neighbourhood Commercial Local areas support housing and offices along the street and on upper floors of mixed-use buildings.

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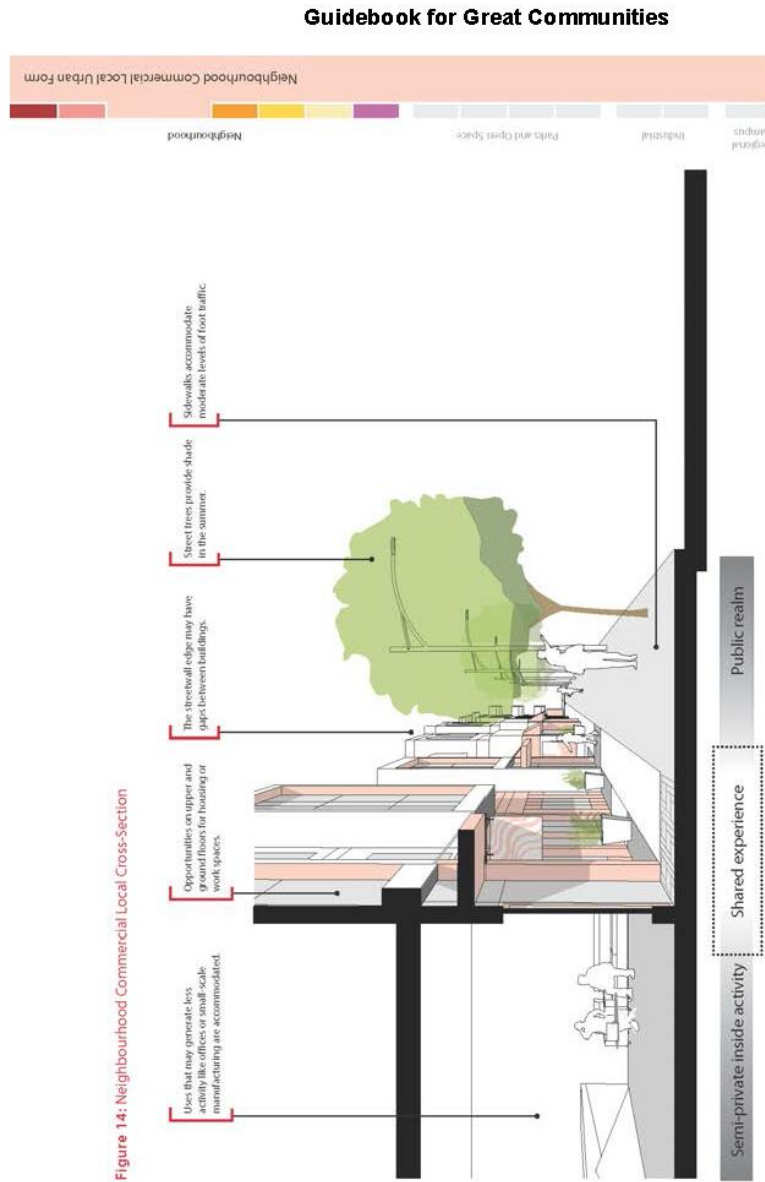


Figure 14: Neighbourhood Commercial Local Cross-Section

37

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HOUSING URBAN FORM CATEGORIES

Neighbourhood Housing areas are where people mostly have their homes. The dominant built form that defines the experience in Neighbourhood Housing urban form categories is residential and requires a stronger delineation between private and public space. Development in these categories will typically have more soft landscaped spaces relative to Neighbourhood Commercial.

It is important that housing-focused areas have a number and variety of houses to accommodate enough people to support and help generate the levels of activity in nearby Neighbourhood Commercial areas. In some situations, the densities and building heights in housing-focused areas may be higher than in adjacent commercially-focused areas. All housing-focused areas are appropriate for a range of housing that meet the needs of people of diverse means, ages and abilities.

There may also be some places in Neighbourhood Housing areas for people to work, gather, eat, play and get what they need or want. These commercial activities will generally be located on corners where higher activity streets meet or in areas identified with the Commercial Cluster policy modifier. Peoples' homes will also offer opportunities for them to carry out a range of work activities at different intensities, including such things as home offices, child care and small-scale manufacturing.

Neighbourhood Housing is sub-categorised into three urban form categories based on their relative activity levels and characteristics, as per policies 2.5, 2.6 and 2.7.

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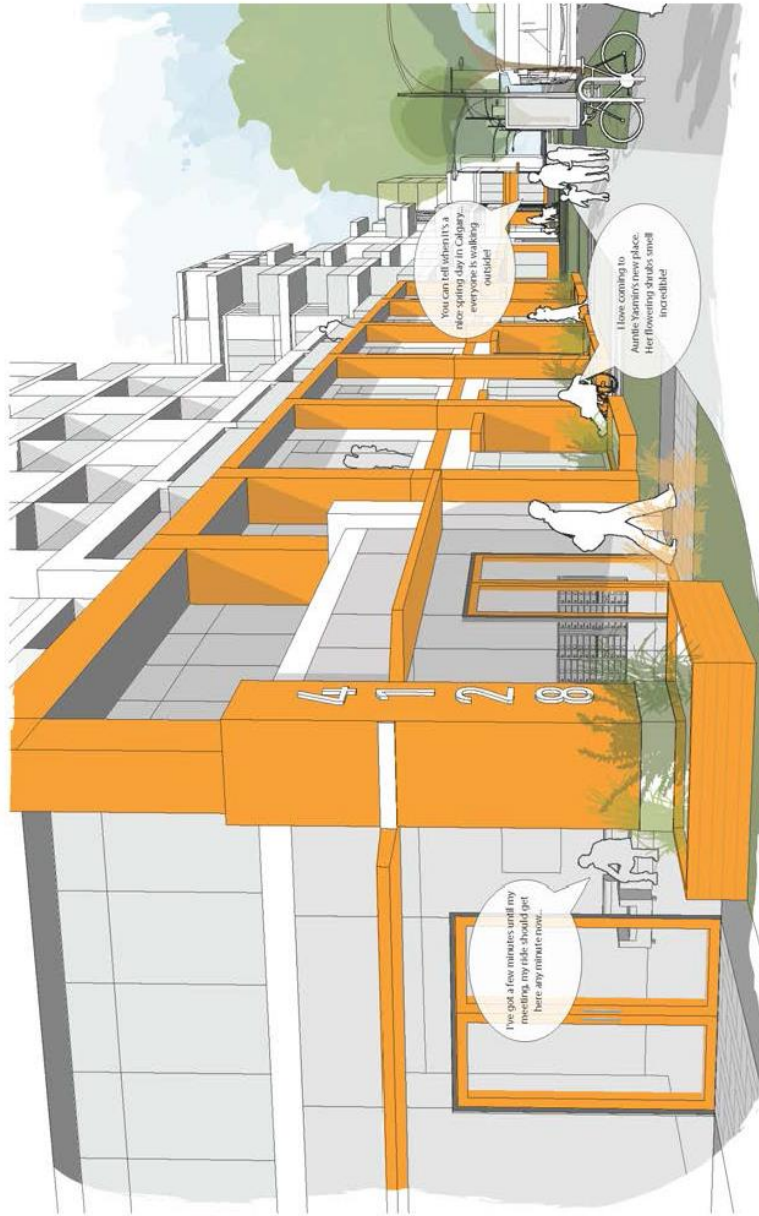
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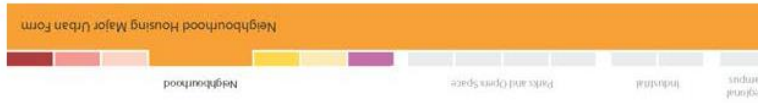
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40

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Neighbourhood Housing Major

Neighbourhood Housing Major areas will have the most activity, or potential for activity, and may have the most residents relative to other housing-focused areas of the community. These areas are the housing-focused areas that are most likely to have supporting commercial activities.

Applicable Policy Modifiers

- 3 Commercial Cluster
- 4 Parks and Open Space Frontage
- 5 Vehicle-Oriented
- 6 Comprehensive Planning Site

Scale Modifiers



Figure 16:
Neighbourhood Housing Major
Urban Form

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- 2.5 Neighbourhood Housing, Major Policies**
- a. In a local area plan, Neighbourhood Housing Major should identify areas of a community that will have the following characteristics relative to other Neighbourhood Housing areas of the community:
 - i. more transit service and infrastructure;
 - ii. the highest volume of pedestrian movement; and
 - iii. pedestrian routes that support a higher volume of movement.
 - b. Neighbourhood Housing Major areas are the most likely to have commercial opportunities relative to other Neighbourhood Housing areas of the community.
 - c. Development in Neighbourhood Housing Major areas should:
 - i. be of an appropriate density to support nearby Neighbourhood Commercial areas;
 - ii. accommodate commercial activities, typically of a smaller scale than found in nearby commercially-focused areas, integrated in a mixed-use building or stand-alone;
 - iii. accommodate some regional commercial activities that complement local needs, such as a grocery store or pharmacy, integrated in a mixed-use building or stand-alone; and
 - iv. have a mix of hard and soft landscaping that is located to support pedestrian comfort and delineate the transition from the public realm to private realm.

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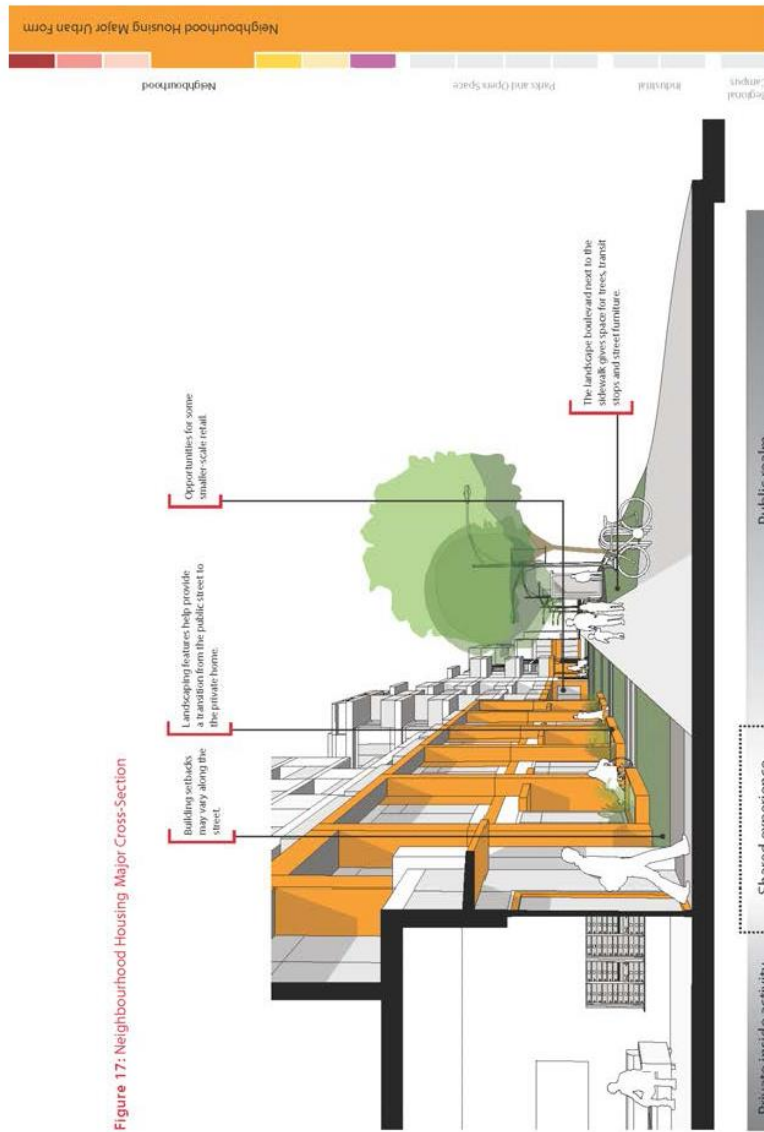
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42

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PUD2020-0207
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43

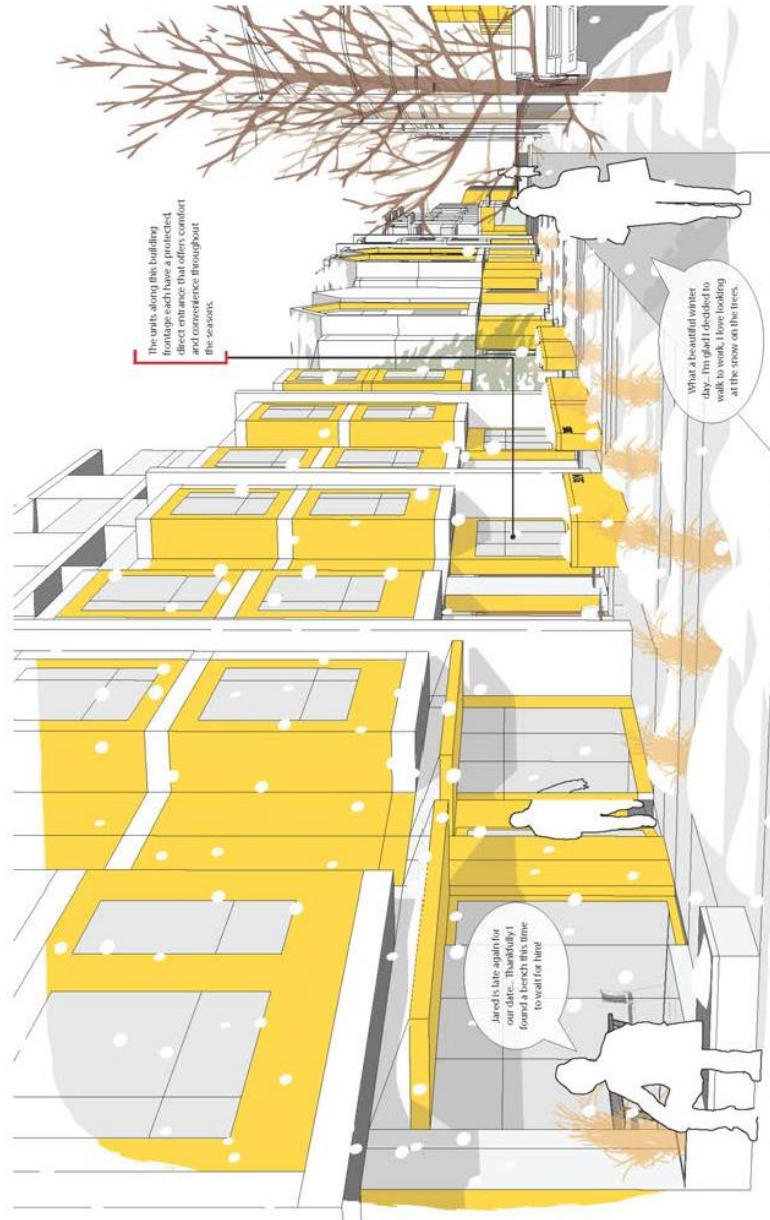
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PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
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Guidebook for Great Communities



The Guidebook for Great Communities - Proposed, March 2020

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
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Neighbourhood Housing Minor

Neighbourhood Housing Minor areas will have moderate pedestrian activity, or potential for activity, relative to other housing focus areas of the community. These areas house people typically along busier neighbourhood streets and secondary transit corridors. Neighbourhood Housing Minor areas may support limited commercial activities that are intended to serve nearby residents.

Applicable Policy Modifiers

- 3 Commercial Cluster
- 4 Parks and Open Space Frontage
- 5 Vehicle-Oriented
- 6 Comprehensive Planning Site

Scale Modifiers



Figure 18:
Neighbourhood Housing Minor
Urban Form

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- 2.6 Neighbourhood Housing, Minor Policies**
- a. In a local area plan, Neighbourhood Housing Minor should identify areas of a community that will have the following characteristics, relative to other Neighbourhood Housing areas of the community:
 - i. local transit service and infrastructure;
 - ii. moderate volumes of pedestrian activity; and,
 - iii. pedestrian routes that support a moderate volume of movement.
 - b. Neighbourhood Housing Minor areas may provide important connections within and between communities.
 - c. Development in Neighbourhood Housing Minor areas should:
 - i. be of an appropriate density to support nearby Neighbourhood Commercial areas;
 - ii. support some small- to medium-scale local commercial opportunities to service nearby residents, integrated in a mixed-use building or stand-alone;
 - iii. have building setbacks with yards that have higher proportions of soft landscaping to delineate the transition from the public realm to private realm. Some hard landscaping should be incorporated to ensure ease of accessibility.

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46

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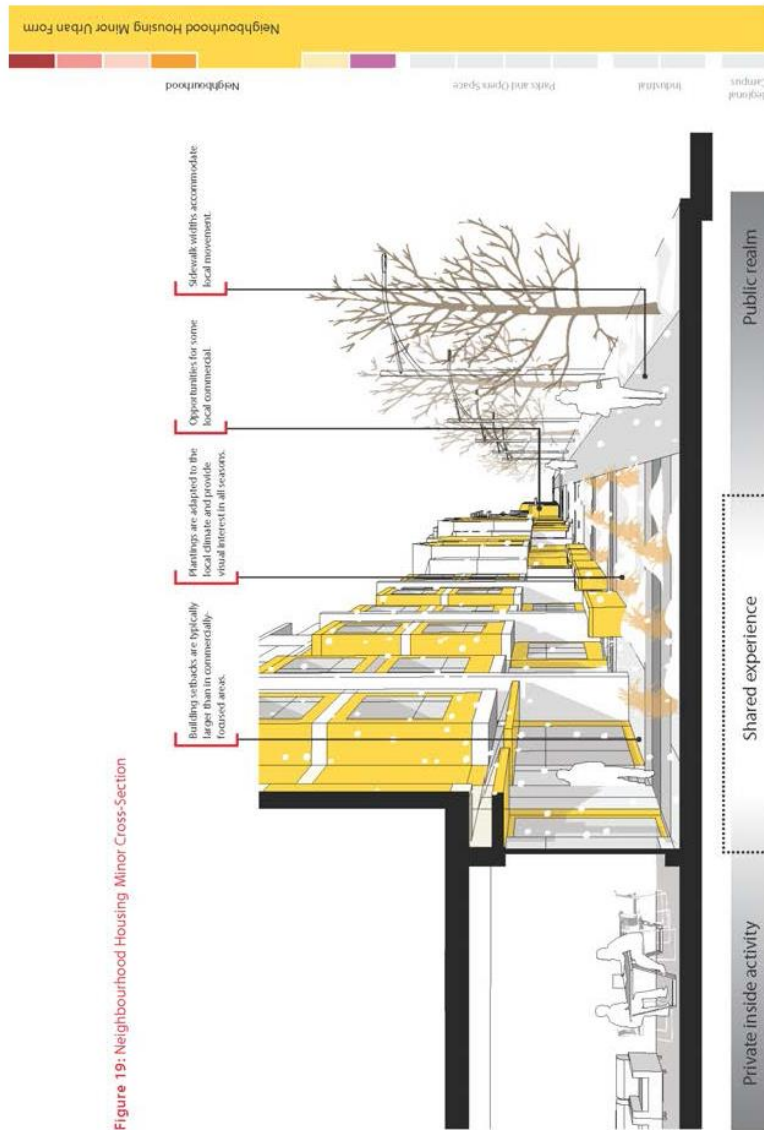


Figure 19: Neighbourhood Housing Minor Cross-Section

47

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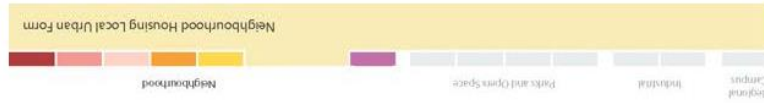
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PUD2020-0207
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Neighbourhood Housing Local

Neighbourhood Housing Local areas serve the people who live there. These areas will have the strongest delineation between private and public space and landscaped areas such as soft, landscaped yards and patios. These areas will be primarily residential at various scales, and may support commercial uses that primarily serve people living in the immediate area, such as a barber shop or small convenience store.

Applicable Policy Modifiers

- 3 Commercial Cluster
- 4 Parks and Open Space Frontage
- 5 Vehicle-Oriented
- 6 Comprehensive Planning Site

Scale Modifiers



Figure 20:
Neighbourhood Housing Local
Urban Form

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- 2.7 Neighbourhood Housing, Local Policies**
- a. In a local area plan, Neighbourhood Housing Local should identify areas of a community that will have the following characteristics, relative to other Neighbourhood Housing areas of the community:
 - i. lowest volumes of pedestrian activity;
 - ii. primarily local visitation and use; and,
 - iii. pedestrian routes that support a lower volume of movement.
 - b. Areas identified as Neighbourhood Housing Local will sometimes have higher residential densities, but have the least opportunity for commercial uses relative to other Neighbourhood Housing categories.
 - c. Development in Neighbourhood Housing Local areas should:
 - i. be of an appropriate scale to support nearby Neighbourhood Commercial areas;
 - ii. support home-based occupations;
 - iii. support limited small-scale commercial opportunities appropriate to service nearby residents, integrated in a mixed-use building or stand-alone; and,
 - iv. have building setbacks with soft landscaping that is located to support pedestrian comfort and provide the strongest delineation between public realm to private.

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50

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PUD2020-0207
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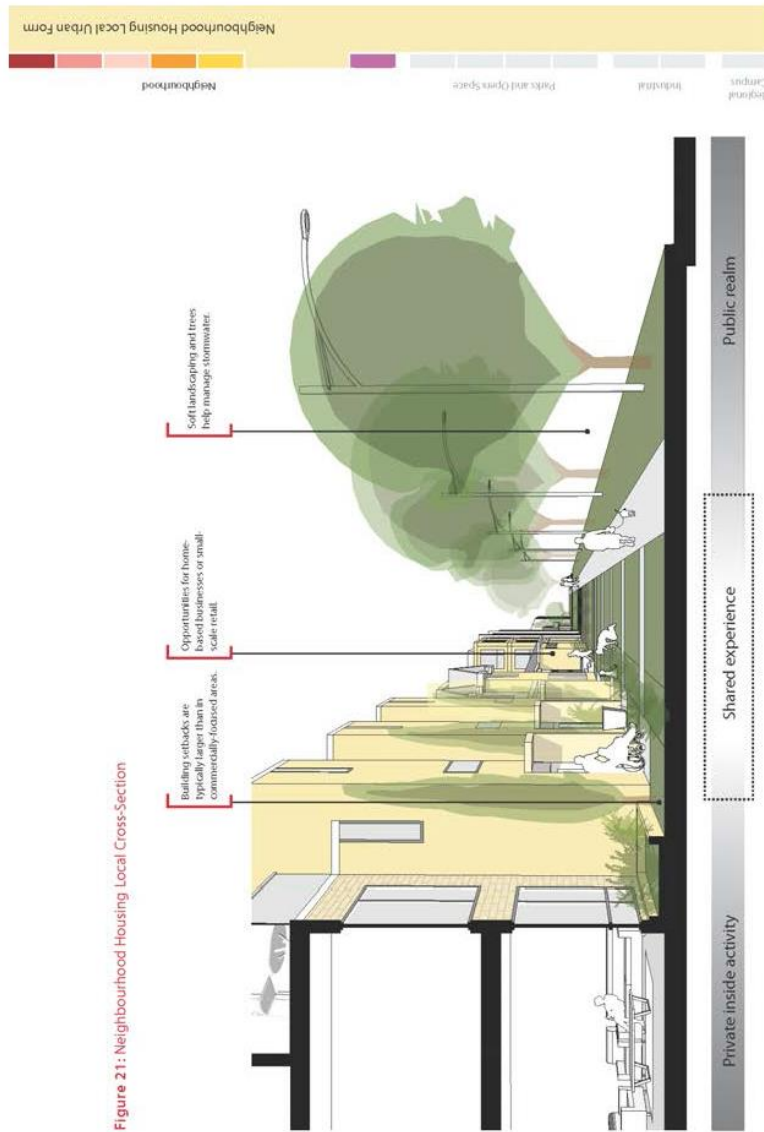


Figure 21: Neighbourhood Housing Local Cross-Section

51

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

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INDUSTRIAL TRANSITION URBAN FORM CATEGORIES

Neighbourhood Industrial Transition areas provide an opportunity for people to mix living and working spaces. Typically located in transition areas between Neighbourhood and Industrial areas. Neighbourhood Industrial Transition areas should balance vehicular access and goods movement with safe and convenient pedestrian, cycling and transit connections.

While it is beneficial to see industrial areas evolve over time to sustain their economic vitality, careful consideration should be given to how, where and when other land uses are introduced into industrial areas. The residential, office and commercial activities allowed in the Neighbourhood Industrial Transition category result in higher land costs. The extent of Neighbourhood Industrial Transition areas should be limited to maintain a land base in Industrial areas that supports and attracts primary industrial activities.

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52

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PUD2020-0207
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53

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Figure 22: Neighbourhood Industrial Urban Form Categories

Neighbourhood Industrial Transition



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PUD2020-0207
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Neighbourhood Industrial

Neighbourhood Industrial Transition areas in a community combine light industrial working spaces with living spaces in a setting that includes office and small- and medium-format retail. Neighbourhood Industrial Transition provides a strategic transition from Industrial General areas to Neighbourhood Housing or Commercial areas, where light industrial and small-scale manufacturing with minimal off-site impacts are vertically- or horizontally-mixed with housing. These areas may have begun to appear organically, but should be strategically identified through a local area planning process.

Applicable Policy Modifiers

- 4 Parks and Open Space Frontage
- 5 Vehicle-Oriented
- 6 Comprehensive Planning Site

Scale Modifiers

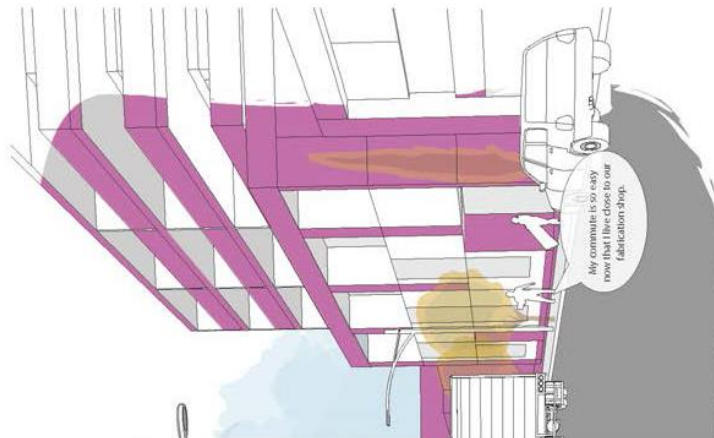


Figure 23:
Neighbourhood Industrial Transition Urban Form

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- 2.8 Neighbourhood Industrial Transition Policies**
- a. In a local area plan, Neighbourhood Industrial Transition should identify areas of a community that will have the following characteristics, relative to industrial areas:
 - i. small parcel sizes;
 - ii. no off-site impacts;
 - iii. high-quality **pedestrian**, cycling and transit connections to adjacent Neighbourhood Housing and Commercial areas, and;
 - iv. integrated industrial and residential spaces.
 - b. Neighbourhood Industrial Transition should be located between Industrial General areas and Neighbourhood Housing or Commercial areas to provide a transition.
 - c. Neighbourhood Industrial Transition should be limited to strategic locations to minimize loss of the land base in Industrial areas.
 - d. Neighbourhood Industrial Transition areas should provide strong **pedestrian** and cycling routes and frequent and convenient transit service, while also providing connections to local and regional goods movement corridors.
 - e. Development in Neighbourhood Industrial Transition should:
 - i. combine industrial working spaces with housing;
 - ii. fully enclose activities in a building with very limited outside storage of material or products;
 - iii. produce minimal heat, odour, dust, vibration, light or waste impacts that are disruptive to adjacent uses; and;
 - iv. provide high-quality landscaping.
 - f. These areas should accommodate office and small- to medium-format retail.
 - g. Development in Neighbourhood Industrial Transition is encouraged to:
 - i. incorporate loading areas that are flexible and can accommodate delivery using passenger-scale vehicles or bicycles and do not negatively impact **pedestrian** movement; and;
 - ii. enable live-work and work-live units.

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56

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PUD2020-0207
ATTACHMENT 2

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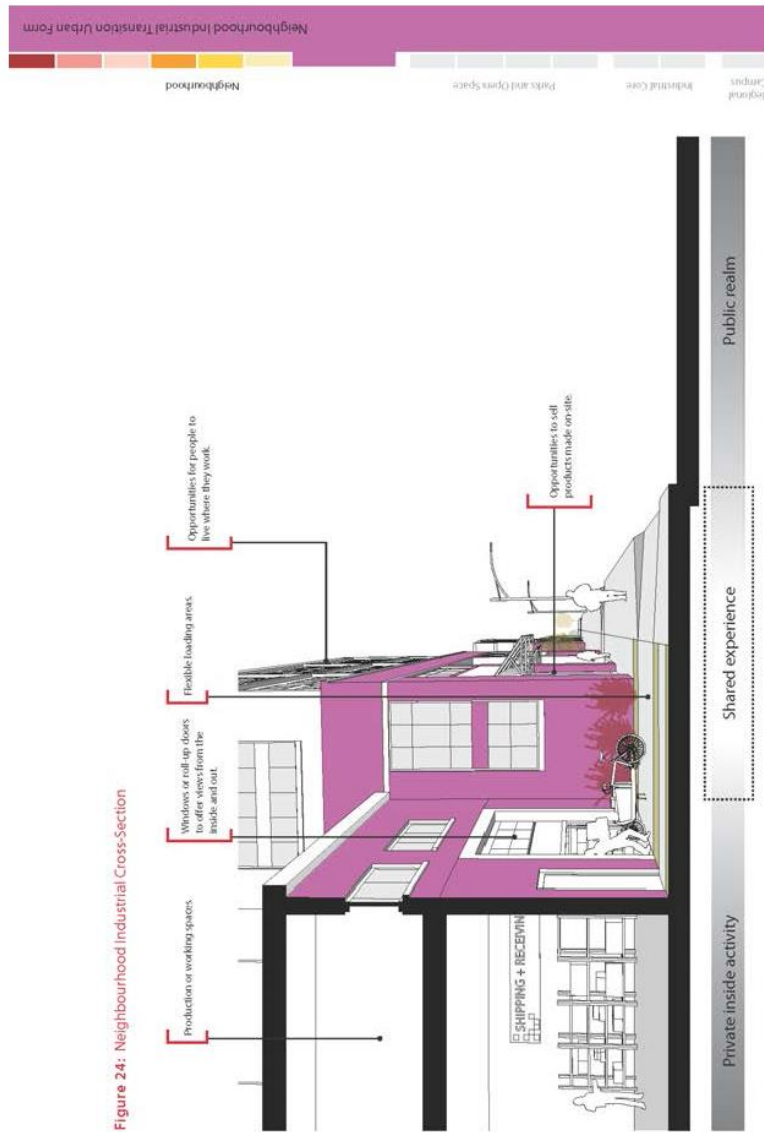


Figure 24: Neighbourhood Industrial Cross-Section

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Parks and Open Space Purpose

Parks and Open Space areas serve important ecological, civic and recreational functions in the city. These areas form the heart of our communities and make our city one of the most livable in the world.

Planning for parks and recreation facilities supports a high quality of life in Calgary's communities by promoting active lifestyles, supporting social connection and mental health, protecting important ecological systems and building healthy communities. Parks and Open Space areas provide a range of opportunities for people to play, relax, recreate and connect with nature. These areas also support Calgary's resiliency by helping to mitigate climate change and adapt to its effects.

The Parks and Open Space urban form categories will help identify hubs for civic and recreation activity or ecological function within communities and sites that may be candidates for future investment. They are essential parts of a community and including them in the conversation about community structure helps to define complementary urban form categories nearby.

Parks and Open Space categories should be applied in conjunction with policies 2.32, 3.14 and 3.15.



Figure 25: Parks and Open Space Purpose Urban Form Categories

- Civic and Recreation General Function
- Civic and Recreation Major
- Civic and Recreation Minor
- Civic and Recreation Local
- Natural Areas General Function
- Parks Natural Areas

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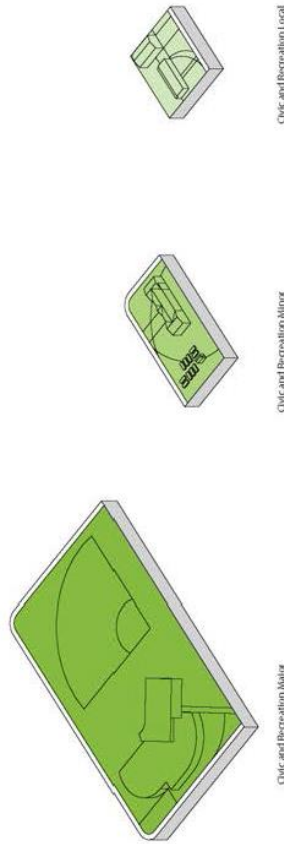
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CIVIC AND RECREATION URBAN FORM CATEGORIES

The three Civic and Recreation categories identify parks and open space that provide, or are intended to provide, facilities and programming for recreational, community or civic uses. These are parks or open space sites that often accommodate active facilities and opportunities for passive enjoyment. Recreation includes all of those activities in which an individual chooses to participate in their leisure time and is not confined solely to sports and physical recreation programs but includes artistic, creative, cultural, social and intellectual activities. Civic uses may include learning, worship, political engagement and maintenance facilities and operations. Recreational, community, cultural or civic uses that are contained indoors and are integrated entirely into an urban environment, such as indoor recreation centres or urban performance spaces, need not be identified as a Civic and Recreation category, and may be located within Neighbourhood areas.

Figure 26: Parks Civic and Recreation Urban Form Categories



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PUD2020-0207
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Parks Civic and Recreation Major

Parks Civic and Recreation Major areas are, or will become, city-wide destinations. Parks and open spaces identified as this category tend to be larger in area and include amenities that support higher volumes of users. These are sites that may be of cultural importance or unique character, and would generally include programmed facilities or significant amenities such as large schools, major civic plazas, art facilities, sport facilities, regional recreation centres, libraries and similar. Because of the high activity associated with this urban form category, opportunities for complementary intensification adjacent to these areas should be identified and explored during local area planning.

2.9 Parks Civic and Recreation Major Policies

a. In a local area plan, the Parks Civic and Recreation Major urban form should identify parks and open spaces that have the following characteristics, relative to other Parks Civic and Recreation areas of the community:

- i. the most activity or potential for activity;
- ii. the largest facilities and amenities;
- iii. the most significant historical, cultural, archaeological or indigenous sites;
- iv. the most opportunity to incorporate commercial services that complement the general function of the area;
- v. proximity to the most transit service or infrastructure; and,
- vi. city-wide use and visitation.

b. Parks Civic and Recreation Major identifies parks and open space that are located to be accessible from all areas of the city.

c. Some parks and open space in this category may be appropriate in, or adjacent to, industrial areas if primary programming includes, or is intended to include, large community festivals, sporting events, cultural activities and special events that may generate higher volumes of traffic and off-site impacts.

d. Parks Civic and Recreation Major areas should:

- i. support a broad range of recreation, civic and cultural opportunities to meet the needs of an increasingly diverse city;

- ii. provide recreational and civic opportunities for all people in all seasons;
- iii. accommodate various types of physical, creative, social and cultural skill development;
- iv. be connected to the community and the rest of the city by active transportation options;
- v. foster community cohesion and cultural vitality;
- vi. support mental health and physical well-being;
- vii. provide adaptable spaces and amenities that support a variety of activities;
- viii. enable the integration of multiple uses that support the primary function of the site;
- ix. use climate resilient plantings including native and locally adaptive species; and,
- x. be connected to other parks and open space areas by pedestrian, cyclist and transit routes.

e. Parks Civic and Recreation Major areas should consider accommodating:

- i. larger community festivals, multi-cultural activities and special events by providing adequate servicing, access, space and facilities; and,
- ii. commercial services that complement the primary function of the site.




Photo Examples of Parks Civic and Recreation Major Urban Form

Neighbourhood

Parks and Open Space

Industrial

Regional Campus

60

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Parks Civic and Recreation Major Urban Form

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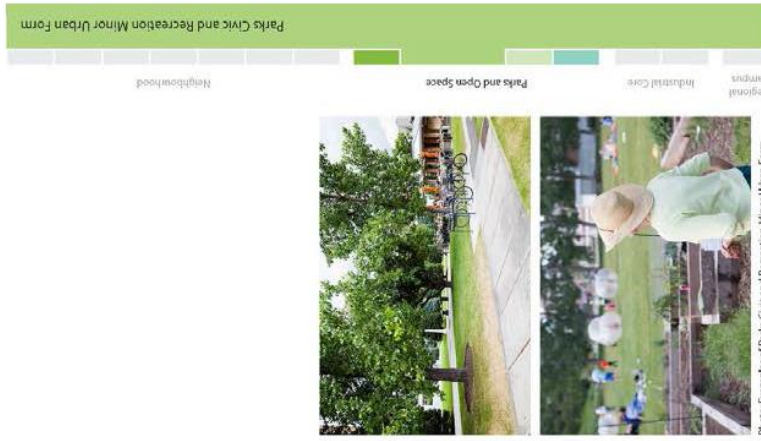


Photo Examples of Parks Civic and Recreation Minor Urban Form

Parks Civic and Recreation Minor

Parks Civic and Recreation Minor identifies parks or open spaces that generally include programmed facilities or amenities such as smaller schools, community buildings, gathering spaces, soccer fields, playgrounds, dog parks and similar. Parks and open spaces identified as this category are generally smaller in area than Parks Civic and Recreation. Major areas, and will include amenities that serve higher volumes of local users, but generate less overall activity. Because of the moderate activity associated with this urban form, opportunities for complementary intensification adjacent to these areas should be identified and explored during local area planning.

2.10 Parks Civic and Recreation Minor Policies

- a. In a local area plan, Parks Civic and Recreation Minor should identify parks and open spaces that will have the following characteristics, relative to other Parks Civic and Recreation areas of the community:
 - i. moderate activity and use;
 - ii. moderate opportunity to incorporate commercial services that complement the general function of the area
 - iii. access to moderate transit service or infrastructure; and,
 - iv. community-wide and local use.
- b. Parks should be located to maximize proximity for residents and visitors.
- c. Parks Civic and Recreation Minor areas should:
 - i. support a range of recreation, civic and cultural opportunities to meet the needs of an increasingly diverse city;
 - ii. provide recreational and civic opportunities for all people in all seasons;
- d. Parks Civic and Recreation Minor areas should consider accommodating:
 - i. smaller community festivals, multi-cultural activities and special events; and,
 - ii. commercial services that complement the primary function of the site.
- iii. provide amenities and opportunities that meet the needs of local residents in surrounding communities;
- iv. be connected to the community and the rest of the city by active transportation options;
- v. accommodate various types of physical, creative, social and cultural skill development;
- vi. foster community cohesion and cultural vitality;
- vii. provide adaptable spaces and amenities that support a variety of activities;
- viii. use climate resilient plantings, including native and locally adaptive species; and,
- ix. be connected to other parks and open space areas by pedestrian, cyclist and transit routes.

61
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The Guidebook for Great Communities - Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Parks Civic and Recreation Local

Parks Civic and Recreation Local identifies parks or open spaces that serve a local or limited population. These are generally passive park spaces that are small in area with amenities to serve a smaller number of users. These areas may include small pocket parks, small playgrounds, unprogrammed open space or similar.

2.11 Parks Civic and Recreation Local Policies

- a. In a local area plan, Parks Civic and Recreation Local identifies parks and open spaces that will have the following characteristics, relative to other Parks Civic and Recreation areas of the community with:
 - i. low activity and use;
 - ii. limited facilities and amenities;
 - iii. limited opportunities to incorporate commercial services; and,
 - iv. primarily local visitation and use.
- b. Parks Civic and Recreation Local should be located in proximity to the local users whom they are intended to serve.
- c. Parks Civic and Recreation Local areas should:
 - i. provide local recreational and civic opportunities for all people in all seasons;
 - ii. provide amenities and opportunities that meet the needs of the local area;
 - iii. be accessible to the local area by pedestrian, cyclist and transit routes;
 - iv. foster community cohesion and cultural vitality;
 - v. accommodate small, local community gatherings, activities and special events;
 - vi. encourage adaptable spaces and amenities that support a variety of activities; and,
 - vii. use climate resilient plantings, including native and locally adaptive species.



Photo Examples of Parks Civic and Recreation Local Urban Form

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62

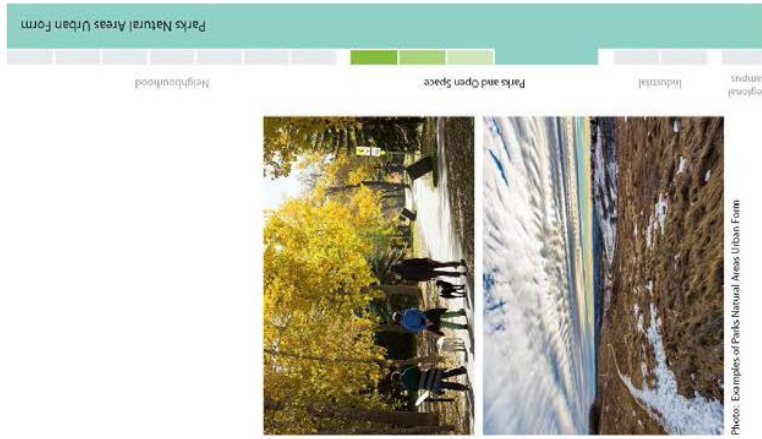


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PUD2020-0207
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NATURAL AREAS URBAN FORM CATEGORY

Natural areas in the city provide many benefits, including improving air quality, mitigating and adapting to climate change, managing and filtering water, supporting biodiversity and enhancing resilience. These are areas of environmental significance that may include amenities to support passive enjoyment and ecological functions in a community.

Parks Natural Areas

Parks Natural Areas identifies open spaces for the protection, preservation and rehabilitation of natural features and ecological functions to help foster resilient and biologically diverse open spaces and neighbourhoods. Parks Natural Areas may also include facilities related to the natural and ecological features being protected, typically including trails, pathways, river access points, washrooms, picnic tables and benches.

2.12 Parks Natural Areas Policies

- a. In a local area plan, Parks Natural Areas identifies places that will have the following characteristics, relative to other Parks and Open Space:
 - i. the most natural features and highest ecological functions;
 - ii. limited facilities and amenities;
 - iii. the least opportunity to incorporate commercial services; and,
 - iv. the most opportunity for people to access and connect with nature.
- b. Parks Natural Areas identifies areas of environmental significance to the city.
- c. Parks Natural Areas should:
 - i. support the protection, preservation and rehabilitation of natural features and ecological functions;
 - ii. provide wildlife habitat;
 - iii. be accessible by pedestrian, cyclist and transit routes; and,
 - iv. foster recognition and understanding of ecological functions and local wildlife.

Photo: Examples of Parks Natural Areas Urban Form

63

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The Guidebook for Great Communities - Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Industrial Purpose

Industrial areas contribute to the vitality of the city by providing diverse economic opportunities for industrial activities at a variety of scales.

To sustain and grow the prosperity of the city, Calgary needs a strong economic base. Industry can be a primary driver of economic activity that sustains this economic base. Calgary's current industrial development and land supply, located in proximity to regional, national and international transportation networks, positions the city well to capture shifts in the industrial economy. Maintaining integrated industrial areas close to Neighbourhood areas promotes entrepreneurial opportunities that benefit the city as a whole.

Industrial activity ranges in scale and impact, from large-scale uses with higher off-site impacts to smaller-scale uses with less off-site impacts. Reflecting this range, the industrial purpose is divided into two general functions: General and Heavy. Unlike the Neighbourhood purpose, the industrial purpose is based on the primary use of an area and the off-site impacts or integration concerns the use may have on neighbouring parcels. These areas prioritize goods movement, but should still consider safe pedestrian, cyclist and transit mobility for employees.



Figure 27: Industrial Purpose Urban Form Categories

- Industrial General Function
- Industrial General
- Industrial Heavy

2 Planning Great Communities for Everyone

64

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

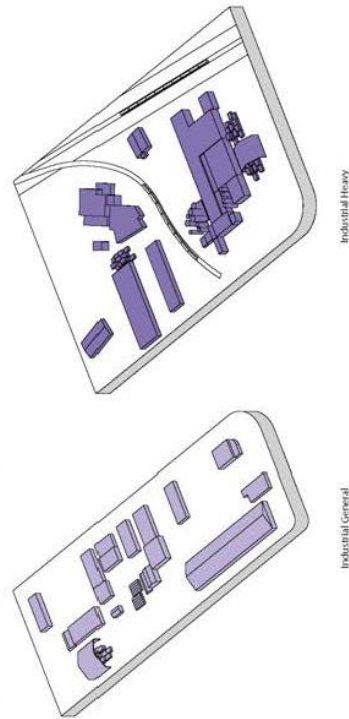
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INDUSTRIAL URBAN FORM CATEGORIES

The Industrial purpose is divided into two general functions, General and Heavy, that support the full range of employee-focused industrial activities, such as manufacturing, servicing, research, logistics and contracting. These activities are essential to the economic activity and resilience of the city. Industrial activities often have more off-site impacts, including noise, odour, dust and vibration, which may be a nuisance or hazard to retail businesses or people living too close to these areas. These activities also tend to have larger land requirements and rely on land costs that are lower relative to areas of the city that support housing and retail activities. Encroachment of housing or retail activities into Industrial areas may compromise operational requirements that are critical to the success of these areas.

Figure 28: Industrial Urban Form Categories



PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

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Industrial General

Industrial General accommodates the widest variety of light and medium industrial uses and represents the primary industrial land supply for the city. Because of the diversity of uses, these areas accommodate a range of building sizes and types and may incorporate outdoor activities and storage. Building heights will generally be lower in these areas since the typical range of activities benefits from easy access to the ground. Streets will prioritize large vehicle and goods movement, but will also enable safe and convenient pedestrian, cycling and transit options.

2.13 Industrial General Policies

- a. In a local area plan, Industrial General should identify areas of a community that will have the following characteristics, relative to other Industrial areas:
 - i. the widest variety of light and medium industrial uses, relative to other Industrial areas;
 - ii. varied parcel sizes, larger than typical parcels in Neighbourhood areas;
 - iii. some off-site impacts that can be adequately mitigated; and,
 - iv. limited commercial uses.
- b. Industrial General areas should be located in Industrial areas as identified on the Urban Structure Map of the Municipal Development Plan.
- c. Industrial General is appropriate next to Neighbourhood Industrial Transition areas and may be appropriate next to Neighbourhood Commercial or Housing areas with adequate mitigation of off-site impacts.
- d. Pedestrian, cycling and transit mobility options should be available in these areas.
- e. Development in Industrial General should:
 - i. generally be industrial in nature;
 - ii. strategically locate and provide a small number of commercial uses that support employees and users of the area;

Applicable Policy Modifiers

- 4 Parks and Open Space Fromage
- 6 Comprehensive Planning Site




Photos: Examples of Industrial General Urban Form

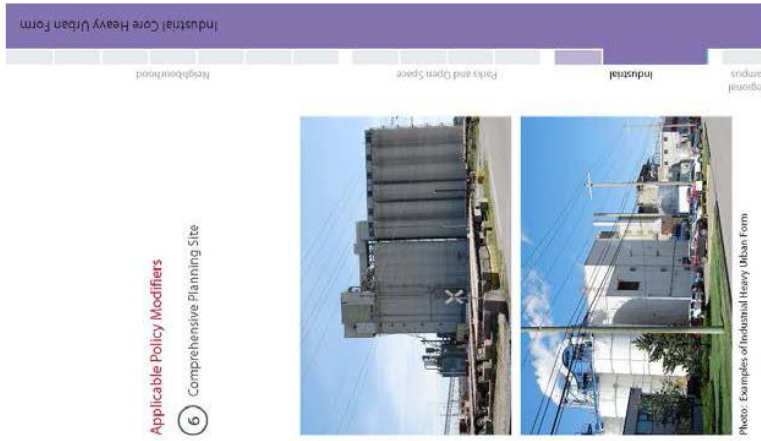
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Page 68 of 147

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



Industrial Heavy

Industrial Heavy is characterized by heavy industrial uses that typically have significant off-site impacts due to their operations. A significant portion of industrial activities occur outdoors and generate external nuisance such as noise, dust, vibration and odour, which are key parts of their operations. These activities generally require larger sites with buildings that may incorporate equipment.

2.14 Industrial Heavy Policies

- a. In a local area plan, Industrial Heavy should identify areas of a community that will have the following characteristics, relative to other industrial areas:
 - i. streets and uses focused on goods and large vehicle and equipment movement;
 - ii. buildings and structures that are generally purpose-built for industrial activities;
 - iii. the most off-site impacts;
 - iv. large parcel sizes; and,
 - v. the most heavy industrial activity, including external machinery such as conveyor belts, cranes, piping or silos.
- b. Industrial Heavy areas should be located in industrial areas as identified on the Urban Structure Map of the Municipal Development Plan.
- c. Industrial Heavy areas should be located next to Industrial General areas or in isolated locations where the off-site impacts of the industrial activities are compatible with adjacent activities.
- d. Without substantial mitigations, this category must not be located next to Neighbourhood areas.

Applicable Policy Modifiers

- 6 Comprehensive Planning Site



Photo: Examples of Industrial Heavy Urban Form

- e. Large vehicle and equipment access and circulation should be prioritized for these areas.
- f. Pedestrian, cycling and transit mobility options are encouraged for these areas.
- g. Development in Industrial Heavy should:
 - i. be industrial in nature;
 - ii. not have residential or commercial uses encroaching into the area;
 - iii. be located in areas with strong connections to goods movement routes;
 - iv. be located in areas close to, or adjacent to, hazardous goods routes, railway lines, or other means of access suitable for the transportation of raw materials and goods;
 - v. consider pedestrian connections to transit stops and stations;
 - vi. appropriately mitigate off-site impacts; and,
 - vii. consider incorporating landscaping where appropriate.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

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Regional Campus Purpose

REGIONAL CAMPUS URBAN FORM CATEGORY

The Regional Campus function includes large sites that are for regional institutional or regional transportation functions regulated by the provincial or federal government. These areas are characterized by comprehensive, high intensity uses that serve a regional civic, institutional or transportation purpose, such as airports, rail yards, regional hospitals and university or college campuses. The sites are typically serviced by internal mobility networks and comprise multiple buildings. Regional Campus areas are often significant city-wide activity generators, so considering how these sites integrate with adjacent development and the local mobility network will benefit the wider community and the city.

2.15 Regional Campus Policies

- a. Communities should integrate with Regional Campus areas by:
 - i. aligning surrounding functions to provide complementary urban form categories nearby; and,
 - ii. providing mobility choices to support and enhance the function and integration of these sites with the city-wide and regional network.



Photo: Examples of Regional Campus Urban Form

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PUD2020-0207
ATTACHMENT 2

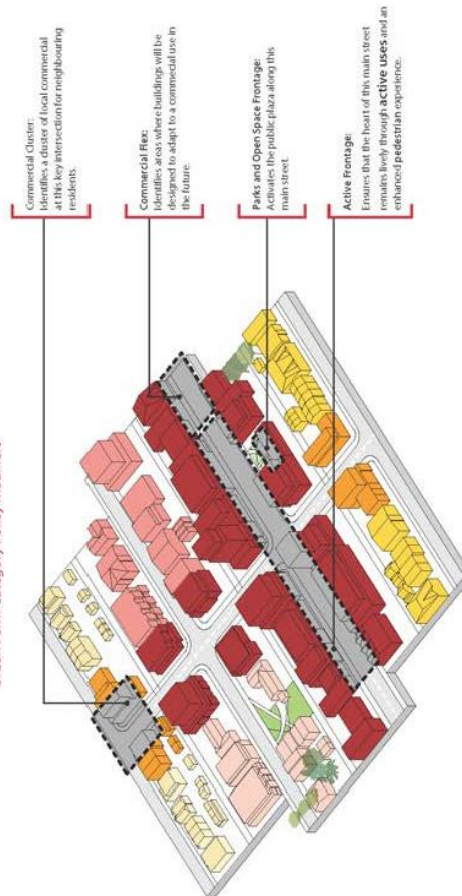
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Urban Form Category Modifiers

Urban form categories can be modified through a local area planning process to respond to the local context in two ways: policy modifiers and scale modifiers.

This section outlines the policy and scale modifier categories, provides direction for when they should modify an urban form category, and provides policies for development in areas where they have been applied through a local area plan.

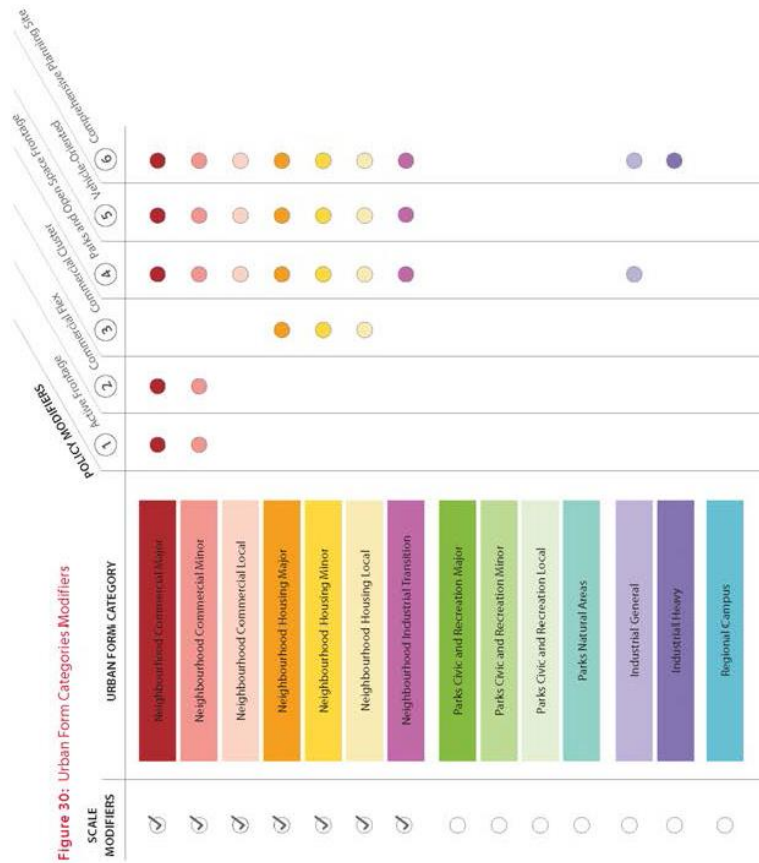
Figure 29: Example Application of Urban Form Category Policy Modifiers



PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



The Guidebook for Great Communities – Proposed, March 2020

2 Planning Great Communities for Everyone

70

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

POLICY MODIFIERS

Policy modifiers are optional policy components that are used to tailor an urban form category to provide additional policy for specific locations in communities.

- 1 Active Frontage**
The Active Frontage policy modifier identifies commercial locations that have the highest activity, and require active uses that promote lots of pedestrian traffic in and out of buildings and along the street.
- 2 Commercial Flex**
The Commercial Flex policy modifier identifies areas that have potential for higher street-level activity, but where active uses are not supported by the market in the short-term.
- 3 Commercial Cluster**
The Commercial Cluster policy modifier identifies places within housing focused areas for clusters of commercial activities that serve the local population.
- 4 Parks and Open Space Frontage**
The Parks and Open Space Frontage policy modifier identifies locations where the activities on a site should be integrated across the edge of an abutting public open space or park.
- 5 Vehicle-Oriented**
The Vehicle-Oriented policy modifier identifies locations where vehicle-focused functions may be located, such as gas bars, drive-through, vehicle repair and maintenance and car washes. This modifier can also identify commercial uses focused on consumer sales of large items that benefit from vehicle-focused access.
- 6 Comprehensive Planning Site**
The Comprehensive Planning Site policy modifier identifies sites that warrant comprehensive planning at a later stage. These are sites where private infrastructure serves a public or semi-public purpose, or where redevelopment on the site will need to be integrated into the neighbourhood.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Applicable Urban Form Categories

- Neighbourhood Commercial Major
- Neighbourhood Commercial Minor

1 Active Frontage

Pedestrian-friendly places rely on vibrant streets with active uses at street level. The Active Frontage policy modifier can be applied to the Neighbourhood Commercial Major and Minor urban form categories to identify areas intended to have the highest volume of pedestrian activity. Active Frontage areas require active uses at grade and have higher development standards to enhance the pedestrian experience. These areas may have uses that are not traditionally considered active, so long as they also contribute to a high volume of pedestrian activity through exceptional building and site design. Given the importance of ensuring there is market demand and population to serve Active Frontage areas, this policy modifier should be applied sparingly in strategic locations.

2.16 Active Frontage Policies

- a. In a local area plan, Active Frontage should modify Neighbourhood Commercial Major and Minor urban form categories in areas of a community that:
 - i. are located within Main Streets, Activity Centres, core zones in transit-oriented development areas, transit station areas and other areas of high activity; or
 - ii. are anticipated to generate the highest amount of pedestrian activity in a commercially-focused area.
- b. The length and location of Active Frontage areas should be strategically located based on commercial market demand within a community.
- c. Development in Active Frontage areas should provide:
 - i. active uses at grade along the street to provide for an enhanced pedestrian environment and support the highest level of street activity; and,
 - ii. a high standard of building design including, but not limited to, the following elements:
 - A. at-grade units with floor-to-ceiling heights that can accommodate a range of commercial uses;
 - B. windows, doors and openings on ground floors that increase interaction and transparency;
 - C. canopies, or other forms of shelter for pedestrians from the elements; that support year-round enjoyment;
 - D. distinct, barrier-free, primary entrances for at-grade units facing the street; and,
 - E. landscaping, sitting areas, plazas and patios that activate the street.



Photo: Active Frontages relieve the street and provide spill-out space for interaction and art.



Photo: Active Frontages offer alternate destinations and a frequent rhythm of entrances and windows at a pedestrian scale.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Applicable Urban Form Categories

- Neighbourhood Commercial Map
- Neighbourhood Commercial Minor



Photo: Commercial Flex building with barrier-free entrances, lots of windows and openings that result in indistinguishable residential and commercial units at grade.



Photo: Commercial Flex building with commercial floor-to-ceiling heights and flexible ground floor.

2 Commercial Flex

Certain areas have future potential for uses that generate higher street-level activity, but in the short-term the market may not support development with active uses at-grade. The Commercial Flex policy modifier requires at-grade units that can accommodate future commercial activities to provide opportunities for uses to grow and adapt to changing markets in the medium to long term. At the time of construction, at-grade units within a Commercial Flex area should be built to a commercial standard. Short-term uses in Commercial Flex areas would include residential, small-scale manufacturing, work-live units, artists' studios and a range of commercial activities.

Units in a Commercial Flex area enable innovative and entrepreneurial businesses that have higher needs than a common home-based business, and may transition to fully commercial uses over time. The Commercial Flex policy modifier can be used in Neighbourhood Commercial areas for locations adjacent to Active Frontage areas to provide a transition to surrounding development. Commercial Flex areas should be strategically located to support adjacent commercial development and the evolution of Neighbourhood Commercial areas over time.

2.17 Commercial Flex Policies

- a. In a local area plan Commercial Flex should modify Neighbourhood Commercial urban form categories that in the future should support active uses at grade.
 - i. Commercial Flex should only be located:
 - i. within Main Streets, Activity Centres, core or transition zones in transit-oriented development areas, transit station areas and other areas of high activity, or,
 - ii. adjacent to Active Frontage areas.
 - c. Development in Commercial Flex areas must provide:
 - i. at-grade units with adaptable space that allows for uses to respond to market conditions without significantly altering the shell construction of buildings;
 - ii. a minimum floor-to-ceiling height for at-grade units that enables adaptation to an active use in the future; and,
- iii. buildings that support higher street-level activity than a building with solely residential units through design elements such as:
 - A. windows, doors and openings on ground floors that increase interaction and transparency;
 - B. canopies or other forms of shelter for pedestrians; and,
 - C. distinct, barrier-free, primary entrances for at-grade units along the higher-activity street.

The Guidebook for Great Communities - Revised March 2020

73

2 Planning Great Communities for Everyone

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

3 Commercial Cluster

The Commercial Cluster policy modifier identifies locations within Neighbourhood Housing areas with clusters of commercial uses that serve the local population. They are walkable locations that provide the colour that brings communities to life. They are where you find your favorite neighbourhood sandwich or go to drop off your dry-cleaning. Commercial Cluster areas are typically located at key intersections but can be identified in other parts of a community. In some cases, Commercial Cluster areas may be identified where more commercial development is desired in the future within Neighbourhood Housing areas. Individual, one-off commercial uses in residential areas do not need to be identified as a Commercial Cluster.

2.18 Commercial Cluster Policies

- a. In a local area plan, Commercial Cluster should identify portions of Neighbourhood Housing areas that are most likely to support grouped commercial activities.
- b. Commercial Cluster may be located at significant intersections or in a linear pattern fronting a higher-activity street within a Neighbourhood Housing area.
- c. Relative to Neighbourhood Commercial areas, development in Commercial Cluster areas should be designed to integrate into Neighbourhood Housing areas by:
 - i. providing a built form and scale that is responsive to the surrounding residential context;
 - ii. servicing a more local clientele; and
 - iii. limiting disturbances associated with use activities, including, but not limited to, vehicular circulation, parking, site servicing and noise.

Applicable Urban Form Categories

Neighbourhood Housing Major

Neighbourhood Housing Minor

Neighbourhood Housing Local




Photo: Commercial Cluster area that offers services to nearby residents in a Neighbourhood Housing area.




Photo: Commercial Clusters support activity and vibrancy in housing focused areas of the city.

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

4 Parks and Open Space Frontage

The Parks and Open Space Frontage policy modifier identifies locations where the activities on a private site should be integrated across the edge of the public park or open space next door. This policy modifier should be applied where the public and private activities can complement one another and result in the activation of the park or open space. The Parks and Open Space Frontage modifies urban form categories for sites that abut a park or open space, and should be applied in key locations where there is a desire for more integration between an existing or future public park or open space and the abutting development. In places where Parks and Open Space Frontage has been identified, care and attention to the public park or open space design is also required to ensure the integration of the public and private realm is successful. Not all shared boundaries with parks and open space are appropriate for this level of integration, however some level of integration between parks and open space and other urban form categories is desirable.

2.19 Parks and Open Space Frontage Policies

- a. In a local area plan Parks and Open Space Frontage should modify Neighbourhood or Industrial General urban form categories in specific areas of a community where integration across the shared boundary between a public park or open space and abutting development is desired and appropriate.
- b. All development in Parks and Open Space Frontage areas should:
 - i. provide a seamless transition between the private and public realms through thoughtful site and building design; and,
 - ii. use soft and hard landscaping to delineate open space and property boundaries in favour of fencing and other non-permeable barriers.
- c. Commercial development within Parks and Open Space Frontage areas should:
 - i. include uses that support medium to high levels of pedestrian activity such as cafés, restaurants, or day cares; and,
- d. Residential development within Parks and Open Space Frontage areas should contribute to the public realm through building and site design elements such as:
 - i. pedestrian walkways and connections to the park or open space;
 - ii. at-grade entrances that face the park or open space;
 - iii. backyard suites with entrances that face the park;
 - iv. at-grade amenity space that faces the park or open space; and,
 - v. windows that allow for views of the park or open space.
- ii. contribute to activating the public realm through building and site design elements such as:
 - A. publicly-accessible private plazas;
 - B. at-grade amenity spaces; and,
 - C. entrances that face the park or open space.

Applicable Urban Form Categories

Neighbourhood Commercial Major
Neighbourhood Commercial Minor
Neighbourhood Commercial Local
Neighbourhood Housing Major
Neighbourhood Housing Minor
Neighbourhood Housing Local
Neighbourhood Industrial Transition
Industrial General



Photo: Park Frontage that provides at-grade amenity space that faces the plaza.

75

2 Planning Great Communities for Everyone

The Guidebook for Great Communities - Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

5 Vehicle-Oriented

The Vehicle-Oriented policy modifier identifies locations within Neighbourhood areas where vehicle-focused functions may be located, such as gas bars, drive-through, vehicle repair and maintenance and car washes. This modifier can also identify commercial uses focused on consumer sales of large items, such as vehicles, hot-tubs, boats and furniture, that benefit from vehicle-focused access.

Vehicle-focused services are important features to meet peoples' needs within their community; however, the design of these types of developments tends to disrupt and conflict with the pedestrian-scaled experience since the site design required to meet the access, stacking and parking needs of vehicle-focused uses is at a different scale than that required for people. In addition, the sites where vehicles cross sidewalks are points of potential conflict with pedestrians and other street users, such as cyclists. A concentration of Vehicle-Oriented development in an area will diminish the design quality and safety for pedestrians and result in an incompatible street design for high activity Neighbourhood areas.

Vehicle-Oriented policy modifiers should be located outside of areas with high levels of retail activity along streets that carry lower volumes of pedestrian and cycling traffic and higher volumes of vehicle traffic. The Vehicle-Oriented policy modifier may identify smaller sites in walkable neighbourhoods where local vehicle services may be offered. The Vehicle-Oriented policy modifier may be appropriate on the perimeter of Industrial/General or Heavy areas as a transition between Neighbourhood areas.

Applicable Urban Form Categories

- Neighbourhood Commercial Major
- Neighbourhood Commercial Minor
- Neighbourhood Commercial Local
- Neighbourhood Housing Major
- Neighbourhood Housing Minor
- Neighbourhood Housing Local
- Neighbourhood Industrial Transition

2.20 Vehicle-Oriented Policies

- a. In a local area plan, Vehicle-Oriented should identify locations in Neighbourhood areas that are appropriate for and will accommodate vehicle-focused services.
- b. Vehicle-Oriented should be located in areas of lower activity where volumes of pedestrian movement will be lower and vehicle traffic rates will be higher.
- c. In order to minimize conflict with pedestrians and other street users, development in Vehicle-Oriented areas should:
 - i. minimize the number of locations where vehicles cross the sidewalk, and,
 - ii. minimize driveway width, as feasible.
- d. Vehicle-Oriented development should be designed to integrate into Neighbourhood areas.

- e. Development in areas identified with a Vehicle-Oriented policy modifier should:
 - i. incorporate landscaped areas;
 - ii. mitigate off-site impacts;
 - iii. provide pedestrian connections to transit stops and stations; and,
 - iv. accommodate vehicular movement and loading in a manner that does not negatively impact pedestrian safety or circulation.
- f. Development in Neighbourhood Commercial areas identified with a Vehicle-Oriented policy modifier may:
 - i. provide areas for large or bulky goods and vehicles to be sold, leased or rented; and,
 - ii. accommodate activities outside of a building for storage or display.




Photo: Vehicle-Oriented areas located in strategic locations provide important services.

76

2 Planning Great Communities for Everyone

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

6 Comprehensive Planning Site

The Comprehensive Planning Site policy modifier identifies and provides direction for large sites where additional planning or supplementary site design will be needed to support future planning applications. These sites may have private infrastructure, such as internal roads, that service the site and provide a semi-public function and new public or private infrastructure may be needed to be integrated into the surrounding community. In some cases, these sites will be redeveloped, while in other cases the existing use on a site may be added to or evolve. Examples of Comprehensive Planning Sites include regional shopping malls, commercial centres, large brownfield sites or privately-owned recreation sites.

2.21 Comprehensive Planning Site Policies

- The Comprehensive Planning Site policy modifier should be applied to sites that warrant comprehensive planning and are 1.0 hectare or larger or have been identified by a local area plan.
- Urban form categories may be identified and assigned through a local area plan for Comprehensive Planning Sites. Where urban form categories have not been identified through a local area plan, an amendment to the plan will be required to determine the appropriate urban form category at the planning application stage.
- A range of scales may be applied to a Comprehensive Planning Site and should take into consideration impacts to adjacent development. Where scale is not applied through the local area plan, the plan must be amended to add the relevant scales at the planning application stage.
- For new developments of Comprehensive Planning Sites, detailed site design should occur prior to, or at the time of, a planning application.
- Comprehensive Planning Sites should be designed to connect and integrate into the existing community through:
 - appropriate transition of use and scale;

Applicable Urban Form Categories

Neighbourhood Commercial Major
Neighbourhood Commercial Minor
Neighbourhood Commercial Local
Neighbourhood Housing Major
Neighbourhood Housing Minor
Neighbourhood Housing Local
Neighbourhood Industrial Transition
Industrial General
Industrial Heavy

Figure 31: Future Planning

2 Planning Great Communities for Everyone

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

SCALE MODIFIERS

Scale refers to the combination of height and massing of a structure. Scale modifiers are applied to urban form categories to indicate the general scale and anticipated human experience at the street level. The scales are grouped by compatible built forms with similar design standards to manage the experience of height and massing for people at the street level.

There are five scale modifiers that apply to the Neighbourhood and Industrial Transition areas. When applying scale, the anticipated activity level of an area should be considered to ensure that the scale will support enough intensity to make the anticipated activity level viable. In general, many people are needed to support a retail area so larger-scale buildings near high-activity areas will help to support their success, while an overly restricted building scale will reduce their viability. A variety of scales applied across communities provides opportunity and choice and contributes to the diversity of a community.

The Land Use Bylaw will supplement building scale modifiers by more specifically regulating height, floor area ratios and transition. Scale modifiers may be adjusted through a local area plan to specify a maximum number of storeys that is less than that identified in the scale modifier, where warranted based on site constraints and the local context, and where the impact on the activity level of the assigned urban form category has been considered. Street wall height is addressed generally in policies 3.1 of this Guidebook, but may be specified for certain locations through a local area plan in accordance with policies 2.31.

78

2 Planning Great Communities for Everyone

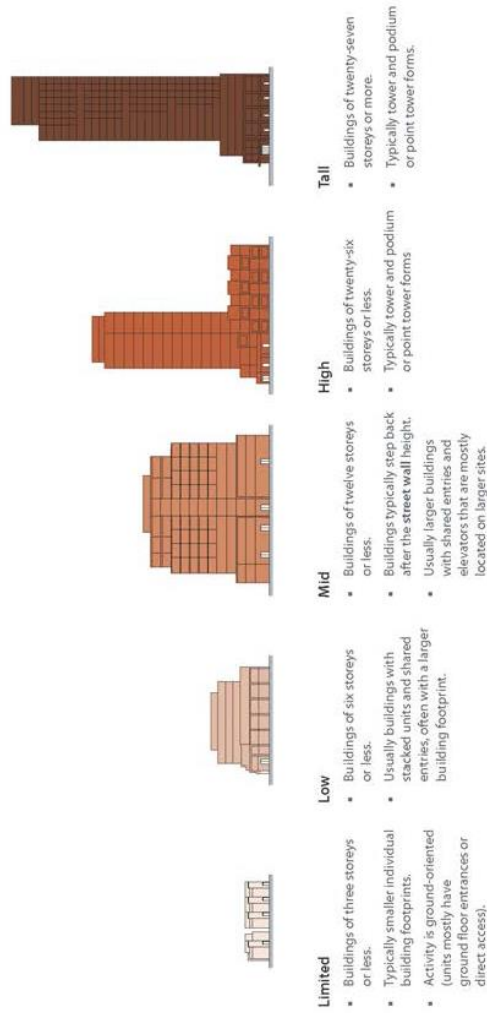
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PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Figure 32: Scale Modifiers



PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Limited Scale

Buildings in the Limited scale modifier are three stories or less in height with smaller building footprints than typical of other scale modifiers. This category includes a broad range of ground-oriented building forms, including single-detached, semi-detached, rowhouses, townhomes, stacked townhomes, mixed-use buildings, commercial and some industrial buildings. Housing-focused areas at this scale should have more amenity space at grade, such as yards or patios.

2.22 Limited Scale Policies

- a. Buildings:
 - i. should be a maximum of three stories in height;
 - ii. should have well-articulated facades that face the public realm;
 - iii. should provide, direct, individual access to grade for all units; and,
 - iv. are encouraged to have smaller individual building footprints than in other scales.
- b. Limited scale housing-focused development should, relative to other scales:
 - i. provide the most at-grade landscaped area; and,
 - ii. have a reduced building mass above the second story.

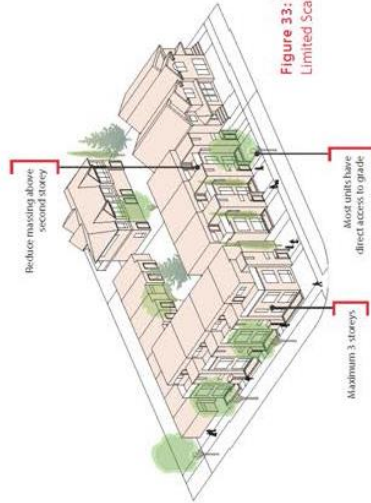


Figure 33: Illustration of Limited Scale Development

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Low Scale

The Low scale modifier accommodates buildings of six stories or less. Where the local area plan identifies a street wall height that is lower than the overall building height, the façade of upper storeys should be differentiated from the façade of the base of the building. In some circumstances the building height may be the same as the street wall height.

Typical buildings in the Low scale modifier would include ground-oriented units at grade with stacked units above that are accessed either through shared entries or individual at-grade entries. Building footprints are typically larger than those of a Limited scale, and would include forms such as apartments, stacked townhouses, vertical mixed-use, office and larger industrial buildings.

2.23 Low Scale Policies

- a. Buildings should:
 - i. be six stories or less in height;
 - ii. provide ground floor units direct access to grade;
 - iii. provide a street wall that proportionately frames the street and creates a people-focused public realm; and,
 - iv. step back or differentiate the primary building façade for storeys above the street wall.

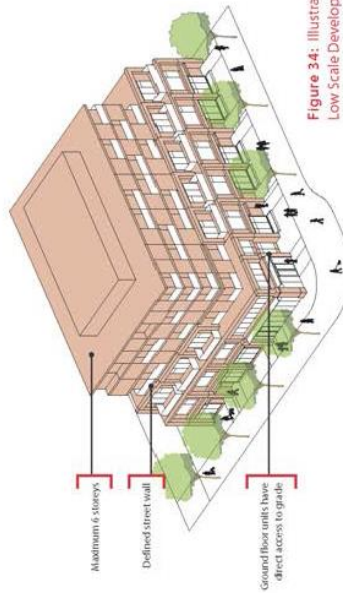


Figure 34: Illustration of Low Scale Development

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Mid Scale

The Mid scale modifier accommodates buildings up to twelve storeys in height. Building volume above the sixth storey should be reduced to diminish the visible massing of the building and provide separation from neighbouring buildings, streets and lanes to allow for light and fresh air to penetrate between buildings.

Typical buildings in the Mid scale modifier would include apartment and mixed-use buildings.

2.24 Mid Scale Policies

- a. Buildings should:
 - i. be twelve storeys or less in height;
 - ii. provide ground floor units direct access to grade;
 - iii. avoid long, uninterrupted rooflines and facades;
 - iv. provide a street wall that proportionately frames the street and creates a people-focused public realm; and,
 - v. have a reduced building volume above the sixth storey.

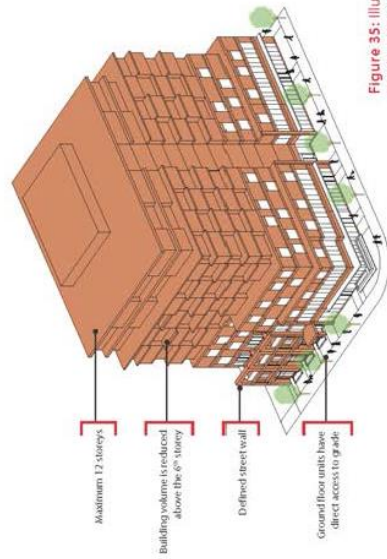


Figure 35: Illustration of Mid Scale Development

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

High Scale

The High scale modifier accommodates buildings up to 26 storeys. The facades of the building should be reduced above the sixth storey and portions of a building above twelve storeys must be expressed in a narrow tower form with limited facade widths and floor plate dimensions. This stepped tower and podium building form is intended to continue the street wall, reduce the visible mass of the building, reduce shadowing, and provide separation between neighbouring buildings and across streets and lanes to allow for light and fresh air penetration. Point towers may be acceptable.

Typical buildings in the High scale modifier would include tower and podium or point tower form office, apartment and mixed-use buildings.

2.25 High Scale Policies

- a. Buildings should:
 - i. be 26 storeys or less in height;
 - ii. provide a street wall that proportionately frames the street and creates a people-focused public realm;
 - iii. have a reduced building volume above the sixth storey;
 - iv. have limited floor plate sizes for portions of the building over twelve storeys in height; and,
 - v. have separation distances between towers.
- b. Point towers may be acceptable where they provide high-quality, human-scaled experiences at the street level with publicly-accessible amenity spaces.

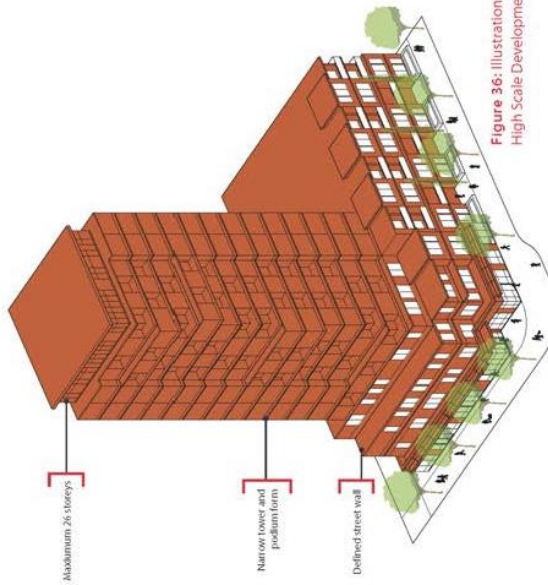
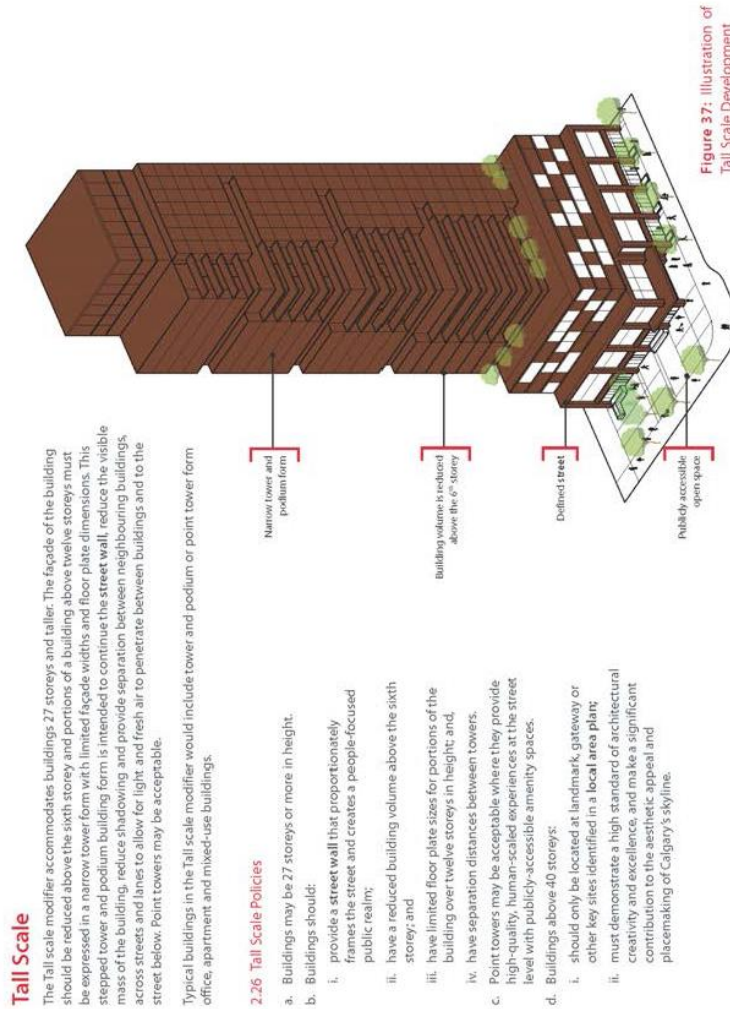


Figure 36: Illustration of High Scale Development

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

85

2 Planning Great Communities for Everyone

Varying Building Scale

The guiding objective of development should be to enable great communities for everyone that represent and achieve the principles and goals of the Guidebook. Built form contributes to these outcomes; however, sometimes achieving the outcome goals means development does not comply with specific scale policy but meets the scale policy intent overall. Developers may need additional volume or height due to site constraints, such as slope, or because an innovative design pushes the envelope. When this occurs, flexibility should be available to enable the best outcome, although these cases should be the exception not the rule.

2.27 Varying Building Scale Policies

- a. The Development Authority may approve a building that exceeds the number of storeys that is specified in the building scale modifier where:
 - i. there are demonstrated site constraints that render compliant design infeasible; or
 - ii. the proposed development helps achieve the principles and goals of the Guidebook;
 - iii. the proposed development meets a high standard of design excellence;
 - iv. the design of the building results in a building mass with off-site impacts that are generally equivalent to the specified building scale; and
 - v. the impacts of the additional massing on sunlight access are mitigated for abutting parcels and streets.

Street Wall

A street wall is the street-facing façade at the base of a building. When multiple buildings have street wall heights that are scaled to the width of the street and the anticipated activity level, it creates a sense of enclosure and continuity at the street level that contributes to pedestrian comfort and the character of the street. Street wall height requirements may vary depending on the desired built form, anticipated activity level and community context.

The building scale modifier policies and building design policies in Chapter 3 provide general direction for street wall height and building mass. In high-activity areas or in locations with concentrations of heritage resources, more specific direction regarding the height of a street wall may be needed. In these locations, a local area plan may define the minimum and/or maximum street wall height to achieve an appropriate rhythm and sense of enclosure based on the urban form and activity level of the area.

2.28 Street Wall Policies

- a. A local area plan may specify the minimum and/or maximum height of a street wall for specific locations in the plan area.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Local Area Plans

Local area plans implement the Municipal Development Plan and the Guidebook by addressing specific areas in more detail and refining city-wide policies and strategies for the community scale.

How strategies and policies may be applied to a community is determined through the considerations outlined in this chapter. This section provides direction for what should be included in the four chapters of a local area plan and guidance for amendments. Additional details regarding the anticipated content and relationship between local area plan chapters and this Guidebook can be found in Appendix 2.

2.29 Local Area Plan Content Policies

Chapter 1: Visualizing Growth

This chapter in a local area plan will provide the vision and set the foundation for Chapters 2 and 3 by identifying existing conditions, amenities, opportunities and considerations.

- a. Local area plans should be informed by the identification of community characteristics and attributes, including, but not limited to:
 - i. community demographics and trends;
 - ii. geographic location in the city;
 - iii. ecological assets;
 - iv. heritage and cultural assets, including indigenous and archaeological sites and places;
 - v. topography and development constraints;
 - vi. parks, open spaces and public trees;
 - vii. recreation and community facilities;
 - viii. special view corridors;
 - ix. transit station areas; and,
 - x. mobility infrastructure.

- b. To enhance the livability and health of communities as they grow and evolve, within the constraints of the plan area, a local area plan should support:
 - i. a mix of employment, residential, institutional, retail and services to support the people who live in the community;
 - ii. an urban environment and streets that support active mobility and connectivity by enabling stores, services and public facilities within walking distance for most residents;
 - iii. development that increases the supply of housing available in a range of types and affordability to meet the needs of current and future populations, both in the community and city wide;
 - iv. protection and enhancement of natural areas and ecological function;
 - v. recreation, civic, arts and cultural opportunities; and,

- vi. architectural, urban and natural features that contribute to a feeling of local identity and sense of place.
- c. A local area plan shall contain a vision for the future of a community that aligns with the Municipal Development Plan and the principles and goals of the Guidebook.

Chapter 2: Enabling Growth

This chapter in a local area plan will include the future growth concept and community-specific policies to supplement the policies in the Guidebook.

- d. A local area plan shall contain applicable urban form categories, scales and any policy modifiers identified through a map or series of maps.
- e. A local area plan shall contain strategies for achieving the vision of the plan, including, but not limited to, community-specific policies for urban form categories, mobility, or amenities that supplement those contained within the Guidebook as necessary.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

87

2 Planning Great Communities for Everyone

- 2.30 Local Area Plan Amendment Policies**
- Amendments to a local area plan based on the Guidebook should only be considered for the following reasons:
- regular updates to the plan to ensure current planning principles are applied and to affirm or amend the vision, principals and policy;
 - when higher-level policy is created or amended which introduces conflicting goals or policies that make the goals of the local area plan unachievable;
 - when significant infrastructure investments are made within a community that support a different built form and experience than previously considered or outlined in the current plan; or,
 - when a planning application that conflicts with the current plan is able to better fulfill the vision of the plan and the principles and goals of the Guidebook than what was previously considered or outlined.
- b. For any planning applications that may result in amendments to a local area plan, applicants are strongly encouraged to conduct community outreach.

- Chapter 3: Supporting Growth**
- This chapter in a local area plan will include policies regarding current and future amenities and infrastructure and related investment strategies.
- Local area plans should:
 - identify potential investments to support the future growth concept and provide guidance to The City for future service plan and budget considerations and recommendations;
 - acknowledge that the timing of investment may be guided by external factors including service and activity levels, priorities identified in the plan, and the state of existing assets;
 - identify the roles for different city builders in supporting implementation (The City, developers, residents and businesses);
 - identify planning and funding tools that could support implementation, where appropriate; and,
 - be reviewed at a regular frequency as investment and actions are made towards plan goals.

Chapter 4: Implementation and Interpretation

This chapter in a local area plan will include policies regarding legal interpretation, status and limitations of the plan.

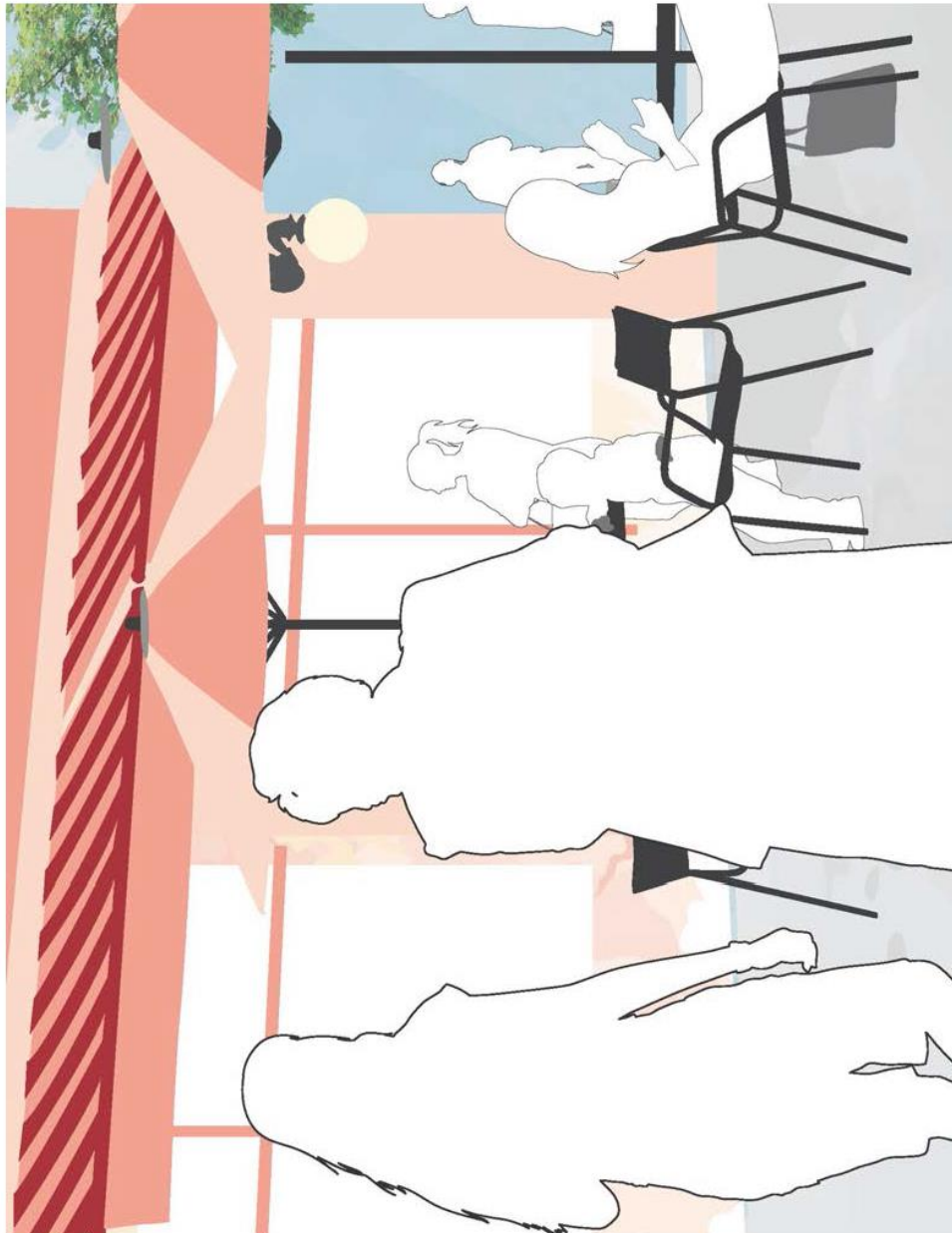
- Existing or new landmark sites or gateway sites and key view corridors should be identified, if applicable, and community-specific policy should be included to guide future development in these areas.
- A local area plan may include density bonusing policies for landmark sites or core zones.
- Where necessitated by site constraints and local context, the maximum height permitted by scale modifiers may be reduced by specifying a number of storeys in a local area plan when the impact on the activity level of the assigned urban form category has been considered and the rationale is noted in the plan.
- Identify transit station areas and support them with appropriate urban form categories and scale modifiers.
- Local area plans should identify opportunities for:
 - integrated civic facilities and sites;
 - renewable and low-carbon energy technologies in the plan area; and,
 - experimentation and innovation to better implement the principles and goals of the Guidebook and the vision and objectives of the Municipal Development Plan.
- Local area plans are encouraged to conduct water and sanitary analyses to understand the impact of projected growth on the utility network.

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



ISC: Unrestricted

Page 90 of 147

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Building Great Communities for Everyone

What is this chapter about?

- Providing policies to help development realize the principles and goals for great communities.
- Providing policies to guide expected development outcomes and built form.
- Providing general policies for City infrastructure and community amenities

When do you use this chapter?

- When preparing a planning application in a community with a local area plan based on the Guidebook.
- During the circulation or review of planning applications.
- City departments when building infrastructure.
- When creating a local area plan.

Who uses this chapter?

- Applicants and developers submitting planning applications.
- People reviewing or commenting on a planning application in a community with a local area plan based on the Guidebook.
- City staff.
- Local area plan teams and communities going through a local area plan process.

How will you use this chapter?

- To assess if development will help achieve the principles and goals of the Guidebook and meet desired built form outcomes.
- To ensure City infrastructure and community amenities contribute to achieving the principles and goals of the Guidebook.

89

3 Building Great Communities for Everyone



PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

The Guidebook for Great Communities – Proposed, March 2020

3 Building Great Communities for Everyone

90

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Building a Great Community

The built environment of a community should support the lives and lifestyles of the people who live there or may live there in the future. There should be diverse destinations close by: shops and services that meet peoples' daily needs; housing options suitable to peoples' needs and means; opportunities to gather and interact; natural areas; places to play; and options to make a living.

Recall how the built environment of Maria and David's community supports their weekend journey, allowing them to easily and conveniently move from their home, to their leisure activities, to the nearby shops and services. When the built environment is well-designed at a human-scale, it helps to attract people to, and keep people in, an area that increases social interaction and economic activity. Successful communities that welcome a variety of people and activity are more resilient, attract a diversity of development and offer choices to the people who live there now and in the future.

91

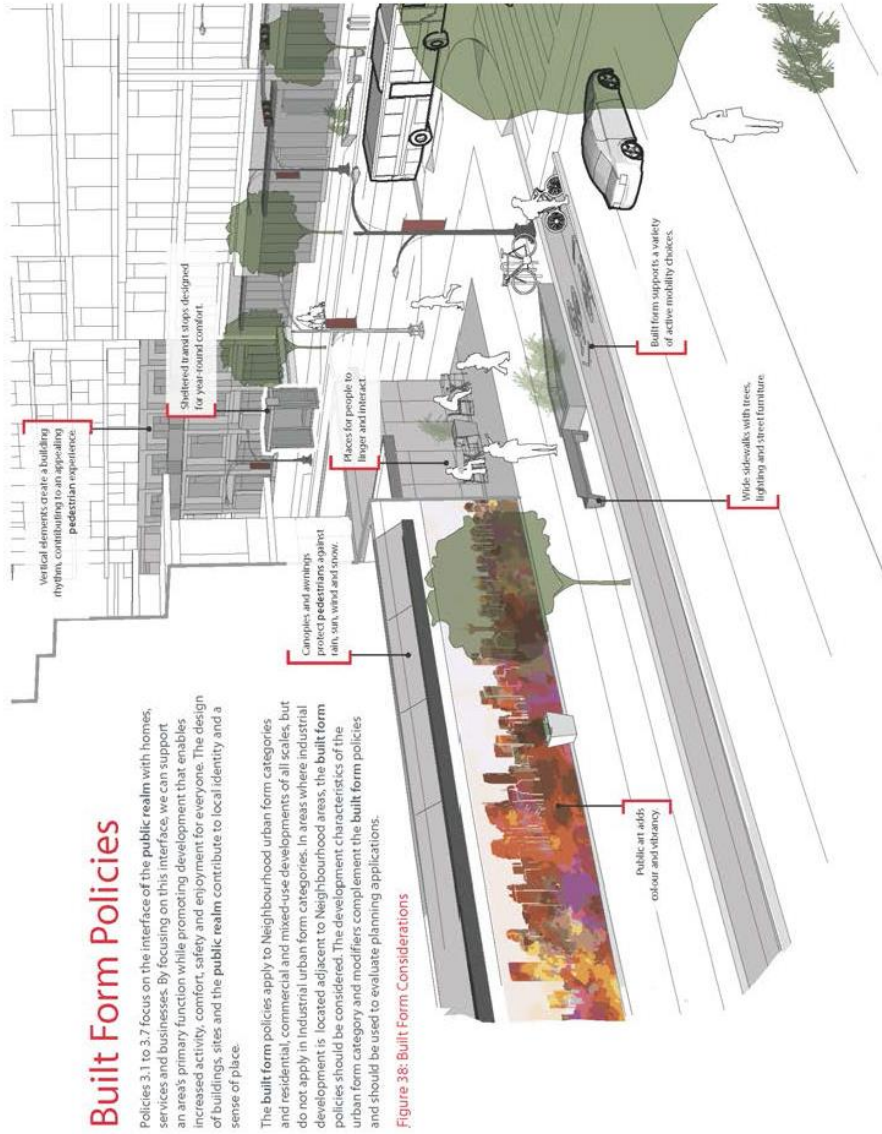
3 Building Great Communities for Everyone

The Guidebook for Great Communities - Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



Built Form Policies

Policies 3.1 to 3.7 focus on the interface of the public realm with homes, services and businesses. By focusing on this interface, we can support an area's primary function while promoting development that enables increased activity, comfort, safety and enjoyment for everyone. The design of buildings, sites and the public realm contribute to local identity and a sense of place.

The built form policies apply to Neighbourhood urban form categories and residential, commercial and mixed-use developments of all scales, but do not apply in industrial urban form categories. In areas where industrial development is located adjacent to Neighbourhood areas, the built form policies should be considered. The development characteristics of the urban form category and modifiers complement the built form policies and should be used to evaluate planning applications.

Figure 38: Built Form Considerations

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



Street wall height proportional to the street width.

Frequent windows and doors on the ground level.

Buildings oriented to the street create a safe pedestrian environment.

Curb cuts, ramps and at-grade entries allow everyone to enjoy the street.

A variety of ground floor uses activates the street all times of the day.

Landscaping features and low-rise development provide a walkable environment for all.

Streets and plazas public gathering spaces support a variety of activities.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

BUILDING DESIGN

Well-designed buildings help shape the built environment in a manner that contributes to a sense of place and a positive, human-scaled experience. Many elements that make up the design of a building affect how we experience it. The mass of a building, which refers to how the shapes that make up the building are put together, affects how we perceive the size, height and volume of a building. A consistent street wall rhythm and height creates a sense of enclosure and continuity that contributes to pedestrian comfort. The use of varied and durable materials, colour and architectural elements help to give a building character and visual interest. Finally, the location and frequency of windows and doors at the ground level helps distinguish spaces where public interaction is welcome from more private spaces, affecting how people interact with the building and the uses within.

2.1 Building Design Policies

- a. Buildings should be designed to:
 - i. strongly define and articulate the base of the building in a manner that strengthens pedestrian interest and comfort;
 - ii. integrate mechanical equipment as part of the overall design of the building;
 - iii. provide facades that result in a street wall of a height proportionate to the width of the street and appropriate for the activity level and scale of the area to create enclosure for the street;
 - iv. differentiate the street wall from upper portions of a building where the street wall is lower than the overall height of the street-facing facade;
 - v. provide a horizontal edge along the street with a rhythm of enclosure based on the function and anticipated activity level of the street experience;
 - vi. consider sunlight access for adjacent properties, parks and open space and the public realm;
 - vii. reduce overall perceived mass; and,
 - viii. articulate facades that directly abut streets, parks and the public realm.
- b. Various architectural styles are encouraged.
- c. Exterior building materials are encouraged to be durable, sustainable and contribute positively to the public realm.
- d. Buildings adjacent to parks and public plazas are encouraged to frame and enhance the public realm at ground level.
- e. Larger and longer facades should be differentiated to contribute to a visually interesting human-scaled street experience by using multiple proportionate and distinct building volumes.
- f. Alternative architectural approaches that create a positive human-scaled experience may be considered.



Photo: A building with a well-articulated facade that helps reduce its overall perceived mass.

Photo: A building with a clearly defined base and distinct upper portions that reinforce the street wall.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

BUILDING FRONTAGE

Building frontages that face the **public realm** should encourage activity and exchange by providing things of interest at a rhythm that is stimulating to someone moving at a walking pace.

The function of the building frontage facing the **public realm** is different for commercial or residential uses. Commercial uses that face the street should provide easy transition from the inside activity, through the shared experience area, to the **public realm**. The space outside commercial uses should provide an engaging and transitional space for people. Residential frontages should offer room to transition from the **public realm** to the private home, usually through a landscaped space.

Laneways provide for back-of-house type activities, such as loading and parking. They also provide opportunities to enliven the laneway with activities that may not fit on more active fronting streets, such as live-work or work-live units or light industrial activities.

2.2 Building Frontage Policies

General

- a. All street-facing frontages should:
 - i. be human-scaled;
 - ii. emphasize primary building entrances with architectural and/or landscape features;
 - iii. consider safe pedestrian movement and;
 - iv. consider pedestrian experience in winter with design elements such as vibrant colour, lighting and canopies.
- b. Buildings on corner parcels should provide a transition between each facade, through strategies such as:
 - i. continuing public or publicly-accessible amenity space around the corner;
 - ii. continuing architectural features and materials; and,
 - iii. locating the primary entrance on the primary street, at building corners or articulating both street-facing facades with entrances for commercial buildings or buildings with more than one dwelling unit.

Retail

- c. Retail frontages located on the ground floor facing a street should:
 - i. have frequent entrances and windows to enhance permeability and transparency;
 - ii. have barrier-free entrances accessed by hard surfaced walkways; and,
 - iii. limit the width of lobbies that abut the street.
- d. Retail frontages located on the ground floor facing a street are encouraged to provide amenities including, but not limited to:
 - i. patios to sit and eat outside;
 - ii. awnings and other elements that provide weather protection; and,
 - iii. interactive elements, such as displays or public seating.



Photo: A commercial building frontage with frequent entrances and windows to enhance its permeability and transparency.



Photo: A residential building frontage that offers a transition from the public realm to the private home using landscaping and accessible patios.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

3.2 Building Frontage Policies Continued

Residential

- e. Residential frontages should provide:
 - i. separate, individual entries for ground floor units that abut the street that are well marked with direct access to the sidewalk;
 - ii. windows on the ground floor to provide views to the street. Lower proportions of glazing than commercial and privacy screening, such as blinds, is acceptable; and,
 - iii. a transition from the public realm to a private house using transitional amenity or landscaped space.
- f. The width of a lobby for buildings with shared entries should be limited where abutting the street.
- g. On residential frontages, consider opportunities to provide at least one convenient barrier-free entrance for each unit.

Institutional and Stand-Alone Office Building

- h. Institutional and stand-alone office building frontages located on the ground floor facing a street should have:
 - i. windows to enhance permeability and transparency. Where necessary for security or privacy, screening is acceptable; and,
 - ii. barrier-free entrances accessed by hard surfaced walkways.

- i. Institutional and stand-alone office building frontages are encouraged to provide amenities for employees and clients including, but not limited to:
 - i. places to sit and eat outside;
 - ii. awnings and other elements that provide weather protection; and,
 - iii. publicly-accessible plazas.

Industrial Transition

- j. Industrial transition frontages should include elements that enliven the street including, but not limited to:
 - i. roll-up doors;
 - ii. transparent glazing;
 - iii. patios to sit and eat outside;
 - iv. interactive elements, such as displays or public seating; or,
 - v. distinct primary entrances facing the street.

Laneway

- k. On laneway frontages, consider opportunities for activities that are complementary to the primary activities on the fronting street, including production spaces, studios, live-work, **work-live** units and housing.
 - l. Where activating uses, such as those in policy 3.2.k, exist in the laneway, laneway frontages should enhance **pedestrian** safety and comfort.



Photo: An industrial transition frontage that includes roll-up doors, transparent glazing and a patio.



Photo: A laneway frontage that supports activity and safe mobility by offering multiple entrances, windows and landscaping.

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

97

3 Building Great Communities for Everyone

SCALE TRANSITION

When adjacent parcels have different scale modifiers, special transition considerations should apply to support and foster the creation of well-designed buildings that respect their neighbourhood context. There are many architectural tools that can be used to support a sensitive transition between different building scales. Alternative methods may be explored and should be considered on their individual merits with consideration for site-specific characteristics. Transition should consider the vision for the community, interface, scale, intensity, heritage and sense of place.

2.3 Scale Transition Policies

- a. New development should transition building height, scale and mass between higher and lower scale development in accordance with the identified scales in the local area plan.
- b. To transition building heights, scale and mass, combinations of the following strategies may be used:
 - i. building step-backs and stepping down heights within individual buildings;
 - ii. angular planes to step building height between higher and lower building scales;
 - iii. reducing the street wall height to transition the visible mass of a taller building to match the cornice line for a shorter building;
 - iv. decrease scales incrementally through a block;
 - v. setbacks and landscaping to buffer higher-intensity development from lower-intensity development; and,
 - vi. design buildings to have complementary massing on both sides of the street.



Photo: A building that steps down in height to provide a transition between scales.



Photo: A building with increased setbacks and landscaping to buffer from adjacent lower intensity development.

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

FUNCTION AND ACTIVITY TRANSITION

When developments have frontages onto multiple streets that have different functions or activity levels, consider how the building responds to the experience of each street and contributes to the public realm. Transition should consider the interface, scale, intensity, heritage resources and the vision for the area.

2.4 Function and Activity Transition Policies

- a. Where the corner represents a transition between function and/or activity level (e.g. commercial focus to housing focus, or minor to local), a transition should be provided through tools such as:
 - i. reduced building heights along the less-active street;
 - ii. lowered street wall along the less-active street;
 - iii. increased setbacks or quasi-private spaces (e.g. entry courtyards) along the housing-focused street; and,
 - iv. increased soft landscaping along the less-active street.
- b. Development adjacent to parks and open space should activate the park and be designed to minimize daytime spring and fall shadow impacts on the parks or open space. A shadow study may be required at the planning application stage.



Photo: A building with a lowered street wall along the less-active street.



Photo: A building with increased setbacks and landscaping and lowered height along the less-active street.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

99

SITE DESIGN

Sites should be thoughtfully designed to consider the principles and goals of this Guidebook.

2.5 Site Design Policies

- a. Developments should:
 - i. orient the primary facades of buildings to frame the edges of streets, parks and open spaces;
 - ii. consider sun exposure to the public realm and amenity spaces;
 - iii. consider how building orientation can optimize seasonal solar aspects;
 - iv. consider opportunities to retain existing, healthy trees;
 - v. consider snow storage and removal;
 - vi. consider opportunities to provide permeable surfaces to improve retention and infiltration of stormwater;
 - vii. minimize the area of a site that is dedicated to vehicular movement by using shared access, efficient building placement and site layout;
 - viii. design and locate infrastructure in a manner that minimizes disturbances to existing public trees;
 - ix. respect view corridors identified in local area plans;
 - x. consider slope-adaptive design solutions on sloped sites;
 - xi. provide safe, convenient and attractive pedestrian connectivity within the site;
 - xii. provide direct and convenient pedestrian connections to the public realm and nearby transit stops; and,
- iii. provide vehicular access from the lane. Where there is no rear lane, or the site is inaccessible from the rear lane, access and egress should be located on the least active street frontage and impacts on the public realm should be minimized.
- b. New driveways should not be located on streets with existing access from a lane. New driveways may be considered when the proposed driveway minimizes impact to pedestrian or cycling routes, or where they improve mid-block accessibility to pedestrian routes.
- c. Pedestrian access and internal circulation for all new developments with multiple buildings should be designed for universal accessibility. Where challenging topography or other site constraints prevent achieving accessibility standards, alternative design solutions may be considered.
- d. Developments are encouraged to include secure bicycle parking and other bicycle-supportive facilities to promote cycling as a viable, safe and convenient mode of transportation.
- e. Secure and convenient bicycle facilities should be provided in all new commercial, mixed-use and multi-residential developments.
- f. Development in proximity to a transit station area should encourage and support transit ridership by:
 - i. providing direct and convenient access to pedestrian and cycling routes that connect to transit stations; and,
 - ii. supporting shared-mobility options, where appropriate.



Photos: Site design considers amenity spaces, access, mobility and pedestrian experience.

3 Building Great Communities for Everyone

The Guidebook for Great Communities - Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

AMENITY SPACE

Amenity spaces provide opportunities for people to gather, interact, play and relax and can help to integrate new developments with the adjacent public realm, including sidewalks, pathways, parks, open spaces and comprehensive retail and recreation sites. There are three classes of amenity spaces: public and publicly-accessible spaces provide opportunities for the general public to enjoy the amenity (e.g. plaza, parklet); shared private amenity spaces provide a place for the people who live or work in a development to gather and interact (e.g. condominium games room, rooftop patio); and, private outdoor amenity spaces provide people with private places to recreate and relax (e.g. balcony, back yard).

2.6 Amenity Space Policies

- a. Developments that occupy large areas of land should provide publicly-accessible landscaped areas to integrate the new development with the public realm or adjacent publicly-accessible areas and, where appropriate, provide through-block pedestrian connections.
- b. Publicly-accessible amenity spaces should be located and designed to provide direct visual and physical connections to the public realm.
- c. Shared private amenity spaces should be located and designed to be visible and accessible to occupants of the development.
- d. Façades at the base of buildings next to publicly-accessible and shared private amenity spaces should be proportional to the size of the space and provide windows that offer views into and from the building.
- e. Public, publicly-accessible and shared private amenity spaces should maximize safety, comfort and enjoyment by designing the spaces to:
 - i. be adequately sized to accommodate the intensity of the development;
 - ii. be flexible and adaptable to a variety of activities and programming;
- iii. provide human-scaled architecture, lighting and furniture;
- iv. consider sunlight and shade access;
- v. provide four-season enjoyment, with weather protection; and,
- vi. be universally accessible.
- f. Publicly-accessible and shared private amenity spaces are encouraged to consider opportunities for communal gardens.
- g. Private amenity spaces should maximize safety, comfort and enjoyment by designing the spaces to:
 - i. be adequately sized to accommodate human-scaled furniture and be adaptable to a variety of activities;
 - ii. consider both sunlight and shade access; and,
 - iii. provide four-season enjoyment, with weather protection.



Photo: A visible publicly-accessible amenity space with seating and public art.



Photo: A shared private amenity space in a courtyard that offers building residents a place to gather, recreate and relax.

3 Building Great Communities for Everyone

100

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

LANDSCAPE DESIGN

Landscaping has many community benefits, from improved stormwater management and quality to positive impact on mental and physical health. Landscaping should be used as more than a buffer between properties and should contribute to the built form outcomes directed by this Guidebook.

2.7 Landscape Design Policies

- a. When selecting planting material for landscaped areas, consider strategies such as:
 - i. integrating existing plants and trees in new landscape designs;
 - ii. placing plants in locations that are suitable to their specific growing needs;
 - iii. using plants that are adapted to local climate conditions;
 - iv. avoiding planting invasive or aggressive-growing plants;
 - v. incorporating a mix of different plants to provide habitat for different species and promote biodiversity;
 - vi. using plants that provide food;
 - vii. employing a mix of plant species to contribute to the tree canopy while also allowing for sunlight penetration;
 - viii. selecting a planting palette that provides four-season visual interest; and,
 - ix. designing low-maintenance landscapes.
- b. Landscaped areas should ensure sufficient soil volumes, appropriate material and adequate spacing to support the selected plants.
 - c. Landscaped plantings should be arranged to:
 - i. enhance and complement the interface between the building and the public realm;
 - ii. provide shade in areas of high sun exposure; and,
 - iii. demarcate site entrances and gateways with distinctive landscape design features.
 - d. The use of plants and multi-purpose landscape features to delineate boundaries between public and private spaces is encouraged in lieu of fencing.
 - e. The use of onsite water conservation strategies are encouraged including, but not limited to:
 - i. employing xeriscape design;
 - ii. designing with drought tolerant and low water use plants;
 - iii. grouping plants into mulched planting beds;
 - iv. incorporating features that collect, retain or infiltrate rainwater;
 - v. using high-efficiency irrigation systems; and,
 - vi. limiting the use of impervious surfaces.



Photo: Neighbourhood Housing Landscaping that incorporates features that collect, retain and infiltrate rain water.



Photo: High-quality Industrial Transition Office Landscaping that groups plants together and needs lower maintenance.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Development Policies

Policies 3.8 to 3.13 provide direction for all types of development.

INNOVATION AND CREATIVITY

Calgary is an innovative city that supports creative efforts by residents, communities, businesses and developers. Innovative approaches to development are encouraged where they better achieve the goals of the Guidebook than what is standard or required.

2.8 Innovation and Creativity Policies:

- a. The use of discretion to allow relaxations to **Land Use Bylaw** regulations or alternative solutions to City standards should be encouraged where the proposed solution better implements outcomes consistent with the goals of the Guidebook and the vision and objectives of the **Municipal Development Plan**.
- b. Regulatory changes that reduce or eliminate barriers to innovative and alternative uses of space should be encouraged.



Photo: Partial retrofit of a strip-mail style development to allow for incremental improvement that resulted in a new patio along a Main Street and improved pedestrian safety.

INCREMENTAL IMPROVEMENTS

The **built-out areas** present challenges where existing developments no longer conform to current standards, objectives or desired design outcomes. To implement the principles and goals of the Guidebook on these sites, strategies are needed that permit incremental improvements within the constraints of the existing development.

2.9 Incremental Improvements Policies

- a. Where limited or incremental redevelopment is proposed, changes to existing developments should improve conditions to better contribute to outcomes that achieve the principles and goals of the Guidebook.
- b. The use of discretion to allow relaxations to **Land Use Bylaw** regulations or alternative solutions to City standards should be considered to support incremental improvements per policy 3.9(a).

LIMITED-TERM DEVELOPMENT

Limited-term development may be an appropriate form of development in areas anticipated to have higher-activity levels in the future, such as transit station areas or Main Streets, but where there is not short-term market demand to support the ultimate development outcomes. Applications for a **limited-term development** must demonstrate compliance with the **limited-term development** policies.

2.10 Limited-term Development Policies

- a. **Limited-term development** should:
 - i. contribute to the overall vision for the area and anticipated activity levels, without compromising the future viability of the site or broader area for ultimate development;
 - ii. provide a high-quality interface that enhances the **public realm**; and,
 - iii. be designed to support redevelopment or adaptation in the future.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Building Great Communities for Everyone

HERITAGE RESOURCES

Heritage resources are defining characteristics of communities and should be retained or protected while balancing the need for redevelopment. New development within the context of heritage resources should consider opportunities to balance both new and historic forms of development. The City of Calgary recognizes that there are heritage resources other than buildings that include archaeological and culturally significant areas.

2.11 Heritage Resources Policies

- a. Encourage the adaptive re-use of heritage resources in order to retain and conserve them, and, where appropriate, support development applications and Land Use Bylaw relaxations that enable their retention, including, but not limited to, relaxations of parcel coverage and setbacks.
- b. Encourage property owners to designate inventory properties as **Municipal Historic Resources** by enabling additional development potential on sites containing a designated Municipal Historic Resource.
- c. If a property on the Inventory is to be demolished or redeveloped, photo documentation of the historic property shall be obtained and provided to The City by the applicant, and interpretative or commemorative features should be incorporated into new development.
- d. When densities are increased on sites with heritage resources or land use changes reduce the viability of retaining a heritage resource, explore opportunities to mitigate or offset negative outcomes for heritage conservation, such as:
 - i. retention and incorporation of the heritage resource into the new development; or
 - ii. protection of another heritage resource within the surrounding area.
- e. Encourage the design of new development to be compatible with adjoining sites on the Inventory through architectural design, the use of setbacks, massing, street wall height and landscaping.
- f. Encourage contemporary interpretations of traditional design, detail and materials in new development adjacent to heritage resources.
- g. Discourage new development from creating a false sense of heritage character by directly copying or mimicking the design of heritage buildings in the area.
- h. Encourage the conservation of heritage resources, including their incorporation into new developments, in accordance with the Standards and Guidelines for the Conservation of Historic Places in Canada (2010).



Photo: A group of heritage resources that retain a distinctive scale and setback.



Photo: The historic National Hotel following rehabilitation.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

PARKING

Parking policy that incentivizes development designed to serve human-scaled outcomes supports building communities that provide a range of mobility, housing and retail choices. Managing parking at a district scale, rather than site-by-site, results in more efficient use of land through shared use of both public and private parking spaces. Desired built form outcomes should guide parking requirements, rather than being guided by them. Parking policies and regulations need to be responsive to today's needs while enabling communities to be more resilient and adapt to future trends.

2.12 Parking Policies

- a. Parking requirements should be related to geographic location throughout the city, rather than individual use types. Requirements should be reduced or relaxed where development is in:
 - i. **Activity Centres, Main Streets or other areas** of high activity; and,
 - ii. **Transit station areas.**
- b. Requirements may be reduced or relaxed where development is in shared mobility operating areas.
- c. Parking regulations and user pricing should support pedestrian, cyclist, transit and other modes of movement as viable and attractive mobility options.
- d. Provision of parking infrastructure should not inhibit desired built form outcomes or the principles and goals of the Guidebook.
- e. Where needed to support development that aligns with the Guidebook, relaxations to parking requirements in the **Land Use Bylaw** are encouraged.
- f. To support the achievement of desired built form outcomes, **Travel Demand Management** measures including, but not limited to, combinations of the following may be provided:
 - i. bike stalls beyond required minimums;
 - ii. bike maintenance facilities;
 - iii. specific parking for shared-mobility vehicles;

- k. Surface parking should be landscaped and designed to minimize the visual and environmental impact and reduce stormwater runoff.
- l. Above-grade parking structures should:
 - i. be integrated into developments by using similar quality of architectural treatments as the rest of the building facade, through design elements that hide the parking structure;
 - ii. identify opportunities to incorporate at-grade pedestrian-oriented activity, such as retail, office or housing; and,
 - iii. consider designs to support future adaptive re-use, through strategies such as high ceilings and flat decks.



Photo: Parking infrastructure that is incorporated into the built form to minimize impacts on the public realm.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

SUSTAINABLE DEVELOPMENT

Minimizing the environmental impacts of development is a critical part of sustainability. Actions at both the building and community scale will assist in meeting Calgary's greenhouse gas reduction objectives, contribute to economic development and reduce energy and water usage.

2.13 Sustainable Development Policies

- a. All developments are encouraged to incorporate building features and technologies that:
 - i. capture solar energy;
 - ii. reduce energy consumption; and
 - iii. reduce greenhouse gas emissions.
 - b. Developments are encouraged to include solar energy equipment on new buildings or major additions.
 - c. Developments are encouraged to reduce water consumption and exceed existing stormwater management standards by incorporating:
 - i. green stormwater infrastructure; and
 - ii. water collection, filtering and reuse technologies.
 - d. Adaptive re-use of existing buildings and infrastructure is encouraged.
- e. Developments are encouraged to consider opportunities to integrate fire protection measures to reduce fire flow needs.
 - f. A renewable and low carbon energy feasibility screening assessment may be required to support planning applications for proposed developments on sites greater than 1.0 hectare or with building(s) with a cumulative floor area greater than 30,000 square metre.
 - g. Where a renewable and low carbon energy feasibility screening assessment submitted as part of a planning application demonstrates feasibility, the applicable technologies should be incorporated into the development.



PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

General Policies

Policies 3.14 to 3.19 guide the City or community partners when completing projects or building infrastructure. These policies also guide the review of planning applications for developments that contribute publicly-accessible amenities, infrastructure or facilities. The general policies help create a great built environment that connects destinations and supports daily journeys to achieve great communities for everyone.

People of all ages, genders, incomes and abilities must be able to safely and conveniently move around the city. A well-connected network that includes walking, cycling and transit options provides people with mobility choices to meet a variety of needs and preferences. This network is critical to achieving healthy and resilient communities. Policies 3.16 to 3.19 provide direction for the network of sidewalks, paths, streets and transit routes that connects people to places within their community and beyond.

The Guidebook for Great Communities – Proposed, March 2020

3 Building Great Communities for Everyone

106

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

NATURAL AREAS, PARKS AND RECREATION

Our urban forest, public plazas, school yards, public parks, natural areas, pathways and trail system promote community health and are a key component of great communities. Considering how new development connects to and interacts with parks and open space is important for ensuring these valued amenities continue to serve communities into the future. Considering how development impacts our natural areas and their many functions is equally important to ensuring the health of our city and environment into the future.

2.14 Natural Areas, Parks and Recreation Policies

- a. Parks and Recreation areas should be designed to be accessible, safe and to reinforce the character of the community. Factors that should be considered in the design of parks and open space and include:
 - i. access to both sunlight and shade;
 - ii. visibility within and around the site, including lighting;
 - iii. accessible, barrier-free connections within the site and to the surrounding area;
 - iv. connections to other parks, open space, recreation or civic facilities;
 - v. integration with adjacent development;
 - vi. a variety of programming and activity options for all people;
 - vii. opportunities to participate in arts and culture;
 - viii. restoration and protection of natural areas and cultural landscapes;
 - ix. the use of plants that are adapted to local climate conditions and support biodiversity;
 - x. support for all-season use; and,
 - xi. winter-specific design and programming.
- b. Landscaping should delineate park and open space boundaries, where appropriate, in favour of fencing and other non-permeable barriers.
- c. Pathways adjacent to natural areas should be designed to minimize disturbance and to create a buffer between the natural areas and adjacent development.
- d. The regional pathway network is a component of the open space network and should serve both a recreational function as well as a mobility function for pedestrians and cyclists.
- e. Recreation facilities should be designed to be multi-purpose and accommodate a range of uses that respond to diverse needs in the community.
- f. Explore opportunities to restore natural ecosystem structures, networks, functions and dynamics
- g. Explore opportunities to expand the network of parks, open space and natural areas to improve climate resilience, water quality and management, biodiversity and well-being.
- h. At the time of redevelopment, Natural Areas, Parks and Recreation areas should:
 - i. identify opportunities to provide additional services, programming or facilities;
 - ii. protect or rehabilitate natural areas;
 - iii. improve accessibility;
 - iv. add additional servicing, such as water or sanitary sewer, to allow for future facilities and capacity to support festival activities; and,
 - v. provide public art or cultural spaces.



Photo: An urban park that offers opportunities for play and interactions.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

COMMUNITY FACILITIES, SPACES AND SERVICES

Community facilities and spaces provide a wide range of services for Calgarians that include care, culture, education, health and protection for the community. The private sector, public sector, non-profit agencies, charities and partnerships can all play a role in the ownership, operation and development of community facilities and services. Community facilities, spaces and services should be located in areas close to transit, open spaces and pedestrian and cycling routes.

2.15 Community Facilities, Spaces and Services Policies

- a. Community facilities and sites should be multi-purpose and integrate or co-locate complementary functions, such as care, culture, faith, arts, education, wellness and, where appropriate, housing opportunities.
- b. Encourage incorporation of spaces for local food production, processing, sales and programming on-site or within community facilities.
- c. Consider opportunities for community associations to incorporate revenue-generating activities that are complementary to the community purpose of the site.
- d. All types of care facilities and affordable housing are encouraged to locate where there is convenient access to community services, amenities, transit, recreation, parks and pedestrian or cycling routes that complement the needs of people who access the care facilities or reside in affordable housing.
- e. Consider opportunities for publicly-accessible drinking fountains, washrooms and sanitary facilities.



Photo: A multi-purpose community space that supports local food production and community gathering.



Photo: A community facility that supports civic functions, while providing community gathering spaces and recreation services and opportunities.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

109

3 Building Great Communities for Everyone

PEDESTRIAN

Pedestrian routes are a critical element of a well-connected mobility network. Pedestrians include all sidewalk users, however they move. Both public and private pedestrian routes should be convenient, safe, comfortable and accessible and provide connections within developments, communities and to the city-wide network. The design of pedestrian routes must accommodate people of all abilities in the volumes that are anticipated based on the function and activity level of the area.

2.16 Pedestrian Policies

- a. Pedestrian routes should be universally accessible.
- b. All pedestrian routes should:
 - i. be wide enough for the anticipated volume of pedestrians based on the street function and context, at minimum allowing pedestrians to pass one another;
 - ii. maintain a path for movement that is clear of horizontal and vertical obstructions providing a continuous path of travel;
 - iii. be well lit; and,
 - iv. be designed to accommodate year-round use and maintenance.
- c. Pedestrian routes in Neighbourhood, Parks Civic and Recreation, Natural Areas and Industrial Transition areas should:
 - i. provide light sources at a human-scaled height; and,
 - ii. provide places to linger along the street providing street furniture like benches and plazas.
- d. Pedestrian routes are encouraged to provide a buffer between the sidewalk and the road to enhance the comfort of all users, through strategies such as:
 - i. boulevard landscaping;
 - ii. bicycle lanes; and,
 - iii. on-street parking.
- e. Explore opportunities to provide pedestrian routes that are adequately sized, including, but not limited to:
 - i. requiring increased building setbacks from a property line shared with a street, where portions of a building below grade or in upper storeys may project into the additional building setback area; or,
 - ii. increasing the width of the pedestrian realm within the road right-of-way.
- f. New pedestrian crossings should be designed in a manner that is convenient and safe for pedestrians.



Photo: Wide, barrier-free and distinct pedestrian crossings that are convenient and safe.



Photo: Pedestrian routes that support year-round use and maintenance.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

CYCLING

Cycling routes are a critical element of a well-connected mobility network. Cycling routes should be convenient, safe, comfortable, accessible and provide connections both to and within developments, communities and to the city-wide network. The design of cycling routes must accommodate people of all abilities in the volumes that are anticipated based on the function and activity level of the area.

2.17 Cycling Policies

- a. Cycling routes should:
 - i. include bidirectional movement;
 - ii. be wide enough for the anticipated volume of cyclists based on the street function and context;
 - iii. maintain a path for movement that is clear of horizontal and vertical obstructions providing a continuous path of travel;
 - iv. be well lit with light sources at a human-scaled height;
 - v. be designed to accommodate year-round use; and,
 - vi. provide occasional places to repair, maintain and securely store bicycles.
- b. Explore opportunities to improve the safety and convenience of cycling routes, such as:
 - i. separated, raised or protected bike lanes;
 - ii. bicycle boxes at intersections;
 - iii. protected intersections; and,
 - iv. bicycle-specific traffic signals.
- c. Secure bicycle storage is encouraged in transit station areas.
- d. Public bicycle parking facilities should be:
 - i. incorporated into development and public infrastructure and covered to support year-round and all-weather cycling; and,
 - ii. conveniently-located, well-lit and prominent.
- e. Extensions to the regional pathway network should connect to the broader cycling network where possible.



Photo: A safe, convenient and accessible cycling route.



Photo: A separated cycling route that supports bidirectional movement.

110

3 Building Great Communities for Everyone

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

TRANSIT

Transit routes are a critical element of a well-connected mobility network. Transit service complements great neighbourhoods; it provides an important mobility option and connects people to places within their community and the city. Transit service is also complemented by great communities, where the proximity and mix of destinations help make transit a convenient and attractive alternative to automobiles. New developments within a community can support higher use of transit while also improving connections to transit for the surrounding community.

2.18 Transit Policies

- a. Direct and convenient transit connections should be provided to complement existing and planned activity levels and associated urban form categories.
- b. Transit stops and infrastructure should be integrated with pedestrian and cyclist routes in a safe and convenient manner.
- c. High-quality transit infrastructure should be provided at transit stops to improve comfort, safety and efficiency.
- d. New transit stations should consider opportunities to incorporate integrated civic facilities and plazas.



Photo: Transit stops and infrastructure should be integrated with the sidewalk, safety and convenience.



Photo: Transit service complements great neighbourhoods. It provides an important mobility option and connects people to places within their community and the city.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

STREET NETWORK

The street network provides connections throughout the city and must be functional, safe and efficient however people choose to move. It is also an important part of the public realm and supports interaction and culture within communities. All streets should be designed to ensure they are safe, comfortable and convenient for the variety of users they support.

2.19 Street Network Policies

- a. Streets in Neighbourhood areas should be designed, enhanced and operated to enable safe access and use for the people and modes that use them by incorporating:
 - i. cycling routes or infrastructure and traffic-calming measures, where identified by a local area plan or other relevant City policy or strategy;
- b. pedestrian routes; and,
- c. Streets within industrial areas should be designed to facilitate efficient goods movement and connections to the skeletal and regional goods movement corridors.
- d. In areas of higher pedestrian activity, street furniture and places to gather should be incorporated into the design and redesign of streets.



Photo: The street supports safe pedestrian cycling and vehicular movement, with incorporated street trees.



Photo: A street that provides safe connections for all users.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

113

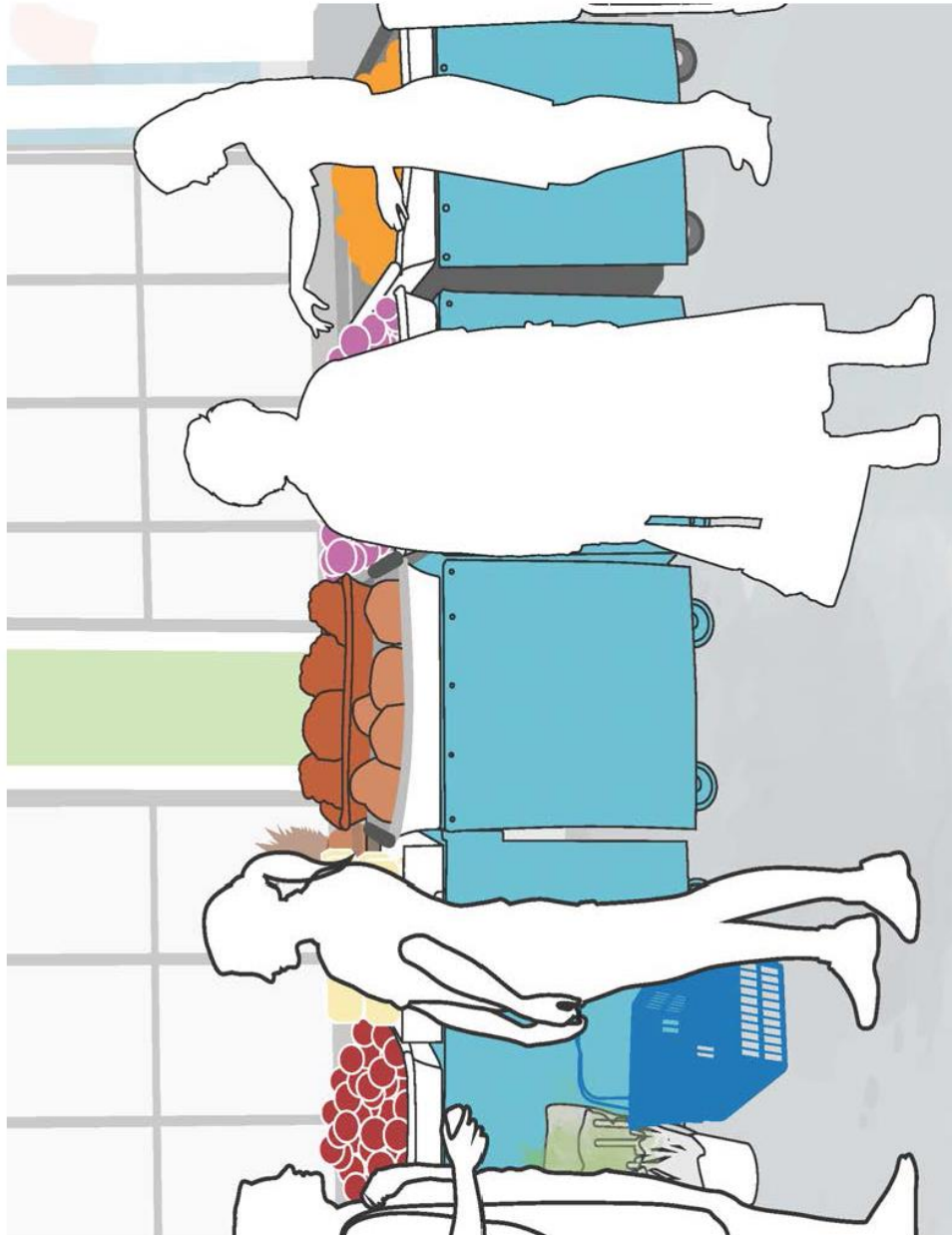
3 Building Great Communities for Everyone

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



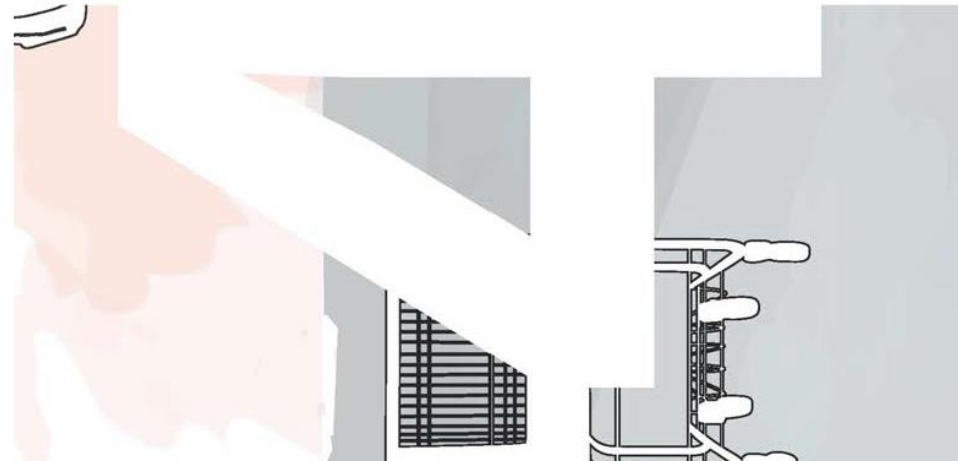
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Page 116 of 147

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



Tools for Great Communities for Everyone

What is this chapter about?

- Providing optional policy tools for local area plans and the legal framework of the Guidebook.

When do you use this chapter?

- During the creation of a local area plan.
- When considering optional policy tools in local area plans.
- During the planning application process.

Who uses this chapter?

- Local area plan teams.
- Communities going through a local area plan process.
- Applicants and developers when preparing a planning application that utilizes one of the implementation tools.

How will you use this chapter?

- To work through the specific implementation tools being used in a local area plan or for a planning application.
- To understand the legal framework of this Guidebook.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Funding Tools and Investment Strategies for Communities

There are many potential tools and mechanisms for funding community amenities and **infrastructure**, such as heritage density transfer bonus, development levies and community funds.

One potential funding tool is a density bonus. Not every local area plan should, or can, use tools such as density bonusing because they require moderate to high development pressure and viable market conditions to function effectively. Bonusing tools are most appropriate in **Main Street, transit-oriented development, or Mid to Tall scale development areas** as a means to leverage community amenity and benefit in exchange for development over- and-above the appropriate base density. Density bonusing is an optional tool and should be mutually beneficial to the community and the developer.

The City is reviewing funding tools and investment strategies that will support evolution and change in our communities with the objective of creating a long-term, sustainable funding policy, which may result in amendments to this section. At such time, those funding tools and investment strategies applicable to local area plans will be incorporated into this Guidebook.

The Guidebook for Great Communities – Proposed, March 2020

4 Tools for Great Communities for Everyone

116

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

CONSIDERATIONS FOR COMMUNITY FUNDING TOOLS AND INVESTMENT STRATEGIES

- Before additional funding tools and investment strategies can be implemented or considered, a local area plan needs to permit a built form intensity that is viable for development and aligns with the principles and goals of the Municipal Development Plan and The Guidebook.
- A local area plan should identify potential investments to support the future growth concept such as:
 - mobility infrastructure;
 - utility infrastructure;
 - streetscape improvements (eg. lighting, benches, re-paving);
 - public trees;
 - new or enhanced public open space;
 - affordable housing;
 - community gathering spaces;
 - community gardens and urban agriculture;
 - care facilities;
 - recreation facilities;
 - cultural facilities;
 - public art; and,
 - heritage resources.
- The needs of each community are different, and may span social, environmental, economic or recreational elements. Through a local area plan, priorities should be set to determine the investments that will make the most difference to the most members of the community. Priorities for growth-related funding should match the needed and envisioned population, intensity and built form that is created and applied through the urban form categories.
- A local area plan is but one of several inputs that guide future City service plan and budget considerations and recommendations.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Heritage Area Tools for Communities

A heritage area tool is a planning tool used to provide place-based policy to conserve and enhance historic neighbourhoods, while allowing for contextually appropriate growth and change. Heritage areas contribute to a sense of identity and place for communities, provide a living record of historic development in the city, and help to achieve resilience and sustainability goals.

The City is reviewing policy and regulation tools for heritage areas, with the objective of creating a systematic, city-wide strategy for the conservation of concentrations of related heritage assets. The resulting tools may result in changes to this section; at such times, heritage area tools will be incorporated into this Guidebook, applicable local area plans, and other policy or regulation documents as appropriate.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Transit Station Areas and Transit-Oriented Development

Transit-oriented developments are compact, mixed-use areas of a community within walking distance of a transit station, that combine residential, retail, office, open space and public uses in a way that makes it convenient to travel on foot or by public transportation. Most transit station areas should be planned in a manner that supports transit-oriented development and considers the different design and development goals for the core zone and the transition zone.

CORE ZONE

The core zone is the area within a 200 - 300-metre walk shed of a transit station that is the focus of a transit-oriented development area.

4.1 Core Zone Policies

- a. The core zone should:
 - i. feature a mix of neighbourhood urban form categories that support the most activity and highest relative building scale around the transit station;
 - ii. incorporate mobility enhancements, like mid-block crossings and scramble crosswalks, wherever block lengths exceed 120 meters;
 - iii. provide public spaces that enhance opportunities for social interaction; and,
 - iv. provide safe and convenient walking and cycling connections to the transit station.

- b. The extent of the core zone depends on the Municipal Development Plan typology, the physical conditions surrounding the transit station and the envisioned scale and activity level. Where the typology supports higher intensity (e.g. Major Activity Centre rather than Neighbourhood Activity Centre), has a higher scale and activity level and there are limited physical barriers to mobility, a larger walk shed (closer to 300 meters) should be considered; where typology intensity is lower or more physical barriers exist then a reduced walk shed may be appropriate.

TRANSITION ZONE

The transition zone extends from the outer edge of the core zone up to an additional 300-meter walk shed and that provides a transition of form and activities between the core zone and the surrounding community.

4.2 Transition Zone Policies

- a. The transition zone should:
 - i. feature a mix of neighbourhood urban form categories that transition from the higher activity level and building scale planned for the core zone to those in the surrounding community; and
 - ii. incorporate mobility enhancements, like mid-block crossings and scramble crosswalks, wherever block lengths exceed 170 meters.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

TRANSIT STATION AREAS

4.3 Transit Station Area Policies

- a. **Affordable housing** is strongly supported in transit station areas.
- b. Industrial areas within 600 meters of a transit station should:
 - i. incorporate **pedestrian and cycling infrastructure** to connect the station to employment areas;
 - ii. incorporate enhanced landscape features;
 - iii. consider opportunities for Neighbourhood Industrial Transition areas close to the station; and,
 - iv. consider opportunities to locate regional recreation or event facilities or appropriate institutional facilities close to the station.
- c. The vehicle-oriented policy modifier should not be used within a 600-meter walk shed of a transit station.
- d. In areas identified as Neighbourhood Commercial, block-faces directly fronting or flanking the transit station should be identified as Active Frontage.
- e. Should sites require supplementary design guidance outside of the local area plan process, a Comprehensive Planning Site policy modifier may be applied.

120

4 Tools for Great Communities: for Everyone

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Authority, Application and Interpretation

This Guidebook is a statutory policy document, adopted by City Council in accordance with Section 635.1 of the Municipal Government Act, as amended from time to time. This Guidebook and local area plans, as complementary statutory documents, guide redevelopment for built-out communities. This Guidebook is aligned with the policy direction of the Government of Alberta's South Saskatchewan Regional Plan, the Interim Growth Plan for the Calgary Regional Partnership and The City of Calgary's Municipal Development Plan.

4.4 Authority, Application and Interpretation Policies

- a. A local area plan may identify specific implementation actions that need to be undertaken to achieve the policies provided within this Guidebook

Application of the Guidebook

- b. The Guidebook applies, as amended from time to time, to areas that have local area plans completed using the Guidebook.

Non-Statutory Components of the Guidebook

- c. The Appendices attached to this Guidebook are to be used as supporting information only and do not form part of the statutory document.

Illustration and Photo Interpretation

- d. All illustrations and photos are intended to illustrate concepts of what might occur when applying the Guidebook's policies and guidelines, and are not an exact representation of any actual intended development.

Monitoring, Review and Amendments

- e. New concepts and ideas may arise that are constrained by or contradictory to certain policies within the Guidebook. Where such new concepts and ideas respond to and meet the intent of the principles and goals of the Guidebook, or offer a creative solution to a particular problem, amendments may be supported.
- f. The policies within this Guidebook shall be monitored over time in relation to development to ensure they remain current and relevant.
- g. Where determined necessary by Administration, these policies shall be updated through the Guidebook amendment process either generally or in response to a specific issue in accordance with the Municipal Government Act.
- h. Where an amendment to the Guidebook is requested, the applicant shall submit the supporting information necessary to evaluate and justify the potential amendment and ensure its consistency with the Municipal Government Act and other relevant policy documents.

121

4 Tools for Great Communities for Everyone

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Policy Interpretation

- i. This Guidebook uses language that is both general and specific.
- j. Where text is bolded in black, the word is defined in the glossary or refers to a statutory policy document.
- k. Where general direction is given, flexibility should be used in the interpretation of the policy. Where specific language is used, it is meant to give clear and unambiguous direction to both The City and the applicant.
- l. Where paragraph statements or objectives precede a policy, it is provided as information to illustrate the intent and enhance the understanding of the policy. If an inconsistency arises between the intent statement and a policy, the policy will take precedence.
- m. Policies that use the word "should" are to be applied in all situations, unless it can be clearly demonstrated to the satisfaction of The City that the policy is not reasonable, practical or feasible in a given situation. Proposed alternatives must be to the satisfaction of The City with regards to design and performance standards and should support the policy intent.
- n. Policies that use the words "shall", "will", "must" or "require" apply to all situations without exception, usually in relation to a statement of action, legislative direction or situations where a desired result is required.

Guidebook Limitations

- o. Policies and guidelines in this Guidebook are not to be interpreted as an approval for a use on a specific site. No representation is made herein that any particular site is suitable for a particular purpose. The Guidebook is intended to guide the development of local area plans, which will provide more specific guidance for local sites. Detailed site conditions or constraints must be assessed on a case-by-case basis as part of a planning application.

122

4 Tools for Great Communities - for Everyone

The Guidebook for Great Communities - Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Glossary

Active Uses – types of commercial uses on the main or ground floor of buildings adjacent to the sidewalk or street, which generate frequent activity in and out of a building or business entrance.

Activity Centre – an urban typology as described in Section 2.2.1 of the **Municipal Development Plan**.

Affordable Housing – housing that includes some form of assistance to cover housing costs for people who need it because of financial or other circumstances. **Affordable housing** may take a number of forms on the housing spectrum, from non-market rental units to attainable homeownership.

Built-Out Areas – all communities that have gone through at least their first stage of development and are no longer actively developing as defined by the City's Suburban Residential Growth report.

Built Form – the engineered surroundings that provide the setting for human activity and includes buildings, streets and structures (including **Infrastructure**).

Core Zone – the area within a 200 – 300-metre walk shed of a transit station that is the focus of a **transit-oriented development** area.

Gateway Sites – sites strategically located at key entrances to a community, such as major intersections and transit stations.

Heritage Area – A concentrated grouping of related **heritage assets**.

Heritage Asset – Privately owned structure, typically constructed before 1945, that significantly retains the original form, scale, massing, window/door pattern and architectural details or materials. Individual heritage assets may not warrant inclusion on the Inventory or consideration as a heritage resource.

Heritage Resource – includes historic buildings, bridges, engineering works and other structures; cultural landscapes such as historic parks, gardens or streetscapes; culturally significant areas; indigenous traditional use areas and sites with archaeological or palaeological resources. These can be managed by municipal, provincial or federal authorities.

Infrastructure – the technical structures that support a society, including roads, transit, water supply, sewers, power grid, telecommunications, etc.

Inventory of Evaluated Historic Resources (Inventory) – a growing (non-exhaustive) list of sites that have been assessed by the Heritage Calgary according to the Council-approved Historic Resource Evaluation System.

Land Use Bylaw – legislative document that regulates development and land use in Calgary and informs decisions regarding planning applications.

Landmark Sites – prominent sites of high visual impact, where buildings are, or would be, prominent and contribute to wayfinding and placemaking for the community. **Landmark sites** are rare within a community, and may include hill-tops and terminating vistas.

Limited-Term Development – a form of development that is temporary in nature and is approved through a development permit that specifies an end date for both the structure and uses within the structure, that may be renewed.

Local Area Plan – plans that align with the Municipal Government Act regulations and are usually prepared at a community level. Examples include Area Redevelopment Plans and Area Structure Plans.

Main Street – an urban typology as described in Section 2.2.1 of the **Municipal Development Plan**.

Municipal Historic Resource – sites that are legally protected in compliance with the Alberta Historical Resources Act, which includes a designation Bylaw passed by City Council.

Municipal Development Plan – the City of Calgary's vision for how the city grows and develops over the next 30 to 60 years.

Pedestrians – the term often used for people walking on the street, but should be read inclusively for people with mobility challenges.

Public Realm – the space between and within buildings that are publicly accessible, including streets, squares, parks and open spaces. These areas and settings support or facilitate public life and social interaction.

Retail – commercial uses that include a range of businesses that depend on public traffic, such as shops, personal services, eating and drinking establishments, or other uses that generate frequent activity in and out of a building or business entrance.

123

A Tool for Great Communities for Everyone

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Shared Mobility Operating Area – the geographic area that an approved shared mobility service designates where customers are allowed to start or end a trip. Shared mobility services can include, but are not limited to, shared electric scooters, shared bikes and electric bikes, or shared car services.

Street Wall – the portion of a building façade at the base of a building facing a street.

Transit-Oriented Development – a compact, mixed-use area of a community within walking distance of a transit station, that mixes residential, retail, office, open space and public uses in a way that makes it convenient to travel on foot or by public transportation instead of by car. Transit-oriented developments are often identified through the Municipal Development Plan as part of an Activity Centre or Main Street.

Transit Station Area – the area surrounding a transit station along a primary transit line, such as a Light Rail Transit or Bus Rapid Transit route, that includes enhanced amenities.

Transition Zone – the area that extends from the outer edge of the core zone up to an additional 300-meter walk shed and that provides a transition of form and activities between the core zone and the surrounding community.

Travel Demand Management (TDM) – programs, services and products to encourage a shift in travel behaviour from single-occupant automobiles to more sustainable modes of travel, including walking, cycling, transit, car sharing and carpooling. Examples of TDM include changing the time of day people travel, providing transit passes, parking spaces allocated for carpooling or car sharing and enhanced bicycle stalls and facilities.

View Corridors – defined and discrete views from one point to another point. These may include, for example, views of the Calgary Tower from Centre Street S. or views of the Rocky Mountains from Nose Hill.

Walk Shed – a prescribed distance that can be travelled by a pedestrian using constructed routes.

Work-Live Units – units designed to be used as a dwelling unit or commercial space concurrently or separately, offering flexibility and a more direct relationship to the public realm (e.g. sidewalks) than traditional dwelling units. These spaces are designed to be highly flexible and adaptable in design, and allow for a variety of professional and commercial uses such as markets, artists studios, instructional facilities, consulting firms, or artisanal production spaces.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

List of Figures

Figure 1: Maria and David's Weekend Journey in their Community	8	Figure 25: Parks and Open Space Purpose Urban Form Categories	58
Figure 2: Goals for Great Communities	10	Figure 26: Parks Civic and Recreation Urban Form Categories	59
Figure 3: The Guidebook within the Planning System Map	12	Figure 27: Industrial Purpose Urban Form Categories	64
Figure 4: Maria and David's Life Stages	16	Figure 28: Industrial Urban Form Categories	65
Figure 5: Why Do Communities Need to Grow and Evolve?	19	Figure 29: Example Application of Urban Form Category Policy Modifiers	69
Figure 6: Urban Form Classification System	22	Figure 30: Urban Form Categories Modifiers	70
Figure 7: Neighbourhood Purpose Urban Form Categories	23	Figure 31: Future Planning	77
Figure 8: Neighbourhood Commercial Urban Form Categories	25	Figure 32: Scale Modifiers	79
Figure 9: Neighbourhood Commercial Major Urban Form	27	Figure 33: Illustration of Limited Scale Development	80
Figure 10: Neighbourhood Commercial Major Cross-Section	29	Figure 34: Illustration of Low Scale Development	81
Figure 11: Neighbourhood Commercial Minor Urban Form	31	Figure 35: Illustration of Mid Scale Development	82
Figure 12: Neighbourhood Commercial Minor Cross-Section	33	Figure 36: Illustration of High Scale Development	83
Figure 13: Neighbourhood Commercial Local Urban Form	35	Figure 37: Illustration of Tail Scale Development	84
Figure 14: Neighbourhood Commercial Local Cross-Section	37	Figure 38: Built Form Considerations	92
Figure 15: Neighbourhood Housing Urban Form Categories	39		
Figure 16: Neighbourhood Housing Major Urban Form	41		
Figure 17: Neighbourhood Housing Major Cross-Section	43		
Figure 18: Neighbourhood Housing Minor Urban Form	45		
Figure 19: Neighbourhood Housing Minor Cross-Section	47		
Figure 20: Neighbourhood Housing Local Urban Form	49		
Figure 21: Neighbourhood Housing Local Cross-Section	51		
Figure 22: Neighbourhood Industrial Urban Form Categories	53		
Figure 23: Neighbourhood Industrial Transitional Urban Form	55		
Figure 24: Neighbourhood Industrial Cross-Section	57		

125

A Tools for Great Communities for Everyone

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



ISC: Unrestricted

Page 128 of 147

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Appendices

Appendices
127



PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Appendix 1: Applying the Urban Form Categories

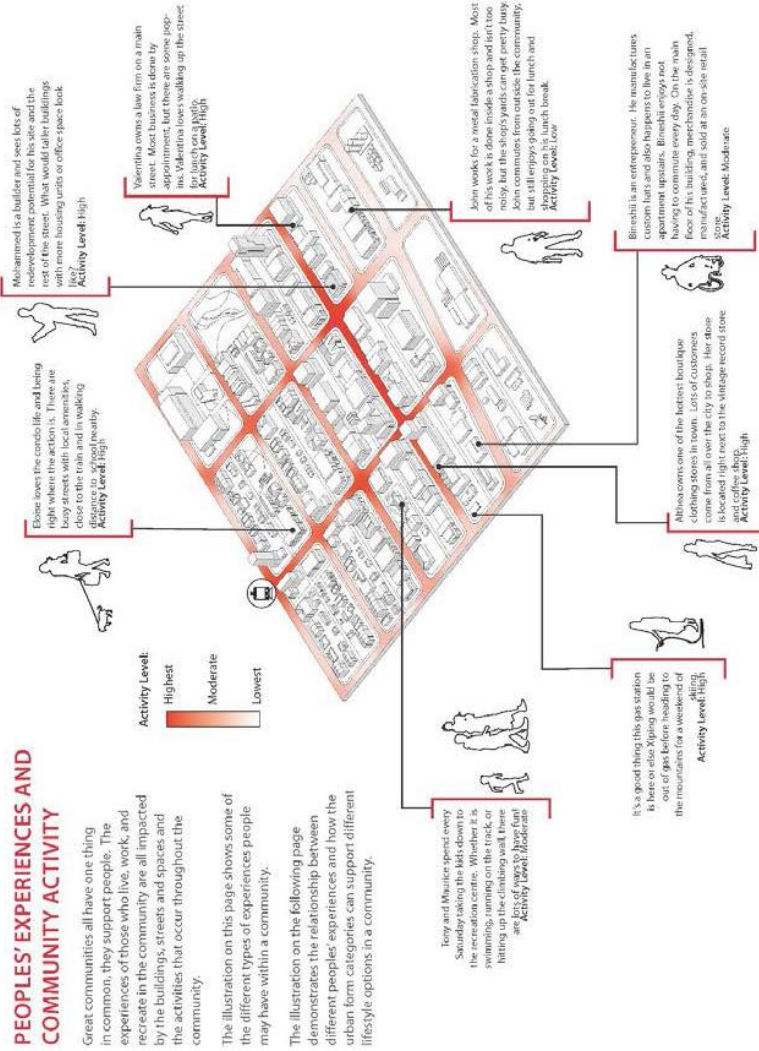
Appendix 1 is a supplement to Chapter 2 of the Guidebook. It provides a theoretical example of how to apply the urban form categories through a **local area plan**. This appendix illustrates how urban form categories can be mapped through insights from the community conversations identified in the Guidebook and **local area plan** Template (Appendix 2). It also includes a few photos of built-out examples for each urban form category in a variety of community contexts.

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



129

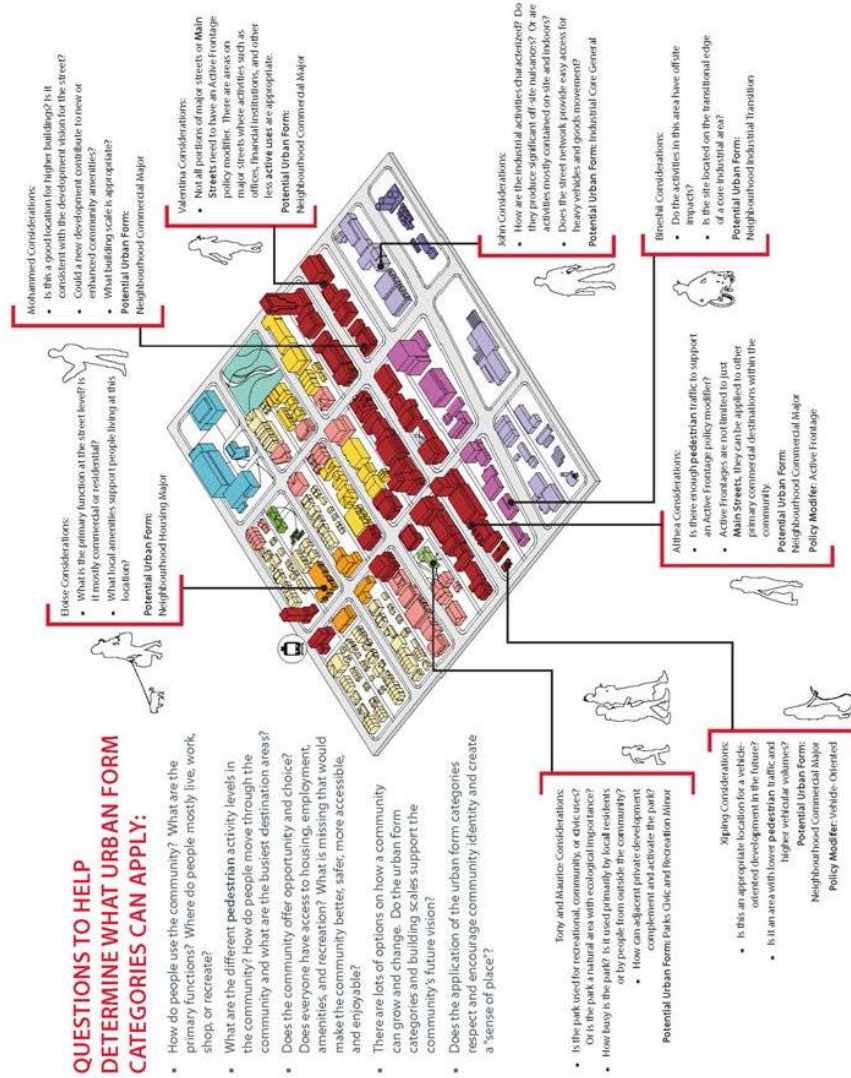
Appendices

The Guidebook for Great Communities - Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

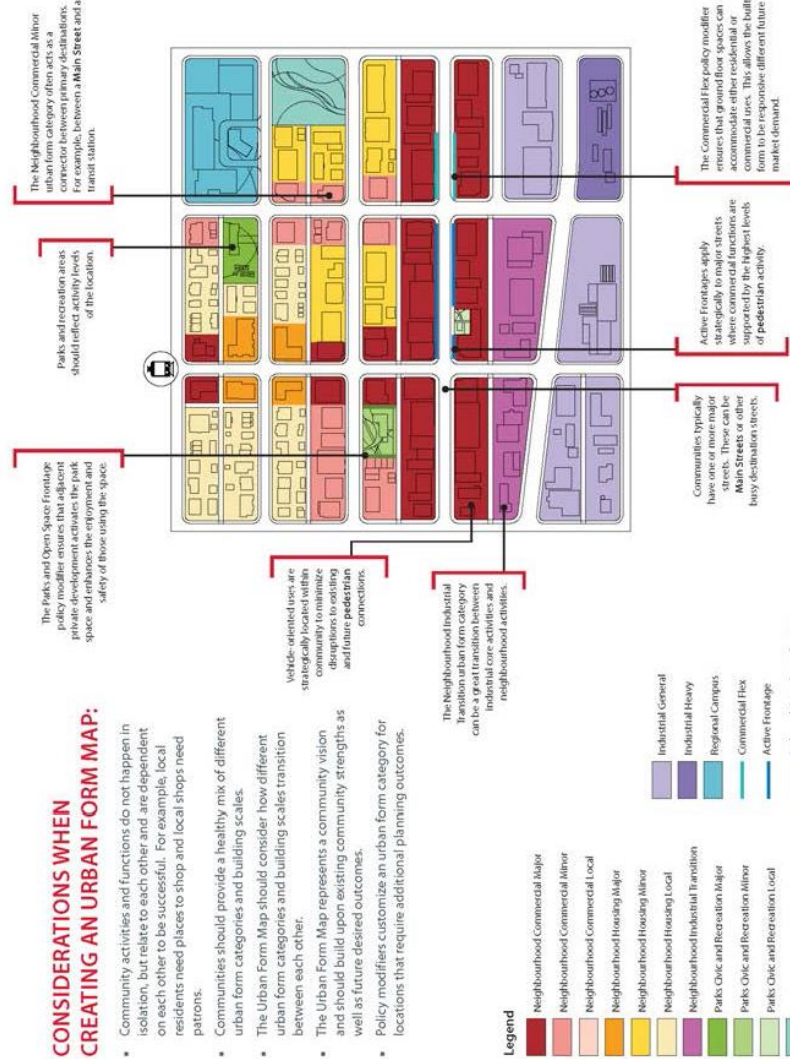


The Guidebook for Great Communities - Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



131
Appendices

The Guidebook for Great Communities - Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

**COMMUNITY BUILDOUT SCENARIOS:
URBAN FORM CATEGORIES AND BUILDING SCALE**

When it comes to choosing which urban form category to apply to each part of the community, there is no single right answer. Each community has unique characteristics and different contexts to consider. How a community chooses to respond to that context is based on present day community needs as well as aspirations for how the community can grow and evolve.

When applying an urban form category, consider the role of the community in the City, the location of the community in the City, and the different community contexts.

- There are lots of different factors that contribute to community context. Some examples are:
- Popular destinations such as recreation centres, dog parks, performing arts and cultural centres, libraries, exhibition grounds, and sports facilities.
 - Topography and natural areas.
 - City growth and development policies. Including the Municipal Development Plan, Urban Structure Typologies, (Activity Centres, Main Streets and Employment Areas), and Transit Oriented Development policies.
 - Transportation and road network.
 - Types of transit service and location of transit routes in a community.
 - Areas that contribute to the economic success of the City. Such as, business parks, shopping destinations, industrial areas, major shipping and distribution centres.

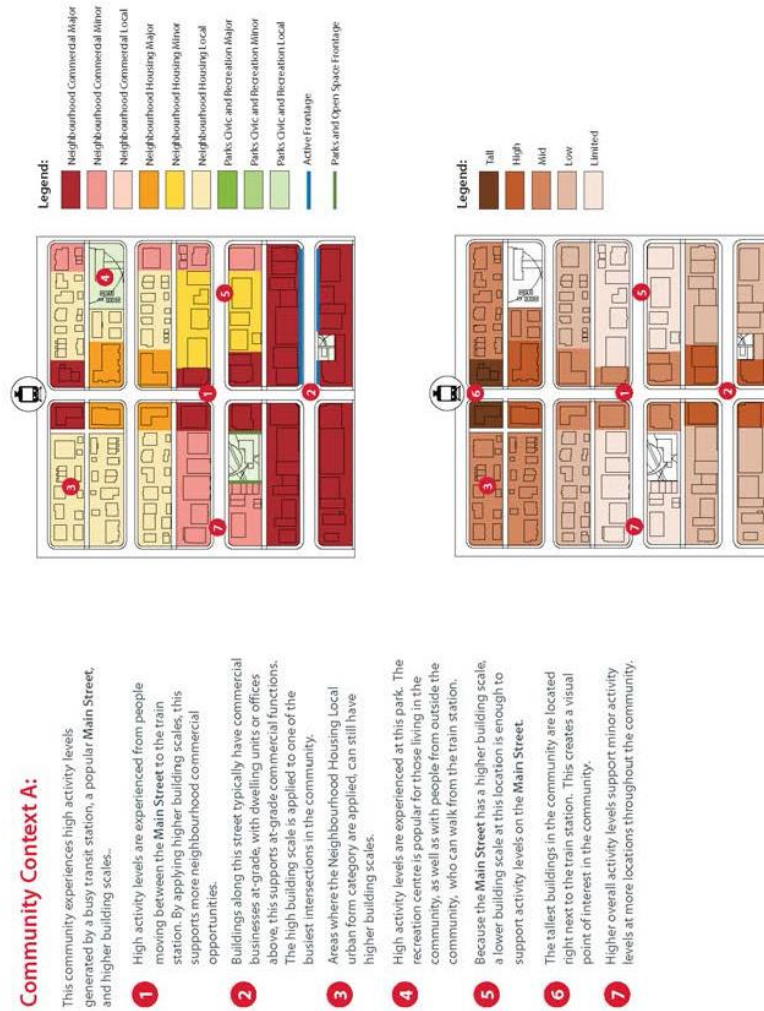
The next two pages are examples demonstrating different ways that the urban form categories and building scales can change based on a community's context and future vision.

When comparing Community Context: A to Community Context: B, consider how the activity levels, general functions, and thus urban form categories change. Notice how the building scale changes to respond to the different community context.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

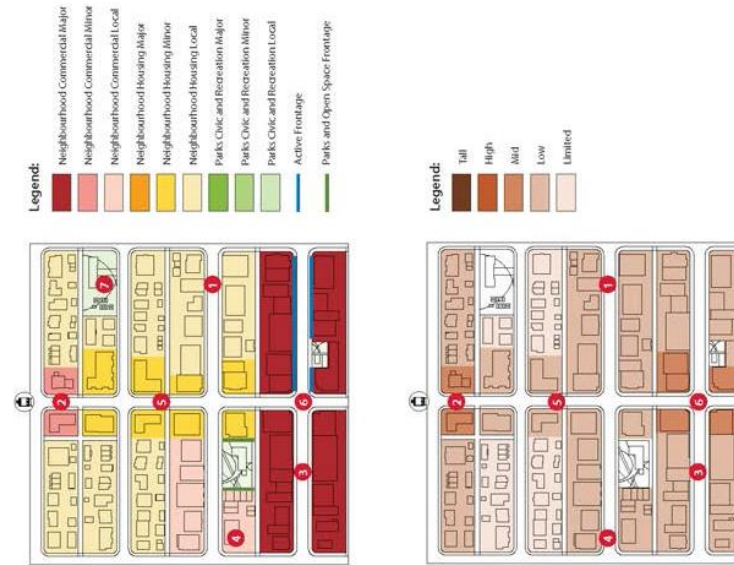
Guidebook for Great Communities



PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



Community Context B:

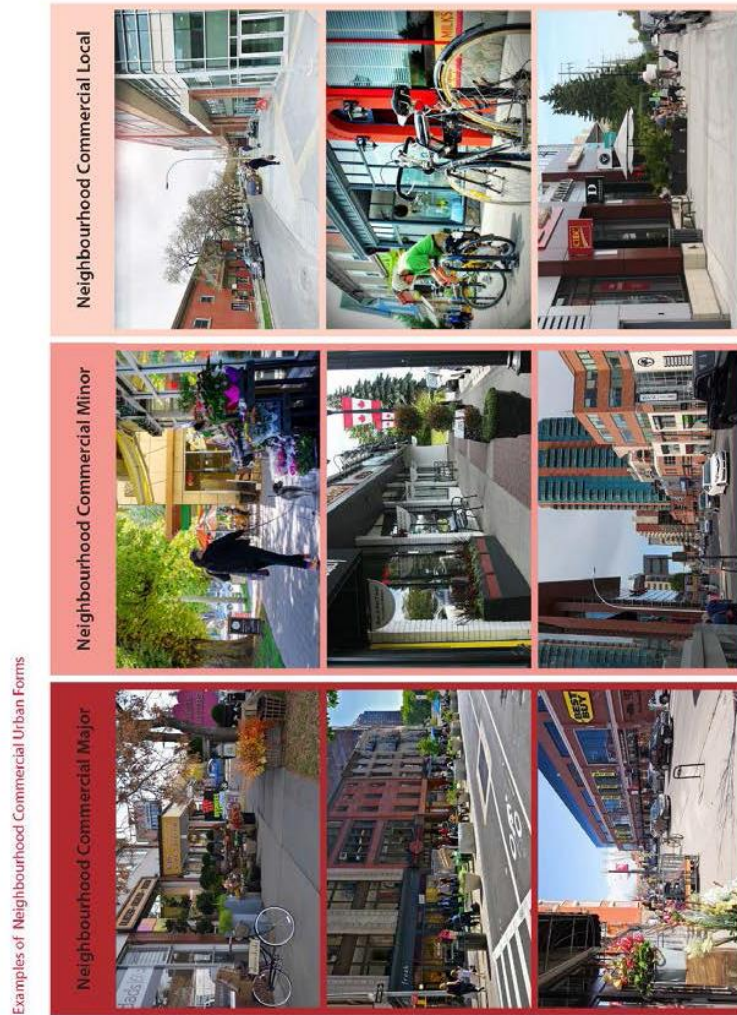
This community experiences lower activity levels as it has a less busy transit stop and Main Street. Lower building scales are applied more consistently throughout the community.

- 1 The mid to low building scales are evenly applied, distributing intensity throughout the community.
- 2 The mid building scale increases activity levels around the train station and supports commercial functions.
- 3 The Main Street experiences lots of activity relative to other areas in the community, but has lower building scales.
- 4 Minor activity levels have been lowered to local activity levels due to less overall community intensity.
- 5 Lower building scales and activity levels means less activity and commercial opportunities exist between the Main Street and train station.
- 6 The mid building scale, still supports higher activity levels which support businesses on the Main Street.
- 7 With lower community building scales and intensities, this park has moderate activity levels. The transit station still provides good access for those coming from outside the community.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

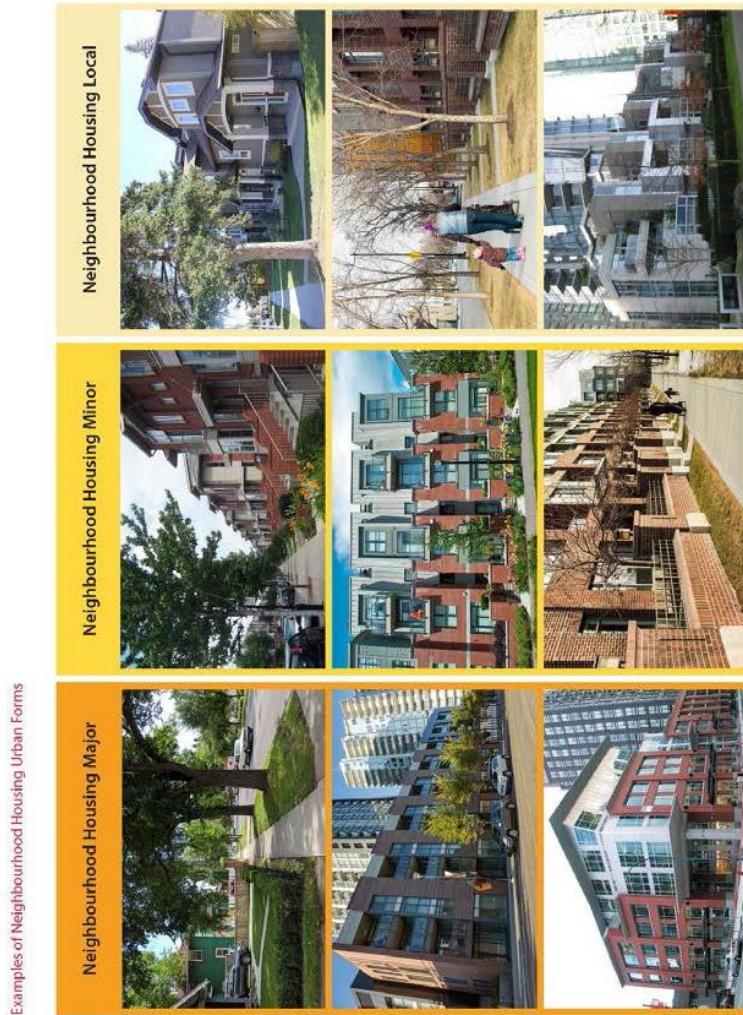


Examples of Neighbourhood Commercial Urban Forms

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

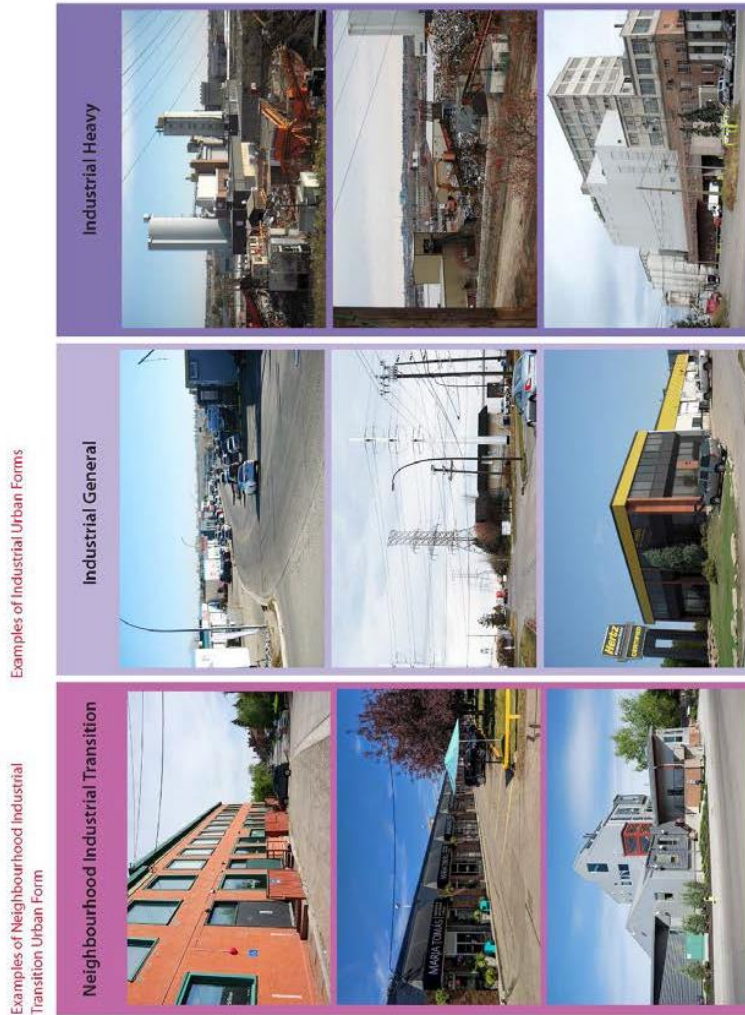


The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



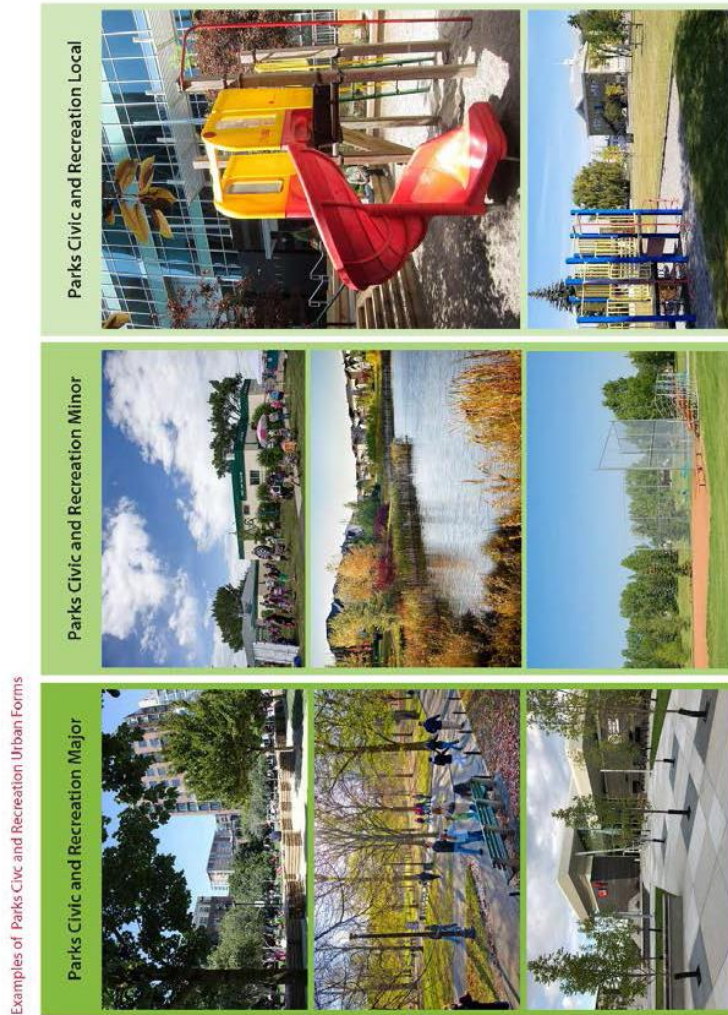
Examples of Industrial Urban Forms

Examples of Neighbourhood Industrial Transition Urban Form

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

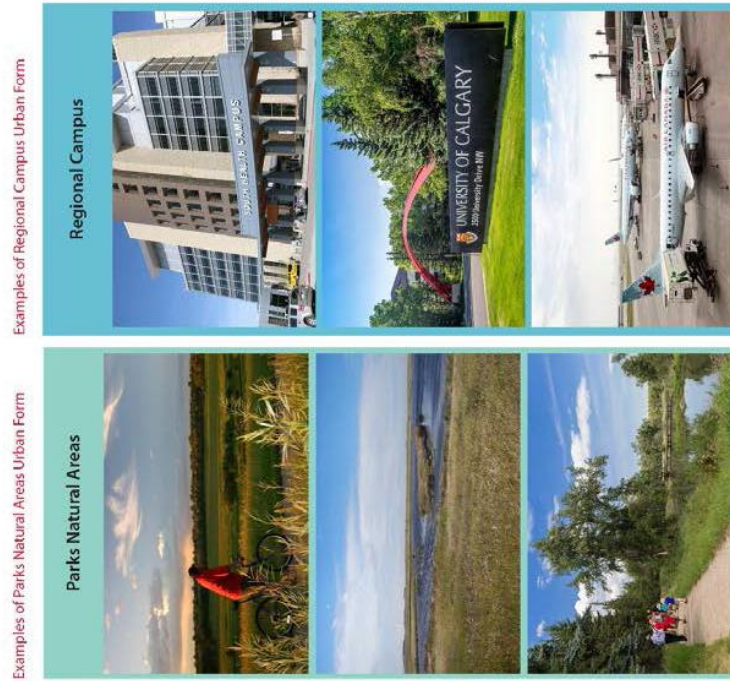


The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



Examples of Regional Campus Urban Form

Examples of Parks Natural Areas Urban Form

The Guidebook for Great Communities – Proposed, March 2020

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

Appendix 2: Local Area Plans and The Guidebook for Great Communities

The purpose of this appendix is intended to outline how the different sections of the Guidebook relate to the different chapters in a local area plan.

Local area plans bring together residents, businesses, developers, and City staff to work together to plan for the growth and evolution of a community using the principles and goals in the Guidebook. These principles and goals are central to creating and maintaining great communities for everyone and should not be modified through a local area plan unless there are alternative measures being proposed that equally achieve their success.

All local area plans should use the following chapters:

1. Visualizing Growth
2. Enabling Growth
3. Supporting Growth
4. Implementation and Interpretation

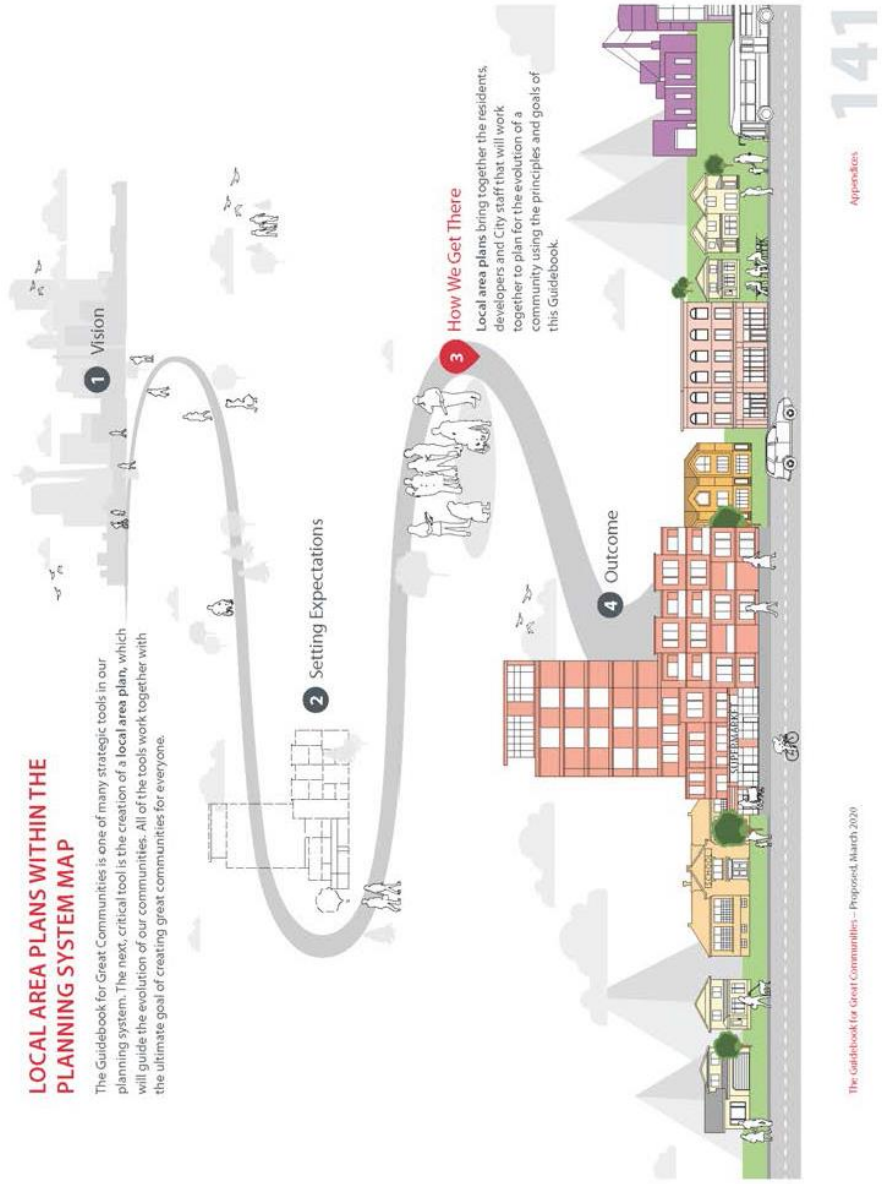
The following information may be in a local area plan or a supplement (such as an appendix or online community dashboard):

- historic and projected demographics;
- community profiles and information about lifecycles of communities (such as the growth, stability or decline of a community, urban structure and land use patterns);
- other maps as reference material; and,
- the history of communities, particularly when that history helps to identify landmark or gateway sites.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities



PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

LOCAL AREA PLAN CHAPTER 1: VISUALIZING GROWTH

This chapter provides the vision for growth and evolution for all communities identified within a local area plan. This vision should build on the following principles and goals from Chapter 1 of the Guidebook:

Principles for Great Communities

Opportunity and Choice

Everyone has access to places to shop, learn, work, eat and play, and there are diverse housing and mobility options for many different people and household types.

Health and Wellness

Everyone has access to care, recreational opportunities and healthy food, and there are options to incorporate activity into how you get around.

Social Interaction

There are a variety of places to gather, celebrate and interact with all kinds of people.

The Natural Environment

Natural areas are protected, restored and valued and are accessible to everyone.

Economic Vitality

Everyone has access to diverse employment options and an environment conducive to starting, operating and sustaining a business.

Identity and Place

Well-designed neighbourhoods create a sense of place that fosters identity and creates pride in the community.

Goals for Great Communities

1. Promote varied, inclusive and equitable housing options.
2. Provide opportunities to access goods, services and amenities close by.
3. Offer opportunities to gather and participate in civic, arts, cultural and entertainment activities, in both public and private spaces.
4. Provide varied and inclusive spaces and facilities for recreation, play and outdoor activities close by.
5. Ensure spaces are designed for everyone, foster a sense of place and are connected together—however a person moves.
6. Ensure natural areas, biodiversity and ecological function are protected, restored, created and enjoyed.
7. Enable and support prosperity through diverse economic opportunities at a variety of scales.
8. Support the use of existing streets, services and buildings to reduce the need for new infrastructure.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

LOCAL AREA PLAN CHAPTER 2: ENABLING GROWTH

This chapter should include development policies to enable the vision described in Chapter 1 of the local area plan. These policies may supplement the policies of Chapter 3 of the Guidebook where necessary, but should not duplicate them or be used to create exclusionary policy. This section should be specific to local context and need, and reflect the unique aspects of the community.

This chapter in the local area plan should:

- Provide the future growth concept for the community.
- Provide community-specific policy.

Mapping

Maps should form the foundation of this chapter. Maps may be for the entire local plan area and/or a specific area. These maps are based on Chapter 2 of the Guidebook and should reflect the following information:

- Urban Form – created by using the Urban Form Classification System (including policy modifiers).
- Scale – created by applying the scale modifiers to the various categories of the Urban Form Map.

Ways a local area plan can be modified for local context:

- To foster and celebrate local identity and enhance a sense of place.
- To provide specific direction for key sites or geographic areas within a community.
- Scale categories may be adjusted to specify a number of storeys in a local area plan due to site constraints, local context and where the impact on the activity level of the assigned urban form category has been considered and the rationale is noted in the plan.
- For additional policy direction for landmark or gateway sites or other geographic nuances.
- The future growth potential based on infrastructure capacity and investment in the community.

Ways a local area plan cannot be modified for local context:

- To exclude built forms or uses that achieve the goals and principles of the Guidebook.
- To exclude individual or specific demographics of Calgary's current and future population.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

LOCAL AREA PLAN CHAPTER 3: SUPPORTING GROWTH

This chapter in a local area plan will include policies regarding current and future amenities and infrastructure. These policies should guide implementation to realize the vision outlined in Chapter 1: Visualizing Growth. Policies and direction from the Guidebook, particularly in Chapters 2 and 4, will direct the policies for Chapter 3 of the local area plan.

The Established Area Growth and Change Strategy is helping define an approach to supporting built-out area communities through growth and change. The results of this and related work may result in revisions to this chapter of a local area plan, and Chapter 4 of the Guidebook.

Local area plans should:

- Identify potential investments to support the future growth concept and provide guidance to the City for future service plan and budget considerations and recommendations.
- Acknowledge that the timing of investment may be guided by external factors, including service and activity levels, priorities identified in the plan, and the state of existing assets.
- Identify the roles for different city builders in supporting implementation (The City, developers, residents and businesses).
- Identify planning and financial tools that could support implementation, where appropriate.

The local area plan should identify potential investment opportunities for funding through various tools, such as:

- mobility infrastructure;
- utility infrastructure;
- streetscape improvements (e.g. lighting, benches, re-paving);
- public trees;
- new or enhanced public open space;
- affordable housing;
- community gathering spaces;
- community gardens and urban agriculture;
- care facilities;
- recreation facilities;
- cultural facilities;
- public art; and,
- heritage resources.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 2

Guidebook for Great Communities

LOCAL AREA PLAN CHAPTER 4: IMPLEMENTATION AND INTERPRETATION

This chapter in a local area plan will include policies regarding legal interpretation, status and limitations of the plan.

ISC: Unrestricted

Page 147 of 147

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 3

Renewed Land Use Bylaw Implementation – Revised Timing

This attachment responds to the recommendation of PUD2019-1200 where Council directed administration to return with an updated implementation schedule for the renewal of the Land Use Bylaw, at the same time as bringing back the *Guidebook for Great Communities*. Administration is proposing to advance the work of the renewed Land Use Bylaw through the following four phases of work. Note that only timing for the scoping of the renewal has been provided given that future work is dependent upon the decisions and input from Council regarding this approach.

Phase 1a: Scope, Objective and Approach

Timing: April 2020 – Q3 2020

This phase will continue the education and awareness campaign regarding housing choice, and what it could mean to implement the *Guidebook*, as well as scoping the approach for the Land Use Bylaw renewal.

Deliverables

- Scope and Approach
 - Establish deliverables and timeline
 - Establish project team composition and need for consultants
 - Identify stakeholders, advisory groups, engagement and outreach

Phase 1b: Neighbourhood Housing Limited scale Local District

Timing: TBD through Phase 1a

This phase will begin reviewing the options for new low density districts that would implement the *Guidebook*. Work would focus on stakeholder engagement, information gathering, education and awareness. This phase will also begin work on what parking and use reform could look like.

Deliverables

- Update on engagement process to date regarding the Neighbourhood Housing Limited scale Local district or district(s);
- Updates on parking reform and use reform – responding to what have we learned and how could it impact the district.
- Prioritized goals and objectives of the Neighbourhood Housing Limited scale Local category and options for how those goals could be formulated into districts (based on engagement with all stakeholders);
- Options for how those objectives could be represented through districts;
- Options for supplementary material such as “how-to” guides;

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Phase 2: District Creation Focus

Timing: TBD

Deliverables

- New district(s) for Neighbourhood Housing Limited scale Local, pursue further direction or potential for presentation of new district(s);
- Demonstrate how goals and objectives of the Neighbourhood Housing Limited scale Local urban form category have been accommodated in the district(s);
- Structure of renewed land use bylaw (to be populated in Phase 3)
- Update on engagement process to date regarding the Neighbourhood Housing Limited scale Local district or district(s);
- Drafts of supplementary material for review and comment;
- Parking reform and use reform – how they're being incorporated into the Bylaw and the new district(s);
- Consideration for Council direction regarding when/how to apply new district; and,
- Update on next steps and future work.

Phase 3a: Next Steps – Housing Districts

Timing: TBD

This phase will include working on the remaining needed districts.

Details

- Work on remaining Neighbourhood Housing districts. Potential to look at ways to build from the Limited scale Neighbourhood Housing district through the use of modifiers and customizations.
 - Output: new district(s)/modified district(s) to be implemented through the local areas plans.
- Parking reform (structure to apply to new districts)
- Use reform (structure to apply to new districts)
- Reform of administrative sections for new volume of the Land Use Bylaw (i.e. what requires a permit, types of permits etc)

Phase 3b: Next Steps – Remaining Districts

Timing: TBD

Details

- Begin work on Neighbourhood Commercial districts. Potential to look at ways to build off the Limited scale Neighbourhood Housing district through the use of modifiers and customizations.
 - Output: new district(s)/modified district(s) to be implemented through the local areas plans.
- Begin work on Industrial districts and Parks Civic & Recreation districts. Potential to look at ways to build off the Limited scale Neighbourhood Housing district through the use of modifiers and customizations.
 - Output: new district(s)/modified district(s) to be implemented through the local areas plans.
- Begin work on Regional Campus district.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Long Term System Change – Finalization of a renewed Land Use Bylaw

Phase 4: Planning System Change

Timing: TBD

Details

- Consideration for new permit processes.
- Consideration for redesignations in built-out areas.
- Consideration for how to combine all other Guidebooks (Developed Areas, Centre City and New Communities) into one.
- Consideration for ongoing sustainment as well as education and awareness.

Ongoing Sustainment and Monitoring

- Implementation and transition phase
- Education and awareness
- Sustainment
- Monitoring

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 4

Additional Previous Council Direction

At the 2019 November 06 meeting of the Standing Policy Committee on Planning and Urban Development, it was moved by Councillor Farkas, that with respect to Report PUD2019-1015, the following be approved, as amended:

That the Standing Policy Committee on Planning and Urban Development:

Direct Administration to execute Option 2, as contained on page 7 of Guidebook for Great Communities Stakeholder Panel Presentation (Distrib-Presentation-PUD2019-1015), with the following refinements:

- a. Build awareness among Calgarians about the changes being proposed and to allow Calgarians to participate in the community conversation on long-term planning and supporting growth with infrastructure and amenities;
- b. Communicate the vision & intent of the document within Calgary communities, in partnership with stakeholder groups, before the document becomes statutory. This communication should include examples from pilot communities;**
- c. Prepare a clear engagement process for statutory planning work going forward, making expectations clear to all stakeholders about when to engage, what type of engagement is required, and what the outcomes of the work will be;
- d. Provide further clarity on the relationship between this work and the City's shift to larger local area plans; and
- e. Forward this report to the 2019 November 18 Combined meeting of Council.**

At the 2019 November 06 meeting of the Standing Policy Committee on Planning and Urban Development, it was moved by Councillor Woolley, that with respect to Report PUD2019-1200, Implementing Great Communities for Everyone, the following be approved:

That the Standing Policy Committee on Planning and Urban Development forward this report to the 2019 November 18 Combined Meeting of Council in order for it to be on the same agenda and heard in conjunction with (following) PUD2019-1015 Great Communities for Everyone.

At the 2019 October 2 meeting of the Standing Policy Committee on Planning and Urban Development, it was moved by Councillor Sutherland, that:

That with respect to Reports PUD2019-1015 and PUD2019-1200, the following be approved:

That the Standing Policy Committee on Planning and Urban Development:

1. Postpone the Great Communities for Everyone report PUD2019-1015 (Guidebook) and the Implementing Great Communities for Everyone report PUD2019-1200 back to Administration to:

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 4

- a. Direct Administration to create a panel comprised of up to 6 stakeholder representatives who collaborated on the Guidebook and its considerations for implementation; and
 - b. Return to the 2019 November 06 SPC on Planning & Urban Development committee meeting.
2. Request a discussion between the above noted panel and Committee members at the 2019 November 06 SPC on Planning & Urban Development committee meeting, in an effort to:
- a. Confirm expectations of Guidebook,
 - b. Discuss any outstanding areas of disagreement in the Guidebook, and
 - c. Propose possible testing methods of the Guidebook's practices and policies, including but not limited to leveraging the North Hill Communities Local Growth Planning pilot project to evaluate practicality of the Guidebook to meet the goal of evolving communities in a manner that responds to the needs of current and future residents.

At the 2019 July 29 Combined Meeting of Council, moved by Councillor Farrell and Seconded by Councillor Carra, that with respect to Report CPC2019-0759, the following Motion Arising be adopted:

That Council direct Administration, as part of ongoing review of the lowdensity land use districts and existing work on the Developed Areas Guidebook, to bring forward land use amendments that better facilitate mid-block rowhouse implementation, with particular consideration to:

1. Allowing courtyard-style development with rules that require building separation distances that allow for reasonable sunlight penetration, sufficient private amenity/gathering space, and that minimize sideyard massing challenges
2. Any additional rules required to enable successful internal private amenity/gathering space, including minimum dimensions and green landscaping requirements
3. Height limits, chamfers, setbacks, and/or stepbacks that reduce side/rear massing impacts and support appropriate transitions to adjacent parcels of varying intensities or scales of development, returning to Council through the Standing Policy Committee on Planning and Urban Development no later than Q4 2020.

At the 2019 July 3 meeting of the Standing Policy Committee on Planning and Urban Development, it was moved by Councillor Carra, that the Developed Areas Guidebook Update and Implementation Report (PUD2019-0253) due in 2019 Q3 to be moved to 2019 October 2, PUD2019-0866.

At the 2019 June 17 Combined Meeting of Council, moved by Councillor Carra and seconded by Councillor Gondek, with respect to Report PUD2019-0402 (Enabling Successful Infill Development – Options for Changes), the following was adopted:

- "That Council hold a Public Hearing for the proposed amending bylaw 46P2019; and
1. Give three readings to the Proposed Land Use Bylaw Amendment 46P2019 in Attachment 1; and

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 4

2. Direct Administration to return, through the Developed Areas Guidebook report, with an outline for what new developed area districts could look like and how the 12 issues will be addressed (option 3)."

At the 2019 March 18 Combined Meeting of Council, through PUD2019-0253, Council decided to:

"**ADOPT**, by omnibus motion, Moved by Councillor Colley-Urquhart, Seconded by Councillor Gondek, that the Special Policy Committee on Planning and Urban Development Recommendations in Report PUD2019-0253 be adopted as follows:

That Council:

1. Direct Administration to prioritize its resources to deliver the initiatives on the proposed City Planning and Policy Service Line Workplan 2019 as provided in Attachment 1; and
2. Adjust the reporting timelines for:
 - a. Report PUD2018-1022, Developed Areas Guidebook Update and Implementation, to return to Council, through the SPC on Planning and Urban Development no later than Q3 2019;
 - b. Report PUD2018-0549, Transit Oriented Development Implementation Strategy, to return to Council, through the SPC on Planning and Urban Development no later than Q4 2019;
 - c. Report C2018-1337, Landfill – Subdivision and Development Regulation Setbacks, to return to Council, through the SPC on Planning and Urban Development no later than Q4 2020; and
 - d. Report PUD2018-0826, Hillhurst/Sunnyside Area Redevelopment Plan Amendment, to return to Council, through the SPC on Planning and Urban Development no later than Q4 2020.

At the 2018 December 10 Regular Public Hearing Meeting of Council, through PUD2018-1022, Council decided to:

"**ADOPT**", Moved by Councillor Carra, Seconded by Councillor Gondek, that the Special Policy Committee on Planning and Urban Development Recommendations in Report PUD2018-1022, be adopted as follows:

That Council:

1. **ADOPT**, by bylaw the proposed amendments to the Municipal Development Plan, Bylaw, 24P2009, (Attachment 1);
2. Give three readings to the proposed 82P2018 Bylaw; and
3. Direct Administration to return to the Standing Policy Committee on Planning and Urban Development no later than Q2 2019 with amendments to the Municipal Development Plan, Volume 2, Part 3, Developed Areas Guidebook that completes the work done to-date, and provides further implementation tools for local area planning to guide development in the Developed Areas."

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 4

At the 2017 April 10 Combined Meeting of Council, through CPC2017-129, Council decided to:

"ADOPT, Moved by Councillor Chabot, Seconded by Councillor Keating, that the Calgary Planning Commission Recommendations contained in Report CPC2017-129, be adopted, as follows:

That Council:

1. **ADOPT** the proposed amendments to the Municipal Development Plan (Developed Areas Guidebook) in accordance with Administration's recommendation, as amended; and
2. Give three readings to the proposed Bylaw 19P2017.
3. **DIRECT** Administration to return to Calgary Planning Commission, no later than Q3, 2018 with a report regarding the implementation of the Guidebook, with amendments as identified through consultations with stakeholders, Calgary Planning Commission and pilot communities."

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 5

Summary of Education and Awareness Campaign

Knowing that Council's direction was not to provide further engagement, but to focus on outreach, and ensuring Calgarians understood the vision and intent of the document, Administration tried to achieve this through a range of outreach options. It is important to recognize that administration felt that it was important to not just do outreach on a document or deliverable itself but to first provide opportunities to explain why this work was undertaken and the context with which The City creates policy starting with the notion of evolution and change in communities and what that means to each individual. A range of outreach opportunities were targeted towards different audiences ranging from those with little to no previous understanding of planning or the *Guidebook*, to those who have been involved with the creation of the *Guidebook* for the past year. Below is more detailed information of all external engagement undertaken since November 2019 until anticipated Council consideration.

Administration's current endeavour to reach Calgarians has mainly focused on English-speaking audiences; however, Administration is contemplating various options for reaching more Calgarians such as translating some of the *Guidebook* materials into other languages and exploring methods of reaching various cultural groups in person. This work is ongoing and will continue on through the next phases of work.

Installation at the Central Library

Knowing that many Calgarians are not familiar with planning documents, Administration wanted to create a space for the average citizen to learn about the intent of the *Guidebook* versus getting into the details of the document itself. This is a place that all people can easily access, and where information regarding community planning and the *Guidebook* is provided in a way that resonates to the average Calgarian. The installation at the Central Library was up from 2020 January 6 to 2020 February 29, and included an interactive display where people could learn, participate, and begin to think about what change looks like for communities. A big part of creating great communities for everyone is about creating empathy for the needs of others, part of which was captured through this display, allowing Calgarians to contribute and share their story with The City and with others. Administration was available at the library over most weekends, to ensure questions or comments could be addressed. Administration also provided guided tours of the installation to a variety of groups providing the opportunity for more-in depth conversations about the installation and how it relates to the *Guidebook* as well as other Next Generation Planning System projects. This include classes from City Hall School, students from University of Calgary (School of Architecture, Planning and Landscape program), Age Friendly Steering Committee, members of Calgary Planning Commission, members of Council (or their office) as well as members of media.

Mobile Installation

Building on the library installation, Administration created a smaller version of the library installation mentioned above, leveraging the opportunity to have meaningful conversations in the places where people go. The team hosted an information booth that included two interactive activities at the Reno Show in January and the Home and Garden Show in February and will be attending the Women's show in April. Administration is looking into future opportunities to take the smaller installation to other venues across the city such as schools, other libraries or recreation centres. The installation will also be leveraged as part of upcoming engagement opportunities for the renewal of the Land Use Bylaw work.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 5

Guidebook Specific In-person information sessions

Administration held a number of information sessions that centered on building the shared understanding of the vision for Calgary, and how the *Guidebook* helps to implement that vision. Dubbed *Guidebook* 101, the presentation talked about why it is important to think about Calgary's future, what some of the current issues are that impact how Calgary grows, what our outcomes are, and what that means in relation to the *Guidebook*. Building on direction received in 2019, administration also incorporated opportunities for the audience to explore implementation using examples from the North Hill Communities Local Area Plan. The presentation was modified for different audiences (community representatives, general public, and industry representatives) based on feedback received from key stakeholders in terms of what would best meet the educational needs of each audience.

In order to increase access to these sessions, Administration live-streamed one of the sessions (through Zoom Media) in order to reach interested individuals who couldn't physically attend the session in-person. This endeavor was a success, with many individuals tuning in and asking questions on-line in real time. This session was recorded and Administration is making every effort to make it available online allowing for ongoing education and outreach.

Presentations were provided on the following days to the following audiences:

Date	Session	Audience
January 11, 2020	Partners in Planning session	Community representatives, open to public
January 15, 2020	Internal 101 session	Administration including planning department and other business units such as
January 18, 2020	Federation of Calgary Communities 101 session	Community representatives, open to public
January 22, 2020	Federation of Calgary Communities 101 session	Community representatives, open to public, livestreamed for remote participation using Zoom
January 22, 2020	Industry 101 session	Industry representatives including members of BILD and NAOIP
February 6, 2020	Industry testing - building on 101 session; meeting 1	Industry representatives including members of BILD and NAOIP
February 8, 2020	Partners in Planning session	Community representatives, open to public
February 29, 2020	Community Planning Exchange session – Next Generation Planning System, including <i>Guidebook</i>	Community representatives, open to public
February 26, 2020	Industry testing - building on 101 session; meeting 2	Industry representatives including members of BILD and NAOIP

Local Area Plan sessions

Members of Administration within Community Planning and Calgary Growth Strategies have been working closely together to test the *Guidebook* policies through the North Hill Communities Local Area Plan. This has included participation in North Hill Communities specific engagement sessions including opportunities to test both plans with the North Hill Communities Working Group as well as with Calgary Planning Commission.

Administration has also been collaborating on the Heritage Communities Local Area Plan as well as the Westbrook Communities Local Area Plan. Being part of these plans from the beginning has allowed Administration to build on the findings from the North Hill Communities

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 5

Local Area Plan and process, modify some of the engagement sessions and begin to have a different conversation with communities about how to achieve *Guidebook* outcomes. Administration is also initiating initial engagement with the communities ahead of official project kick-off for Area 2/3 and Area 4 Plans.

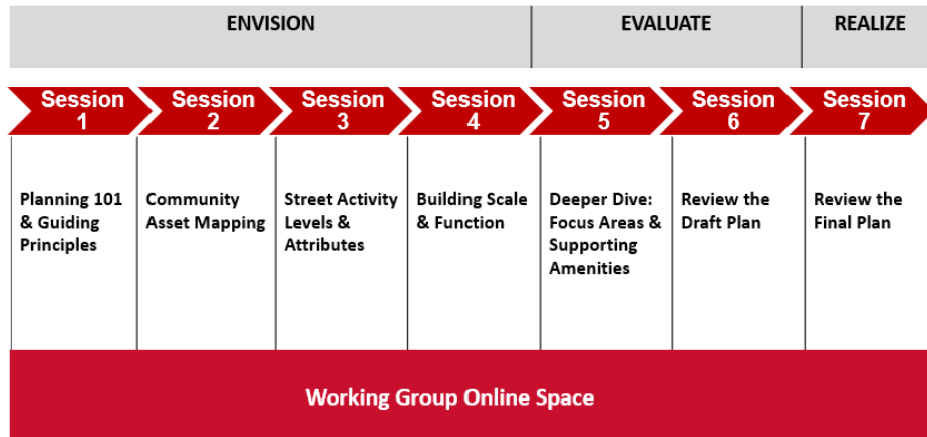
Since November 2019, Administration has participated or is scheduled to participate in the following multi-community specific sessions:

Date	Sessions
November 6, 2019	Heritage Communities – Working Group Session #1 (Planning 101 & Guiding Principles)
November 20, 2019	Westbrook Communities – Working Group Session #1 (Planning 101 & Guiding Principles)
November 28, 2019	North Hill Communities – Draft Plan Review Public Open House #1
November 30, 2019	North Hill Communities – Draft Plan Review Public Open House #2
December 5, 2019	North Hill Communities – Draft Plan Review Workshop – Development Industry
December 10, 2019	Westbrook Communities – Working Group Session #2 (Community Asset Mapping)
December 11, 2019	Heritage Communities – Working Group Session #3 (Street Activity Levels & Attributes)
January 9, 2020	North Hill Communities - Calgary Planning Commission
January 15, 2020	North Hill Communities – Working Group Session #7 (Review the Final Plan)
January 16, 2020	Westbrook Communities – Working Group Session #3 (Street Activity Levels & Attributes)
January 21, 2020	Heritage Communities – Working Group Session #4 (Building Scale & Function)
February 8, 2020	Westbrook Communities – Working Group Session #4 (Building Scale & Function)
February 10, 2020	Area 2/3 Multi-Community Plan Communities – CA Intro Session #1
February 13, 2020	Area 2/3 Multi-Community Plan Communities – CA Intro Session #2
February 18, 2020	North Hill Communities – Working Group Session #8 (Final Plan)
February 24, 2020	Area 4 Multi-Community Plan – CA Intro Sessions
March 19, 2020	Heritage Communities – Working Group Session #5 (Deeper Dive: Focus Areas & Supporting Amenities)
April 16, 2020	Westbrook Communities – Working Group Session #5 (Deeper Dive: Focus Areas & Supporting Amenities)
April 2020 TBD	Area 2/3 – Working Group Session #1 (Planning 101 and Guiding Principles)
May 2020 TBD	Area 4 – Working Group Session #1 (Planning 101 and Guiding Principles)

The following diagram illustrates the different sessions that each local area plan working group would undertake when embarking on a new local area plan. These sessions are broken out into different phases – Envision, Evaluate, Realize - that help bring the community through the process using the *Guidebook* in the creation of their local area plan.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 5



Community Newsletters

Administration provided content regarding the intent and vision of the *Guidebook* to 84 community newsletters which will be published in March 2020, reaching 391,222 households. The focus of the content was to bring attention to the importance of planning communities so they can offer more housing, shops, and service choices for the people who live, work and visit them. Ultimately, the *Guidebook* enables the planning of a great community so it can accommodate everyone and people can live in their neighbourhood regardless of age, income or stage in life. If citizens want more information, we included the web page address (Calgary.ca/guidebook), where they can read the *Guidebook* and review the frequently asked questions (FAQs) and goals.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 6

Summary of *Guidebook* Revisions

Since 2019 November, a number of changes to the *Guidebook* have been made as a direct result to the testing that has been done through the North Hill Communities Local Area Plan, as well as findings from the Heritage and Westbrook Communities Local Area Plans currently underway and through testing applications.

Below is a summary of the changes made to the *Guidebook for Great Communities*:

Chapter 1

- Moved “How to Use the *Guidebook*” page right upfront after “About the *Guidebook*” cover sheet
- Minor changes to wording of principles and goals
- Provided additional wording regarding housing affordability

Chapter 2

- Added new language regarding mitigating and adapting to climate change to the Urban Form Categories where possible and to the figure in the community growth policy section

Urban Form Classification System

- New Neighbourhood Urban Form Category: Neighbourhood Industrial Transition, which results from moving the former Industrial Transition Housing category to be within the Neighbourhood Purpose
- The other Industrial Transition categories: Retail and Office, have been removed. Aspects of the policies included in these categories have been added to the Vehicle-Oriented policy modifier and an Institutional and Office Frontage has been added to section 3.2 Building Frontage. Based on feedback and testing in North Hill, these retail and office uses were deemed to better fit under Neighbourhood Commercial rather than Industrial, potentially with use of the Vehicle-Oriented policy modifier
- Added new policies and wording within the Neighbourhood Commercial category descriptors to provide more clarity regarding mixed-use development
- Provided more details in the Neighbourhood Housing category descriptors regarding appropriate commercial uses and new policies added to Urban Form Categories themselves to better distinguish between what intensity of commercial uses are allowed within each of the Housing category
- New policy added to Commercial Cluster to better clarify how it differs from Neighbourhood Commercial categories
- Additional policy added to Vehicle-oriented modifier to more explicitly state what it does support
- Comprehensive Development Site and Future Planning Area have been combined into one policy modifier: Comprehensive Planning Site
- Adjustments to the colours for all the Urban Form Categories and scale modifiers in response to the feedback received through the draft maps to improve accessibility and legibility

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 6

Direction for Local Area Plans, Section 2.32

- Updated direction for the different chapters of local area plans in response to learnings through North Hill
- Updated direction for local area plans regarding Transit Oriented Development (TOD) development based on North Hill testing and lessons, demarcation of TOD sites is no longer required
- Clarified direction to local area plans to identify opportunities for renewable and low-carbon energy technologies within the plan areas, requirement for a feasibility assessment no longer included in policy
- Updated specific direction regarding Chapter 3 in local area plans in response to learnings through North Hill, clarified and simplified language and reference identifying potential investments versus creating an Asset Map and List
- Added reference to Chapter 4, Implementation and Interpretation for local area plans based on North Hill experience

Chapter 3

- In general, adjusted the wording of policies to improve clarity in response to feedback throughout Chapter 3

Built Form Policies

- Clarified wording in building design policies
- Added a new definition for retail
- Added institutional and stand-alone office frontage to section 3.2 Building Frontages and changed commercial frontage to retail frontage to provide more clarity around built-form expectations
- Added policies regarding permeable surface to improve retention and infiltration of storm water to Section 3.5 Ste Design

Development Policies

- Adjusted wording in intro to parking section (3.12) to be more explicit
- Amended wording to provide stronger support for relaxations in Activity Centres, Main Streets, TOD and transit stations, and other areas of high activity
- Added housing to policy 3.12.1.ii
- Sustainable Development Policies 3.13:
 - Clarified intent of section 3.13.d and e., direction for local area plans to identify opportunities in contained in Section 2.32.i.ii versus within this section and reduced scope (no longer *shall complete* a feasibility assessment where opportunities have been identified in a local area plans, now an assessment *may be required*),
 - Provide parameters for when an assessment may be requested: sites <1.0 hectare or cumulative building size greater than 30,000 square meters, also no longer refer to a City of Calgary Terms of Reference
 - Adjusted the size of buildings from 3,000 square metres to 30,000 square metres
 - Removed reference to district energy, now just renewable or low carbon technologies
 - 3.13.a now focuses on energy, and 3.13.c focuses on water

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 6

- Added a new policy, 3.13.d, about encouraging adaptive re-use.
- Overall direction is looser and lighter than it was before in recognition of implementation challenges, but leaves the door open for assessments to be a requirement within the parameters provided (size <1.0 hectare or cumulative building size greater than 30,000 square meters)

General Policies

- Wording added to General Policies introduction regarding the need to be more explicit about focus on pedestrians and the need to better communicate the importance of the mobility network
- Minor adjustments to section 3.15 Community facilities, spaces and services:
 - Added reference to wellness versus health in response to comments from AHS
 - Added affordable housing to 3.15.d
- 3.16 Pedestrian: added more explicit language mirroring wording in introduction to General Policies, and removed requirement for sidewalks on both sides of the street
- Adjusted wording in introductions for 3.17 Cycling and 3.18 Transit to be consistent with new wording in General Policies introduction, and added plazas to 3.18.d
- Section 3.19 Street Network:
 - Changes to introduction wording similar to previous sections
 - Emphasis on users versus everyone
 - 3.19.a clarified applicability is for streets in neighbourhood areas not all areas
 - Added 3.19.d to better recognize street as part of the public realm within neighbourhood areas, not just about supporting a variety of modes but also about the gathering space function that streets can perform through the requirement of things like street furniture

Chapter 4

- Changed wording to Community Funding Tools & Investment Strategies
- Added cultural facilities and affordable housing to list of possible investments in response to feedback and what was included in North Hill Communities local area plan
- Created a new section for Heritage Area Tools, to provide a placeholder for future heritage tools
- Adjusted wording in TOD policies to reflect learnings through the North Hill Communities local area plan process, including broadening the applicability of the policy to include all transit station areas and tweaks to the specific wording of sections 4.1-4.3
- Updated policy in section 4.4 to reflect that Chapter 3 will no longer apply to all built-out areas and instead will only apply to areas that have a local area plan based on the *Guidebook*
- Adjusted wording of 4.4.b to “The *Guidebook* applies, as amended from time to time...”
- Added new definitions for the following:
 - Affordable housing
 - Updated core and transition zone
 - Heritage Area
 - Heritage Asset
 - Retail

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 6

Appendices

- Adjustments made to graphics and images in Appendix 1 in accordance to changes made to Urban Form Category system in Chapter 2
- Updated wording in Appendix 2 to align with changes in Section 2.32 and page 116-117

Below is a summary of potential changes for consideration in future amendments to the *Guidebook for Great Communities*, through the ongoing sustainment process (see Attachment 9 for more details on the sustainment process):

Future consideration/Sustainment

- Consider a new scale category between limited and low
- If all 6 Neighbourhood Commercial and Housing categories are needed, possibly remove Neighbourhood Commercial Local and/or Neighbourhood Housing Major, but would like to monitor what comes out of the next few LAP processes (specifically Heritage and Beltline)
- Implementation of Chapter 3 policies resulting in changes
- Future parking considerations based on consultant and discussions with internal business units
- General concerns regarding the City's approach the streets and transportation infrastructure

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 7

Sustainment Process for *Guidebook*

The *Guidebook for Great Communities (Guidebook)* is a policy document that works with Local Area Plans (LAPs) and sets the foundation for a renewed Land Use Bylaw (LUB), to help achieve the goals of the Municipal Development Plan (MDP) in Calgary's built-out communities.

- **For citizens who live in Calgary and move to Calgary**, the *Guidebook* is a framework to plan complete communities that provide more housing options, access to a variety of goods and services close by, and areas to recreate and gather. It plans communities where people can live in their neighbourhood regardless of age, income or stage of life.
- **For Planners who are planning communities and the citizens engaged in the planning of their communities**, the *Guidebook* provides a planning policy system that focuses on how people experience their community. It's a foundation to develop a plan for how a community can grow, develop and remain vibrant and resilient for people living there now and in the future.
- **For developers and industry**, the *Guidebook* provides the consistent policies and community design elements (built form) that direct them to develop sites with the community's long-term best interests in mind. It facilitates the development of a great community, while respecting and complementing its unique qualities.

The *Guidebook* is a new, robust and long-term planning policy document that will continue to be refined in the future. Administration recognizes that in order to sustain this document, there needs to be a thoughtful process regarding the sustainment of both the *Guidebook* and the approach to local area planning that it provides.

Ongoing Education and Outreach

Moving forward, we will continue to pursue further awareness opportunities leading up to and after approval of the document. These include:

- Continued involvement in future Local Area Plans;
- Increasing awareness to multi-cultural communities;
- Continued media exposure;
- Continued social media campaigns;
- Further refinement of information on Calgary.ca;
- Further events with industry and community partners;
- Looking for opportunities within different wards (e.g., open houses/town halls);
- Additional informational displays in public places;
- Mobile installations at libraries and recreation centres;
- Expanded poster campaigns;
- *Guidebook* 101 sessions and online videos;
- Speaker series; and,
- In-person support to Community Associations when they are reviewing development applications.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 7

Internal Training for Consistency

Administration is committed to doing in-house training to help with successful, consistent implementation and ongoing sustainment of the *Guidebook*. The *Guidebook* represents one of the first shifts in a new planning system that will take time to both implement and build trust around. Ensuring change management help is available, making time available for involvement in applications and ongoing local area plan work, and offering a direct connection to the team who wrote the *Guidebook* and who is working on the next phases for the Bylaw renewal, are just a few of the elements to which the team is committed.

Ongoing amendments to *Guidebook*

Part of the sustainment process is acknowledging that the *Guidebook* is meant to be a living document that will be further refined to ensure it is effectively achieving its objectives. Attachment 8 identifies several outstanding issues that Administration is currently considering for future updates. Additionally, as Administration works collaboratively on the next round of local area plans (Heritage and Westbrook communities are already underway) there may be more proposed revisions after further testing through those projects. The Heritage Preservation tools report, Transit Oriented Development Implementation Strategy and the Established Area Growth and Change Phase 1 and eventually Phase 2 reporting are examples of other Next Generation Planning System projects that may result in changes to the *Guidebook* and Local Area Plans. Further, as Administration embarks on the Land Use Bylaw renewal there may also be revisions necessary to the *Guidebook* to ensure goals and objectives are being met through linked policy and regulation.

Sustainment Committee

In discussions with the panel members (panel was formed 2019 October in response to Committee's decision to postpone Great Communities for Everyone PUD2019-1015), it was determined that there needs to be representatives from all perspectives, willing to vet, test and be available when issues arise. This group should have representation from Administration, industry, community associations, other community representatives, business owners, and citizens at large.

In order to ensure that the intent of the *Guidebook* is implementable, this committee will need to understand the *Guidebook* and Council's direction. This will provide Administration with a sounding board to develop resolutions to issues (whether with local area plans or applications) and ensure that the solutions are disseminated to others, as well as retained within Administration in case similar issues are raised in the future. This group will also track outstanding concerns and proposed changes, as well as discuss suggestions for other education and awareness opportunities or further work that may be related or have a potential impact resulting in amendments. This will help to ensure consistency in both the interpretation and application of *Guidebook* policies. Further, this will allow for more stakeholders to have the information and understanding behind decisions moving forward.

Once the *Guidebook* is approved, Administration will set out a terms-of-reference and call for representatives to be on the committee. The committee will meet as needed, but also prioritize conversations regarding issues as they arise. Not every committee member will be required to discuss every issue, but rather Administration will rely on those members who are interested in the issue and who have experience in the particular field. After two years and the anticipated

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 7

completion of the pilot local area plans, the need for the committee will be reviewed. Other projects under the Next Generation Planning System may also use this committee to deal with related issues or overlaps.

Details & Anticipated Timing

Q2 2020

- *Guidebook* approval.
- Develop and implement internal training for staff ahead of local area plan approvals.
- Draft Sustainment Committee Terms of Reference (TOR)
- Send out call for members for committee including draft TOR

Q3 2020

- North Hill Communities Local Area Plan approval (required to go to Calgary Municipal Region Board)
- Implementation of the plan and *Guidebook* in North Hill communities (all applications will need to consider both documents)
- Ongoing training for internal staff and external communities as needed
- Kick-off Sustainment Committee
- Confirm TOR with Sustainment Committee

Q4 2020

- Regular Sustainment Committee meetings
- Ongoing education and awareness campaign

Q1 2022

- Assessment of need to continue sustainment committee.

On-going

- Monitoring of the effectiveness of the *Guidebook's* policies and making amendments as required.
- Potential amendments to the *Guidebook* to incorporate Heritage Planning Policy tools (as approved by Council), anything required to implement the Established Areas Growth and Change Strategy and any outstanding changes from the sustainment process.
- Approval of Westbrook and Heritage communities Local Area Plans and implementation of the *Guidebook* in these communities.
- Involvement in the multi-community Local Area Plans.
- Involvement with other Next Generation Planning System initiatives.
- Continued training for communities as needed.
- Ongoing education and awareness campaign.
- As needed Sustainment Committee meetings.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 8

Baseline Engagement and Communication Project Summary

The Baseline Engagement and Communications Project was a project led by Administration in collaboration with communities, development industry and City Council from January 2018 through September 2019. This project established a predictable engagement and communications approach for planning and development projects across the planning continuum (from policy to land use amendments).

Through this project we learned from all stakeholders that there was a desire for:

- Creating a level of predictability for community outreach, without making things “cookie cutter” and ensuring we are customizing and tailoring our approach to address the unique needs and local context of communities and stakeholders.
- Defining roles and responsibilities connected to community outreach for all stakeholders involved in the process (The City, community and applicants).
- Creating a planning-specific outreach process and toolkit to guide best-practice outreach.

This project concluded in September 2019 with the launch of the [Community Outreach on Planning & Development toolkit](#). This toolkit provides resources for all involved in outreach processes connected to planning within the City of Calgary. This toolkit also outlines roles and responsibilities for all involved.

What are the roles and responsibilities connected to Community Outreach?

Clarifying community outreach roles and responsibilities connected planning and development projects helps clarify who does what. Each role, shown below, includes a description and associated responsibilities.

Role	Description	Responsibilities
Lead	<ul style="list-style-type: none"> • The lead is the initiator or proponent of the project and is the primary decision maker for the project leading up to a formal decision of approval/refusal by the designated City decision-making body. • The lead determines if/when community outreach will take place connected to their project and, if so, decides about what, with who, where, how, etc. • The lead pays for community outreach costs associated with their project. 	<ul style="list-style-type: none"> • Notify people of the project and any opportunities to learn more or provide input. • Determine the negotiables and non-negotiables for the project and what is/isn't open for public input. • Communicate the constraints. • Clarify the scope of the conversation. • Provide clear, concise, transparent and accurate information. • Hold a respectful conversation. • Report back if/when collecting input. • Keep people in the loop and close the loop when decisions are made. • Provide City decision makers with a summary of the community outreach approach that was taken.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 8

Support	<ul style="list-style-type: none"> The support assists in the outreach process by providing the lead, the connector and participants with information, tools and resources to improve understanding and aid in the overall success of the outreach process. 	<ul style="list-style-type: none"> Share information about City goals and policies. Explain The City's review and decision-making processes. Clarify community outreach roles and responsibilities. Create tools and resources for participants, connectors and leads to help them be successful in their outreach roles.
Connector	<ul style="list-style-type: none"> The connector shares information and insights about a specific community or area to help increase understanding of the local context and to help inform community outreach plans for local planning and development projects. 	<ul style="list-style-type: none"> Where possible, share local information and insights to help build understanding and inform outreach plans. Where possible, help raise awareness of opportunities for people to get involved in local planning projects.
Participant	<ul style="list-style-type: none"> The participant participates in the outreach process. 	<ul style="list-style-type: none"> Seek out information and be informed. Listen and participate respectfully. Respect the scope of conversation and project constraints. Provide appropriate feedback and remain open to different ideas.
Decision maker	<ul style="list-style-type: none"> The decision maker is responsible for making the final decision to approve/refuse the local area plan or development application. 	<ul style="list-style-type: none"> Review and consider proposed local area plan or development application. Review and consider the outreach strategy/rational/approach and any feedback that may have been collected. Approve/refuse the local area plan or development application.

What are the roles connected to outreach on the creation of new City policy plans?

The people connected to a role might change depending on the project type. Different roles can apply to different people depending on the type of project (e.g. City initiated versus landowner/applicant initiated).

Policy Plans	
City Administration	Lead
Community Groups or Member-based Organizations	Connector & Participant
Community	Participant
Development Industry	Participant
City Council	Decision maker

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 8

What are the minimum requirements for Community Outreach connected to Planning and Development?

The Municipal Government Act (MGA) is the law under which all Alberta municipalities are empowered to shape their communities. The MGA helps ensure citizens are provided with the opportunity to be involved in municipal decision-making processes, including minimum requirements public notification and opportunities for comment on planning matters.

Public participation mechanisms regulated under the MGA include:

- **Open Meetings:** Municipalities are required to hold all their council and committee meetings open to the public, with some exceptions.
- **Notices and the Right to Be Heard:** A citizen's right to receive notice of certain matters to be considered by a municipal council (e.g. statutory plan amendments, road closures, etc.).
- **Access to Information:** The public can request any information from their municipality.
- **Petitions:** Citizens can petition council to allow for a vote on an advertised bylaw or resolution, to create a new bylaw, or to amend or repeal an existing bylaw or resolution.

The City fulfills the minimum requirements through advertising, circulation and holding public hearings.

When it comes to outreach led by The City there is no one-size fits all approach outreach. Outreach can take shape in many forms and includes communications and/or engagement tactics. The City generally undertakes communications campaigns utilizing a variety of tactics to inform citizens of our work. The engagement approach and tactics utilized would be determined by; the project scope, timelines, stakeholder level of involvement, budget, decisions open for influence and the local context of a community. The [City Engage Policy](#) defines engagement as "Purposeful dialogue between The City and stakeholders to gather information to influence decision making." Engagement should only be undertaken when there are decisions open for input and the level of engagement can vary across stakeholder groups.

The [2020 Outreach Assessment tool](#), created as part of the Community Outreach toolkit, provides project guidance on high-level outreach considerations and is used by the City when scoping outreach needs for policy projects. City Engagement and Communications professionals would develop a strategy based on this assessment and the project scope and stakeholder involvement.

What community outreach approach is undertaken connected to Local Area Plans?

The City developed a consistent and predictable engagement and communications framework that is being applied to the creation of all new multi-community local area plans. This framework, as shown in the graphic below, includes three phases of engagement and communications, where the tactics are customized to the local context of the communities involved. The following graphic illustrates the community outreach approach.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 8

Graphic 1: Area Communities Local Growth Planning Project



PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 9

Letters of Support



Letter of Support: City of Calgary's Guidebook for Great Communities

To Whom It May Concern

This letter is in support of the proposed new draft Guidebook for Great Communities, as shared in excerpts culminating in February 2020. As the City of Calgary's designated arts development authority, Calgary Arts Development has appreciated the opportunity to support City planning staff by reviewing drafts of this document and offering feedback from the perspective of ensuring the future arts and culture space needs of Calgarians are met.

The integrated references to arts and culture space throughout the document align with our Strategic Framework priority "Arts-led city-building" through a vibrant downtown, everyday creativity, and the creative economy. The current draft of the Guidebook for Great Communities is also a strong fit with the recommendations, outcomes and tactics from our 2017 arts and culture infrastructure report *Building on our Momentum*.

We believe that artists, arts organizations, and arts collectives can contribute a great deal to animating our downtown and neighbourhoods, contributing to quality of life for residents, and attracting talent and visitors to our city.

Please contact me if I can answer further questions about how important documents like this one support a resilient, sustainable arts sector contributing to a strong, vibrant, connected city.

Sincerely,

A handwritten signature in blue ink, appearing to read "Patti Ron", with a horizontal line extending to the right.

Patti Ron
President & CEO

501, 237 – 8th Avenue SE, Calgary, AB T2G 5C3
calgaryartsdevelopment.com | 403.264.5330

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 9



February 24, 2020

Planning and Urban Development Committee

Re: The Guidebook for Great Communities

The Federation of Calgary Communities (the Federation) is the support organization for over 230 community based non-profit organizations, including 152 community associations. Since the November 4, 2019 Standing Policy Committee on Planning and Urban Development (PUD), the Federation in partnership with the City, has organized four Guidebook for Great Communities (Guidebook) 101 sessions (one session was streamed online) and one Planning Exchange. Over 100 people from approximately 56 community associations attended the 101 sessions. In addition, we appreciate that city staff have attended many meetings with communities to present information and answer questions. This phase of “information and awareness” has been useful.

As a reflective voice of community, most of the feedback we have received involve questions about “what the low density district will look like” and “how the Guidebook will enable the next round of policy work, like the land use bylaw and multi-community plans”. Specifically, there are questions about potential land-use rezoning and redesignation, heritage, community character, lot-coverage, trees and funding, and the role of community associations in the planning process going forward. At this time, these questions are not adequately addressed through the Guidebook, as they are not ready for inclusion (i.e. heritage and funding) or will be covered in other statutory documents or policies (i.e. Land Use Bylaw and Municipal Development Plan).

We support the intent of the Guidebook. That said, while the Guidebook is a step forward, there needs to be a thoughtful process in order to continue to improve the Guidebook and to address concerns, like heritage, trees/green spaces, and funding, of which we will speak to at PUD on March 4. To this end, as per administration’s recommendation, we support the creation of a Guidebook Sustainment Team, made up of a variety of stakeholders.

Bottom-line, residents and community leaders are local experts on where they live. They close the loop on good planning. They need to be engaged for input and provided with timely plain language information to share with their residents. Their feedback needs to be heard; not only in policy work, but as growth happens. We would ask that you ensure that, as per November 4 PUD motion, that an engagement plan be created for all future planning policy work. All statutory plans should include broad stakeholder input.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 9



Finally, we would strongly discourage council members from making motions from the floor to address perceived gaps in this version of the Guidebook. City planning staff have done extensive work on the Guidebook, understanding the intention and interconnectedness of the planning policies they are recommending. Motions made by individual councillors may be counter productive to “getting it right” and may erode the good planning principals that are being proposed. This might result in unintended consequences.

We would strongly support that any changes or recommendations be referred to staff, and appropriate input from stakeholders be sought, potentially through a sustainment team. If there are extensive recommendations arising on the floor, we would further encourage a delay in passing the Guidebook for Great Communities - redirecting proposed changes to administration for further consultation with stakeholders.

Thank you for your consideration.

Sincerely,



Leslie Evans, BSc., M.M.
Executive Director

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 9

24 February 2020
Planning and Urban Development Committee
Re: Guidebook for Great Communities, 4 March 2020, PUD2020-0207

Based on Attachment 8 (Summary of *Guidebook Revisions*), below are my initial comments on the revisions to the Guidebook for Great Communities. By the time the committee meets, the revised Guidebook will be available, and I will have reviewed the revisions. Administration has been receptive to feedback from Calgarians who have been working closest with Local Area Plans that are being developed based on the Guidebook. I am optimistic the revisions will produce a better Guidebook.

The revisions to the Urban Form Classification System appear to be improvements. As I told the committee in November, a single category for Neighbourhood Industrial Transition is appropriate.

I hope the added policies about storm water retention and infiltration are an improvement and will be in line with other City policies.

The future consideration and sustainment process seem appropriate. I will be very interested to see what scale category will be proposed between limited and low.

I am glad the Guidebook and heritage tools are both scheduled to go to Council on April 27th.

In November, I said the Guidebook's Urban Form Classification System seems to be modelled on Japan's planning system. Recently *The Economist*, noting that "in rich countries, and especially in the English-speaking world, housing is too expensive, damaging the economy and poisoning politics," described the effects of Japan's planning system:

"In Japan a series of reforms in the early-to-mid-2000s loosened the planning system, allowing applications to be processed more quickly and giving residents more discretion over how to use their land. Tokyo's rate of housing construction has risen by 30% since their reform; in 2013-2017 Tokyo put up as many houses as the whole of England. Tokyo is a more jumbled city than most rich ones, but current zoning laws ensure that it is not quite as higgledy-piggledy as, say, Houston. In inflation-adjusted terms, house prices in the Japanese capital are 9% lower than they were in 2000, while in London they are 144% higher."¹

I hope the Guidebook has similar effects in Calgary, allows families and neighbourhoods to adapt to changing circumstances, and helps stabilize Calgary's private-to-public investment ratio.

Thank you,
Nathan Hawryluk

¹ Callum Williams, "Special Report: Housing: Shaking the Foundations," *The Economist*, January 18, 2020, 1, 12.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 9

Attached is my original letter to this committee. I still enthusiastically support the low-density district.

31 October 2019
Planning and Urban Development Committee
Re: Guidebook for Great Communities, 6 November 2019

As the Renfrew Community Association's Director of Planning and representative on the North Hill Local Growth Plan's working group, my experience with the Guidebook for Great Communities through the North Hill Local Growth Plan is relevant to this committee's discussion.

North Hill Local Growth Plan

In fall 2018 and winter 2019, the North Hill Local Growth Plan working group met to understand the planning system and to use online input to create a vision for the growth plan. In April, we had an activity looking at where we expected people would be and what activities they'd do. Essentially, it was an area map showing body heat — where many people would be moving around by many means and where few people would be. In May, we took the area map magnified so the scale worked with Lego blocks and talked about the height of buildings. In June, we reviewed specific sections of the area to go over details about activity and scale. It wasn't until our session in September when we were introduced to the Guidebook that I realized that we weren't just piloting local area plans that included more than one community, we were piloting the new Guidebook.

Those sessions from April and May make me trust the Guidebook, but I doubt I or other working group members have fully digested the Guidebook's contents. I expected the new Guidebook would add a few new forms (ideally including urban townhouses and rowhouses so we can have abundant, dense, family-sized homes) and we'd just slide some streets up the scale in the last Developed Areas Guidebook by a certain number of increments. That method might work but wouldn't produce homes for all the people who want to live in Calgary in the next generation or two. The Guidebook's method does that more effectively and allows more flexible designs than my idea or our current system.

What I don't like about the Guidebook right now

1. It's long. Could an external technical writer or editor go over it? A high school graduate with an hour or two should be able to understand the land use bylaw and have a hope of developing something. **Developers shouldn't just be people who can hire consultants to work through the code and lawyers to fight through the application and appeal process.** A shorter, simpler Guidebook should make it easier for many people to be small scale developers. A compact code is more likely to produce a compact city.

2

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 9

2. There has been talk of removing heritage policies from the Guidebook, which is concerning.
3. Our built form policy and our stormwater management policy don't seem to align with each other. I'm sure industry has pointed out other technical details where City policies disagree with each other.
4. There's a sense that there hasn't been enough engagement or acceptance of the Guidebook. Having time for more engagement and discussion so the Guidebook and North Hill go to Council together, or two weeks apart so North Hill can be updated if needed, seems to be a remedy.

What I like about the Guidebook

1. **Life happens at street level.** The Guidebook's focus on what happens on the ground should help us better consider trade-offs between buildings' street level design and height. I hope the Guidebook's approach allows for more lovable and durable buildings, so we see replacing aging buildings as an upward trade.
2. The parking section of chapter 3 is an improvement. Notably, **the direction that parking requirements should be based on geographic location, not the type of use, should produce better local buildings and encourage adaptive reuse.** A few months ago, an applicant wanted to put a restaurant with a residence above in a century-old brick building on Edmonton Trail. The current work-live parking requirement of five stalls makes parking consume as much land as the building. This is an unproductive use of valuable land. **It would be better to remove red tape and let businesses decide how much parking they need.** Until then, the Guidebook is an improvement because it doesn't require a building on Edmonton Trail to have as much parking as a building in isolated places.
3. Finally, the Guidebook's provision for a single low-density district will be essential in how Calgary grows while **retaining abundant, attainable family-sized homes.** I hope it allows for **widespread incremental growth that allows families to adapt as their circumstances change.** Done right, it should help us have children in neighbourhoods with schools, help our local businesses be profitable and stay open, and perhaps produce a range of unit sizes so three generations of a family can live within walking distance of each other.

The low-density district is an example of deregulation. Our current planning system doesn't prevent local redevelopment; it only ensures that existing detached homes will be replaced by larger detached homes with one door, instead of those with two or more. **Allowing market-rate, attainable housing throughout the city would give us a competitive advantage over other cities like Vancouver and Toronto that, instead of a free market, believe that a detached home should only be replaced with a larger home for residents who are as rich or richer than current residents.**

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
ATTACHMENT 9

Our neighbourhoods may change as a result. However, those changes may be better than the alternatives. As Alex Bozikovic, a Toronto-based architecture critic, describes, "The 'character,' in the way we often think about it, will change. There will be more front doors. But the alternative is a city that shuts out new arrivals, or shunts them into illegal rooming houses, and grey-market basements, and condos on old industrial sites. If that is the city we end up building, it will say a lot about our character."²

We may begin to see 'stability' as many small changes on every block rather than neighbourhoods that are emptier than they were a few years or a generation ago and schools that are kept open by bussing children across the city. Parts of Renfrew show what a low-density district could look like in Calgary with multi-unit or clustered housing types that are compatible in scale with detached homes.

Today, some neighbourhoods contribute more to MDP growth goal than others because zoning prevents growth. If that continues, residents of the neighbourhoods that grow will likely want more and larger amenities, adding more public infrastructure that we won't be able to afford to maintain.

Cities are complex, adaptive systems consisting of people and land. **If we're like other North American cities, we're functionally insolvent.** Fortunately, Calgarians can decide what to do with our land in response to this predicament. **I don't know how much private investment we're going to need or how much public infrastructure we'll have to stop repairing to balance our private-to-public investment ratio.** Maybe I shouldn't be enthusiastic about what that means for my neighbourhood. However, I'd much rather have all of Calgary's neighbourhoods allowing many different types of small changes, than have Renfrew punch above our weight to get Calgary's finances in order while other parts of the city get a pass because they claim 'heritage' or 'character.' **It took us decades to get here. Like post-flood clean up, it's going to take many people to get us out of this mess.**

Thank you for considering my perspective,
Nathan Hawryluk

² Alex Bozikovic, "The term 'neighbourhood character' is a euphemism for something ugly," The Globe and Mail, June 7, 2019 (updated June 14, 2019), <https://www.theglobeandmail.com/opinion/article-the-term-neighbourhood-character-is-a-euphemism-for-something-ugly/>

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 1

From: [Keith Browning](#)
To: [Public Submissions](#)
Subject: [EXT] Submission for March 4, 2020 PUD Meeting
Date: Wednesday, February 26, 2020 9:52:52 AM

I would like to submit this letter for consideration in the March 4, 2020 Planning & Urban Development meeting at 9:30 AM.

I am Opposed to the Proposal ELIMINATING ALL R-1 AND R-C1 RESIDENTIAL DESIGNATIONS, as allowed in the "Guidebook for Great Communities" (aimed at increasing the population density in the developed area neighborhoods.)

Issues:

- The issue of the most concern, that will have the most impact on our neighbourhoods, is the elimination of all areas that are currently devoted to single family homes by allowing multi unit buildings in all areas.
- Implementation: The City's limited consultation, aggressive timing, and lack of consistency, clarity, certainty, and understanding regarding the new process.
- Major issues with this include uncertainty by residents (sales and purchases of homes, quality of life), loss of green space, trees and sunlight as well as increased parking, traffic and safety issues, and of course property value erosion.

Negative Impacts:

- There will be NO Districts with only single- detached homes (R-1).
- NO areas preserved for single-family homes.
- Loss of greenspace and trees, sunlight and privacy resulting from taller, bigger buildings.
- Increased on-street parking issues and increased traffic resulting in congestion and crime and safety issues.
- Three story multi-unit buildings will be allowed anywhere, anytime. There will be continuing uncertainty regarding when your neighbour's house will be torn down and replaced with a multi-unit building.
- **Huge property value erosion.**

There is no need to allow multi-unit redevelopment everywhere. I believe that entire neighbourhoods of single-family homes add to the quality of life in Calgary and should be maintained and preserved. My family paid a premium of an estimated \$200,000 to live in an R-1 neighbourhood (Meadowlark Park) when we moved from an R-2 neighbourhood (Windsor Park). It is absolutely unfair to now change the rules on us. Why can't the growth goals be met without destroying single family neighbourhoods? And without the huge financial hit to families? This is Unacceptable.

Thank you,
Keith Browning
Meadowlark Park
(some of the wording taken from the Elboya Heights-Britannia "Changes to the City Planning & Development Process and Rules" memo)

PUD2020-0207 Guidebook for Great Communities March 2020 Report



PUD2020-0207
Attachment 10
Letter 2

Brentwood Community Association

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February 25, 2020

Members of SPC on Planning and Urban Development
City Clerk's Office, Legislative Service Division
#8007 The City of Calgary
P.O. Box 2100, Station "M"
Calgary, Alberta T2P 2M5

Dear Committee Members,

Re: The Guidebook for Great Communities

The Brentwood Community Association Board members as well as the Development and Transportation Committee (DTC) submit the following comments regarding the "Guidebook for Great Communities" (the Guidebook).

Since the Guidebook will be the statutory policy which guides future redevelopment of all established communities, we have discussed this at multiple meetings, attended the North Hill District open house, talked with City Planners and worked with planners at the FCC to understand the document. A meeting was also held with a City Planner and all of the Community Associations in Area 14, our future multi-community district.

We understand the value of a planning document that will guide the Local Area Plans, and we think it is beneficial for our communities to work together towards a shared vision. The Guidebook is a complex document and we appreciate the work and time it has taken to get to this point.

While we understand that future Local Area Plans will allow us to provide greater input into redevelopment benefits and challenges within Brentwood and the surrounding communities, we would ask that consideration be given to the following items.

Scale Modifiers (Page 78 – 79)

Concerns:

The scale modifiers refer to the height and massing of a structure. The modifiers will be applied to the urban form categories to indicate the general scale. (See Appendix A)

Our concern is that there are some major differences between the proposed categories, especially in terms of height. (We note that all references are for "storeys", rather than a specific height. A commercial or retail storey is often substantially higher than a residential storey, i.e. 15' ceiling heights compared to 8 – 9 feet for residential.)

Recommendation:

Two new Modifier categories should be considered:

1. A Limited Residential, single unit homes with a maximum height of 2 storeys; and
2. A Transition Scale between the current Limited and Low. (See Appendix B)

Recommendations:

1. **A new "Limited Residential" category**
In many established communities, including Brentwood, the majority of housing forms are still single-storey bungalows. By contrast, a new 3-storey building adjacent to bungalows would be entirely out of context, appearing massive relative to neighbouring structures and entirely overpowering the street.

PUD2020-0207 Guidebook for Great Communities March 2020 Report



PUD2020-0207
Attachment 10
Letter 2

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This issue is made even more significant by the trend towards higher ceilings. Under a new Limited Residential category, construction would be limited to singled detached dwellings with a maximum height of 2 storeys.

Bungalow buildings (such as those predominant in Brentwood) have an additional benefit in terms of residents being able to “age in place”, an important consideration based on both demographic shifts and inclusivity of the Guidebook. Accommodations that result in aging in place provide a better quality of life for aged persons and lower tax-funded costs for coping with an aging population.

Our suggestion is a change from “access to grade” to be “access at grade” universally in the document. With an aging population access at grade could be seen as similar to the changes, such as reduced curb heights at intersections that provide handicapped individuals with the means to cross the street.

A key goal of this suggested modifier is to ensure contextual redevelopment that retains community character. Houses in this category would remain as “single-family housing”, albeit with possible secondary suites. While secondary suites do not “count” as a second dwelling unit, it should be noted that Brentwood has increased densification through the large number of secondary suite applications: since 2017, there have been 60 secondary suites either approved or under review (although there are only 28 currently on the Secondary Suites Registry).

2. A new “Transition Scale between current Limited and Low” category

The current “Low” level allows for up to a 6-storey building. This would be the likely build form along corridors in the community. The problem is that these buildings would in many cases be directly across a back alley from single family bungalows.

The transition from a single storey bungalow to a 6-storey building is too great. There should be another modifier that lies between the two.

Recommendation: the Limited / Low Transition Scale would allow for a building up to 4 storeys high, with retail or commercial on the main level.

3. Focus Lowest Density forms in the right places

The current proposal allows for single-family housing, duplex or attached homes and up to townhouses on the same street, regardless of contextual considerations. (See Appendix C)

This does not appear to be a strategic or well-planned community, but rather a haphazard way of allowing many build forms without consideration of how they impact each other. This appears to allow for inconsistent development that is not planned or logical.

Citizens who purchase a home in any community, either established or greenfield, seek certainty about what they can reasonably expect may or may not be built next to them. (In the case of a rezoning application, they have the opportunity to comment on the DP or LOC.)

In newer communities, developers provide maps to prospective residents information about the building types that are planned for each street and each lot on that street. (See Appendix D)

There is a focus on the most density where it makes the most sense, usually along transportation corridors. In other areas, single house units are grouped together on some streets.

Within a community, to be determined at the Local Area Plan stage, there should be pockets of homes within various categories, rather than all forms on all streets.

This requires the addition of new categories as per Recommendation #1 and #2. This allows a community to focus its redevelopment in an orderly fashion which also provides a further benefit, Recommendation #4.

PUD2020-0207 Guidebook for Great Communities March 2020 Report



PUD2020-0207
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4. Focused Development within a community makes it easier to manage investment in amenities.

When redevelopment occurs systematically within a smaller area, rather than spread out throughout the community, it is easier to concentrate tax dollars and infrastructure upgrades within that area.

For example, scattering townhouses throughout the community makes it difficult to provide an amenity or benefit from the densification. If this housing form was concentrated along a main road, it would be easier to provide enhancements to the community; maybe lighting or sidewalk improvements, or even sewer upgrades.

As per Appendix D, new greenfield development recognizes that focused development makes sense. The same standard should apply to established communities.

5. Further timeframes to properly learn about the Guidebook and ensure that our residents can participate at the early stages of this document.

As a Community Association, we place a high value on making sure our residents are aware and informed about decisions that will affect them. We also place a high value on listening to our residents; to getting their input and feedback as stakeholders in any planning process.

Our concern is that although we have written about the Guidebook, posted it on our website and discussed it at our meetings, most residents still do not have a very good understanding of the document.

- Most residents are not planners, and this document is complex with a lot of planning jargon.
- As Community Association representatives, we worry about how we can explain the implications to residents, and how they might react after the approval, when a redevelopment affects them personally.

Even more concerning, it is our understanding that there have been numerous revisions made to the document that are not yet made public as of today, February 25, 2020, only about one week before the PUD meeting. Our Development and Planning Committee has not yet been able to read or learn about the changes, so we know that our residents have not!

It will not be possible to comment informatively on the revisions to the Guidebook before the PUD meeting. The short time frame for a lengthy document does not leave us time to identify the actual changes and comment on them. There is no clear mechanism for informed and constructive commenting, and no indication that additional comments would be either considered or incorporated.

We look forward to clear engagement that involves our residents and looks for their input. At the District Model stage, their input will be considered, but only after the Guidebook has already become a statutory document.

As a Community Association, we cannot comment on a document that is still undergoing substantial revisions and changes. We do note that we are somewhat encouraged by the revisions because it does mean that input from Community Associations, builders, developers, BILD, CREB and other groups are being considered and acted upon.

We respectfully request that our residents, citizens who wish to take an active role, can similarly be further involved in the Guidebook in its early stages before approval. We look forward to a suitable period and mechanism for Community comment on the revised Guidebook following its revision.

Thank you for the opportunity to comment and for your consideration of our suggestions.

PUD2020-0207 Guidebook for Great Communities March 2020 Report



PUD2020-0207
Attachment 10
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Sincerely,

Melanie Swailes
Peter Johnson,
BCA Development and Transportation Committee

Bonita McCurry,
BCA President

Kirk Osadetz,
BCA Vice President

alderweb@calgary.ca -- City's document circulation controller
office@brentwoodcommunity.com -- Brentwood Community Association
ward04@calgary.ca – Ward 4 Councillor Sean Chu

PUD2020-0207 Guidebook for Great Communities March 2020 Report



PUD2020-0207
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Appendix A

From Pages 78 – 79 of the Guidebook for Great Communities
Below are the illustrations of the 3 lowest scale modifiers, page 79.
(There are 5 in total, but our focus here is on the lowest 3 forms.)

SCALE MODIFIERS

Scale refers to the combination of height and massing of a structure. Scale modifiers are applied to urban form categories to indicate the general scale and anticipated human experience at the street level. The scales are grouped by compatible built forms with similar design standards to manage the experience of height and massing for people at the street level.

There are five scale modifiers that apply to the Neighbourhood and Industrial Transition areas. When applying scale, the anticipated activity level of an area should be considered to ensure that the scale will support enough intensity to make the anticipated activity level viable. In general, many people are needed to support a retail area so larger-scale buildings near high-activity areas will help to support their success, while an overly restricted building scale will reduce their viability. A variety of scales applied across communities provides opportunity and choice and contributes to the diversity of a community.

The Land Use Bylaw will supplement building scale modifiers by more specifically regulating height, floor area ratios and transition. Scale modifiers may be adjusted through a local area plan to specify a maximum number of storeys that is less than that identified in the scale modifier, where warranted based on site constraints and the local context, and where the impact on the activity level of the assigned urban form category has been considered. Street wall height is addressed generally in policies 3.1 of this Guidebook, but may be specified for certain locations through a local area plan in accordance with policies 2.31.



Limited

- Buildings of three storeys or less.
- Typically smaller individual building footprints.
- Activity is ground-oriented (units mostly have ground floor entrances or direct access).

Low

- Buildings of six storeys or less.
- Usually buildings with stacked units and shared entries, often with a larger building footprint.

Mid

- Buildings of twelve storeys or less.
- Buildings typically step back after the street wall height.
- Usually larger buildings with shared entries and elevators that are mostly located on larger sites.

PUD2020-0207 Guidebook for Great Communities March 2020 Report



PUD2020-0207
Attachment 10
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Appendix B, Pages 80 and 81 of the Guidebook

Examples of the Limited Scale Modifier and the Low Scale Modifier

There is a substantial difference between the proposed Limited Scale and the next level: the “Low Scale” allows for up to 6 storeys, which will not appear to be “low” when adjacent or across an alley from single-family homes.

Limited Scale

Buildings in the Limited scale modifier are three storeys or less in height with smaller building footprints than typical of other scale modifiers. This category includes a broad range of ground-oriented building forms, including single-detached, semi-detached, rowhouses, townhomes, stacked townhomes, mixed-use buildings, commercial and some industrial buildings. Housing-focused areas at this scale should have more amenity space at grade, such as yards or patios.

2.25 Limited Scale Policies

- a. Buildings:
 - I. should be a maximum of three storeys in height;
 - II. should provide distinct, direct, individual access to grade for all units; and,
 - III. are encouraged to have smaller individual building footprints than in other scales.
- b. Limited scale housing focused development should, relative to other scales:
 - I. have a well-articulated primary façade with distinct unit entrances;
 - II. provide at-grade amenity space; and,
 - III. have a reduced building mass above the second storey.

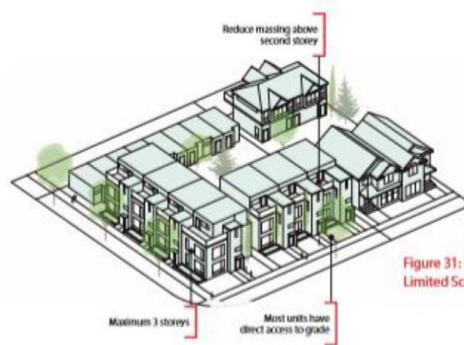


Figure 31: Illustration of Limited Scale Development

Low Scale

The Low scale modifier accommodates buildings of six storeys or less. Where the local area plan identifies a street wall height that is lower than the overall building height the façade of upper storeys should be differentiated from the façade of the base of the building. In some circumstances the building height may be the same as the street wall height.

Typical buildings in the Low scale modifier would include ground-oriented units at grade with stacked units above that are accessed either through shared entries or individual at-grade entries. Building footprints are typically larger than those of a Limited scale, and would include forms such as apartments, stacked townhomes, vertical mixed-use, office and larger industrial buildings.

2.26 Low Scale Policies

- a. Buildings should:
 - I. be six storeys or less in height;
 - II. provide ground floor units direct access to grade;
 - III. provide a street wall that proportionately frames the street and creates a people-focused public realm; and,
 - IV. step back or differentiate the primary building façade for storeys above the street wall.

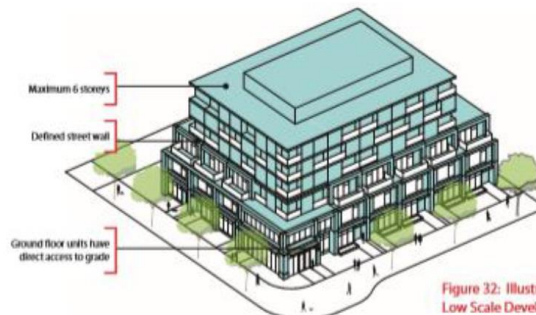


Figure 32: Illustration of Low Scale Development

PUD2020-0207 Guidebook for Great Communities March 2020 Report



PUD2020-0207
Attachment 10
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Appendix C

<https://www.calgary.ca/PDA/pd/Pages/Current-studies-and-ongoing-activities/Toward-a-Renewed-Land-Use-Bylaw.aspx>

This drawing shows how the current proposal “enables the development of rowhouses next to other low-density homes, including single detached homes”.

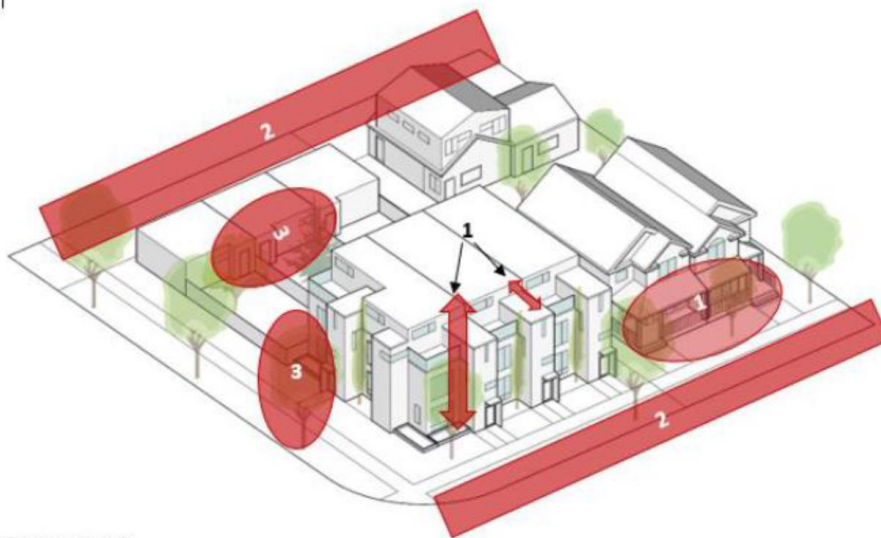


Illustration 2

- 1** Areas labeled “1” provide a sense of the appropriate scale of a proposed low-density district. This enables the development of rowhouses next to other low-density homes, including single-detached homes. The concept is to have two storeys be the building frontage that can come up to a street and with a possible third storey stepped back, to minimize impact on the people-focused experience at street-level. Building frontages would require some connection towards the public area creating a transition from the private to public areas. The regulations for these elements address massing, front porches, setbacks and height.
- 2** Areas labeled “2” provide a continuous area for pedestrian or other low-speed modes of transportation, on a sidewalk by encouraging driveways from lanes, if applicable. By moving parking to the rear of a parcel, where possible, there will be more on-street parking and less sidewalk crossing, thus enabling reduced parking on-site and enhanced mobility. In this case, fewer curb cuts would also enable more soft landscaping in the front benefitting stormwater management and visual appeal. These elements address vehicle loading and storage, parking, drainage, green landscaping and hard landscaping.
- 3** Areas labeled “3” are elements that will be carried over from the current Land Use Bylaw, such as the ability to plant trees anywhere on the property and in a boulevard, if feasible. This change is an enhancement to tree retention and green landscaping.

PUD2020-0207 Guidebook for Great Communities March 2020 Report



PUD2020-0207
Attachment 10
Letter 2

Brentwood Community Association

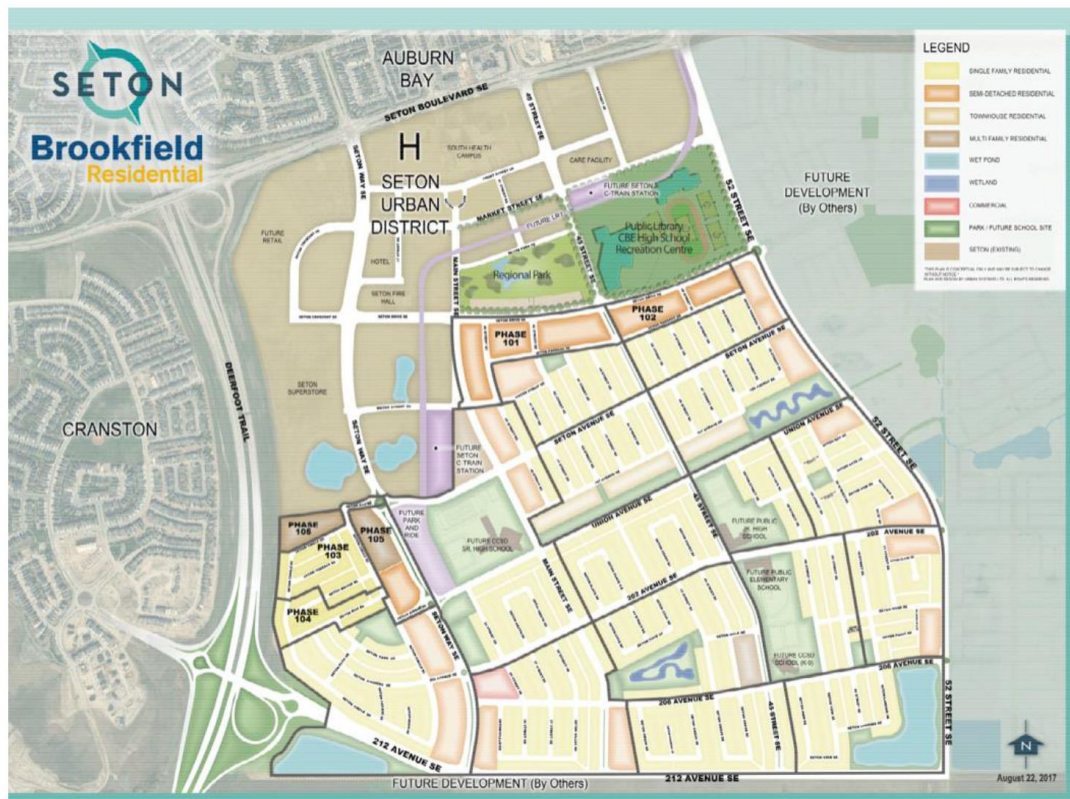
Mailing Address 5107 – 33rd St. NW, Calgary, Alberta T2L 1V3
Tel. (403) 284-3477 Fax. (403) 284-3951 office@brentwoodcommunity.com
www.brentwoodcommunity.com

Appendix D

Examples of new community plans. Note that the Guidebook applies to Established Areas only.

An example from Seton. Properties are differentiated as “Single Family Residential, Semi Detached Residential, Townhouse Residential and Multi-family Residential”.

While they may be on adjacent streets, all forms are not allowed on each individual street.



PUD2020-0207 Guidebook for Great Communities March 2020 Report



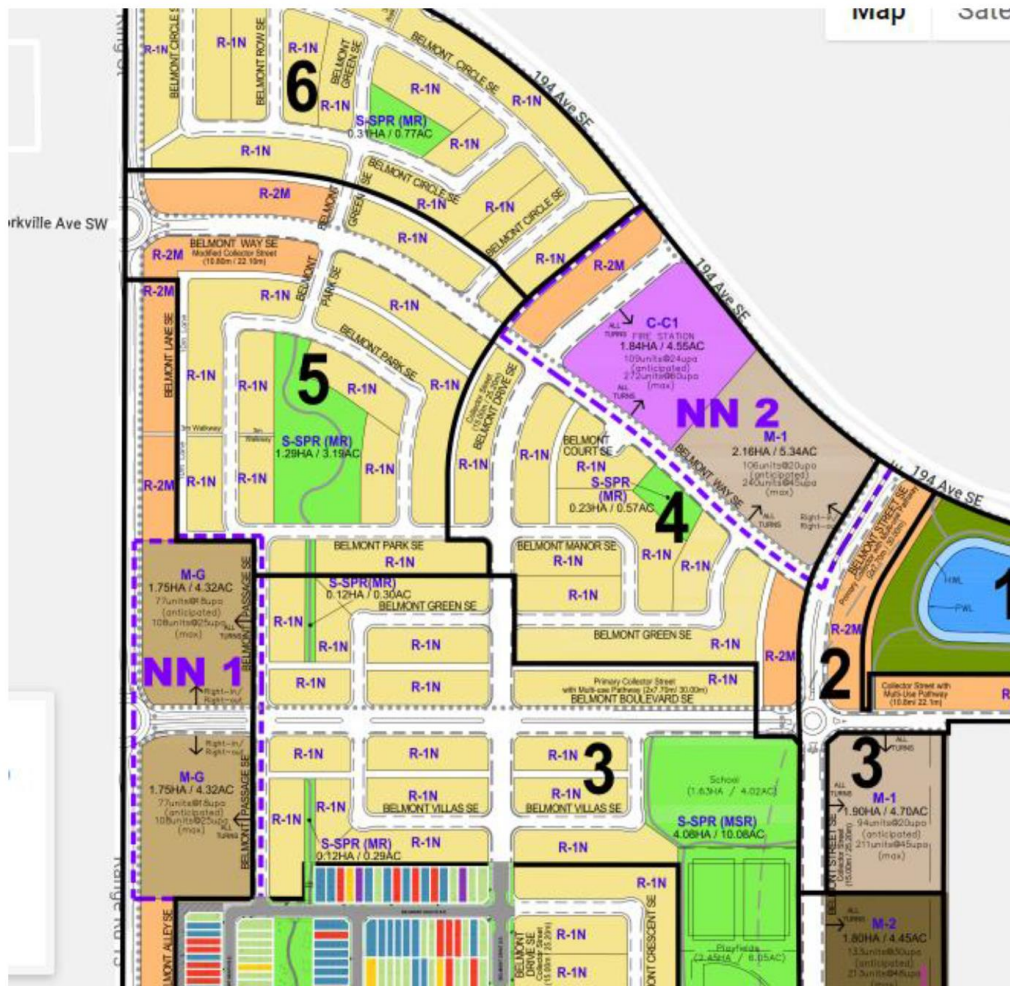
PUD2020-0207
Attachment 10
Letter 2

Brentwood Community Association

Mailing Address 5107 – 33rd St. NW, Calgary, Alberta T2L 1V3
Tel. (403) 284-3477 Fax. (403) 284-3951 office@brentwoodcommunity.com
www.brentwoodcommunity.com

<http://belmontcalgary.com/the-homes/lot-map/>

Another example of land uses within a new community: R-1N is separate from R-2M, C-C1, etc.



PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 3



February 24, 2020

Attn: Members of Urban Planning and Development Committee, City of Calgary

Re: Support for the Guidebook for Great Communities

VIA EMAIL

Dear Councillors:

HomeSpace Society (HomeSpace) recommends the adoption of the Guidebook for Great Communities to create more opportunities for affordable housing developments and ultimately, more diverse and inclusive neighbourhoods.

We know the need for affordable housing in our city is great – nearly 3,000 individuals and families are experiencing homelessness and 50,000+ Calgary households are in core housing need. The Community Housing Affordability Collective (CHAC), which HomeSpace is an active member of, has a common vision of 15,000 new units of affordable housing over the next 10 years to meet our needs.

Sourcing suitable locations for new affordable housing developments is a challenge for providers. We support legislation that would amend the land use bylaws and create more inclusionary zoning, which would lead to more opportunities for innovative models of housing throughout Calgary.

The City of Calgary has been generous in relaxing parking minimums on HomeSpace's new developments. This flexibility ensures we can maximize the number of units in a building without impacting the neighbourhood, since we serve low-income tenants who do not own vehicles. We recommend relaxing parking minimums where appropriate to create new units of housing in our city.

We look forward to your continued leadership in making affordable housing a priority and ensuring there is a *Home for Everyone in our Community*.

Sincerely,

A handwritten signature in black ink, appearing to read "Matt Vermunt", written over a horizontal line.

Matt Vermunt
Director, Development and Acquisitions
HomeSpace Society

PUD2020-0207 Guidebook for Great Communities March 2020 Report



PUD2020-0207
Attachment 10
Letter 4

February 24, 2020

Planning and Urban Development Committee

Re: The Guidebook for Great Communities

The Federation of Calgary Communities (the Federation) is the support organization for over 230 community based non-profit organizations, including 152 community associations. Since the November 4, 2019 Standing Policy Committee on Planning and Urban Development (PUD), the Federation in partnership with the City, has organized four Guidebook for Great Communities (Guidebook) 101 sessions (one session was streamed online) and one Planning Exchange. Over 100 people from approximately 56 community associations attended the 101 sessions. In addition, we appreciate that city staff have attended many meetings with communities to present information and answer questions. This phase of “information and awareness” has been useful.

As a reflective voice of community, most of the feedback we have received involve questions about “what the low density district will look like” and “how the Guidebook will enable the next round of policy work, like the land use bylaw and multi-community plans”. Specifically, there are questions about potential land-use rezoning and redesignation, heritage, community character, lot-coverage, trees and funding, and the role of community associations in the planning process going forward. At this time, these questions are not adequately addressed through the Guidebook, as they are not ready for inclusion (i.e. heritage and funding) or will be covered in other statutory documents or policies (i.e. Land Use Bylaw and Municipal Development Plan).

We support the intent of the Guidebook. That said, while the Guidebook is a step forward, there needs to be a thoughtful process in order to continue to improve the Guidebook and to address concerns, like heritage, trees/green spaces, and funding, of which we will speak to at PUD on March 4. To this end, as per administration’s recommendation, we support the creation of a Guidebook Sustainment Team, made up of a variety of stakeholders.

Bottom-line, residents and community leaders are local experts on where they live. They close the loop on good planning. They need to be engaged for input and provided with timely plain language information to share with their residents. Their feedback needs to be heard; not only in policy work, but as growth happens. We would ask that you ensure that, as per November 4 PUD motion, that an engagement plan be created for all future planning policy work. All statutory plans should include broad stakeholder input.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 4



Finally, we would strongly discourage council members from making motions from the floor to address perceived gaps in this version of the Guidebook. City planning staff have done extensive work on the Guidebook, understanding the intention and interconnectedness of the planning policies they are recommending. Motions made by individual councillors may be counter productive to “getting it right” and may erode the good planning principals that are being proposed. This might result in unintended consequences.

We would strongly support that any changes or recommendations be referred to staff, and appropriate input from stakeholders be sought, potentially through a sustainment team. If there are extensive recommendations arising on the floor, we would further encourage a delay in passing the Guidebook for Great Communities - redirecting proposed changes to administration for further consultation with stakeholders.

Thank you for your consideration.

Sincerely,



Leslie Evans, BSc., M.M.
Executive Director

PUD2020-0207 Guidebook for Great Communities March 2020 Report



Public Submission

PUD2020-0207
Attachment 10
Letter 5

City Clerk's Office

Please use this form to send your comments relating to matters, or other Council and Committee matters, to the City Clerk's Office. In accordance with sections 43 through 45 of Procedure Bylaw 35M2017, as amended. The information provided may be included in written record for Council and Council Committee meetings which are publicly available through www.calgary.ca/ph. Comments that are disrespectful or do not contain required information may not be included.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Personal information provided in submissions relating to Matters before Council or Council Committees is collected under the authority of Bylaw 35M2017 and Section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act of Alberta, and/or the Municipal Government Act (MGA) Section 636, for the purpose of receiving public participation in municipal decision-making. Your name, contact information and comments will be made publicly available in the Council Agenda. If you have questions regarding the collection and use of your personal information, please contact City Clerk's Legislative Coordinator at 403-268-5861, or City Clerk's Office, 700 Macleod Trail S.E., P.O Box 2100, Postal Station 'M' 8007, Calgary, Alberta, T2P 2M5.

* I have read and understand that my name, contact information and comments will be made publicly available in the Council Agenda.

* First name	Keith
* Last name	Browning
Email	browning_keith@yahoo.com
Phone	403-860-5751
* Subject	March 4, 2020 PUD Meeting -Opposed to the Proposal ELIMINATING R-1 AND R-C1 RESIDENTIAL DESIGNATIONS

I would like this letter included in the itinerary for the March 4, 2020 City of Calgary PUD meeting at 9:30 AM. I am Opposed to the Proposal ELIMINATING ALL R-1 AND R-C1 RESIDENTIAL DESIGNATIONS, as allowed in the "Guidebook for Great Communities" (aimed at increasing the population density in the developed area neighborhoods.)

Issues:

- The issue of the most concern, that will have the most impact on our neighbourhoods, is the elimination of all areas that are currently devoted to single family homes by allowing multi unit buildings in all areas.
- Implementation: The City's limited consultation, aggressive timing, and lack of consistency, clarity, certainty, and understanding regarding the new process.
- Major issues with this include uncertainty by residents (sales and purchases of homes, quality of life), loss of green space, trees and sunlight as well as increased parking, traffic and safety issues, and of course property value erosion.

Negative Impacts:

- There will be NO Districts with only single- detached homes (R-1).
- NO areas preserved for single-family homes.
- Loss of greenspace and trees, sunlight and privacy resulting from taller, bigger buildings.

* Comments - please refrain from providing personal information in

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PUD2020-0207 Guidebook for Great Communities March 2020 Report



PUD2020-0207
Attachment 10
Letter 5

Public Submission

City Clerk's Office

this field (maximum 2500
characters)

- Increased on-street parking issues and Increased traffic resulting in congestion and crime and safety issues.
- Three story multi-unit buildings will be allowed anywhere, anytime. There will be continuing uncertainty regarding when your neighbour's house will be torn down and replaced with a multi-unit building.
- Huge property value erosion.

There is no need to allow multi-unit redevelopment everywhere. I believe that entire neighbourhoods of single-family homes add to the quality of life in Calgary and should be maintained and preserved. My family paid a premium of an estimated \$200,000 to live in an R-1 neighbourhood (Meadowlark Park) when we moved from an R-2 neighbourhood (Windsor Park). It is absolutely unfair to now change the rules on us. Why can't the growth goals be met without destroying single family neighbourhoods? And without the huge financial hit to families? This is Unacceptable.

Thank you,
Keith Browning
Meadowlark Park
(some of the wording taken from the Elboya Heights-Britannia "Changes to the City Planning & Development Process and Rules" memo)

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 6

24 February 2020

Planning and Urban Development Committee

Re: Guidebook for Great Communities, 4 March 2020, PUD2020-0207

Based on Attachment 8 (Summary of *Guidebook Revisions*), below are my initial comments on the revisions to the Guidebook for Great Communities. By the time the committee meets, the revised Guidebook will be available, and I will have reviewed the revisions. Administration has been receptive to feedback from Calgarians who have been working closest with Local Area Plans that are being developed based on the Guidebook. I am optimistic the revisions will produce a better Guidebook.

The revisions to the Urban Form Classification System appear to be improvements. As I told the committee in November, a single category for Neighbourhood Industrial Transition is appropriate.

I hope the added policies about storm water retention and infiltration are an improvement and will be in line with other City policies.

The future consideration and sustainment process seem appropriate. I will be very interested to see what scale category will be proposed between limited and low.

I am glad the Guidebook and heritage tools are both scheduled to go to Council on April 27th.

In November, I said the Guidebook's Urban Form Classification System seems to be modelled on Japan's planning system. Recently *The Economist*, noting that "in rich countries, and especially in the English-speaking world, housing is too expensive, damaging the economy and poisoning politics," described the effects of Japan's planning system:

"In Japan a series of reforms in the early-to-mid-2000s loosened the planning system, allowing applications to be processed more quickly and giving residents more discretion over how to use their land. Tokyo's rate of housing construction has risen by 30% since their reform; in 2013-2017 Tokyo put up as many houses as the whole of England. Tokyo is a more jumbled city than most rich ones, but current zoning laws ensure that it is not quite as higgledy-piggledy as, say, Houston. In inflation-adjusted terms, house prices in the Japanese capital are 9% lower than they were in 2000, while in London they are 144% higher."¹

I hope the Guidebook has similar effects in Calgary, allows families and neighbourhoods to adapt to changing circumstances, and helps stabilize Calgary's private-to-public investment ratio.

Thank you,
Nathan Hawryluk

¹ Callum Williams, "Special Report: Housing: Shaking the Foundations," *The Economist*, January 18, 2020, 1, 12.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 6

Attached is my original letter to this committee. I still enthusiastically support the low-density district.

31 October 2019
Planning and Urban Development Committee
Re: Guidebook for Great Communities, 6 November 2019

As the Renfrew Community Association's Director of Planning and representative on the North Hill Local Growth Plan's working group, my experience with the Guidebook for Great Communities through the North Hill Local Growth Plan is relevant to this committee's discussion.

North Hill Local Growth Plan

In fall 2018 and winter 2019, the North Hill Local Growth Plan working group met to understand the planning system and to use online input to create a vision for the growth plan. In April, we had an activity looking at where we expected people would be and what activities they'd do. Essentially, it was an area map showing body heat — where many people would be moving around by many means and where few people would be. In May, we took the area map magnified so the scale worked with Lego blocks and talked about the height of buildings. In June, we reviewed specific sections of the area to go over details about activity and scale. It wasn't until our session in September when we were introduced to the Guidebook that I realized that we weren't just piloting local area plans that included more than one community, we were piloting the new Guidebook.

Those **sessions from April and May make me trust the Guidebook**, but I doubt I or other working group members have fully digested the Guidebook's contents. I expected the new Guidebook would add a few new forms (ideally including urban townhouses and rowhouses so we can have abundant, dense, family-sized homes) and we'd just slide some streets up the scale in the last Developed Areas Guidebook by a certain number of increments. That method might work but wouldn't produce homes for all the people who want to live in Calgary in the next generation or two. The Guidebook's method does that more effectively and allows more flexible designs than my idea or our current system.

What I don't like about the Guidebook right now

1. It's long. Could an external technical writer or editor go over it? A high school graduate with an hour or two should be able to understand the land use bylaw and have a hope of developing something. **Developers shouldn't just be people who can hire consultants to work through the code and lawyers to fight through the application and appeal process.** A shorter, simpler Guidebook should make it easier for many people to be small scale developers. A compact code is more likely to produce a compact city.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 6

2. There has been talk of removing heritage policies from the Guidebook, which is concerning.
3. Our built form policy and our stormwater management policy don't seem to align with each other. I'm sure industry has pointed out other technical details where City policies disagree with each other.
4. There's a sense that there hasn't been enough engagement or acceptance of the Guidebook. Having time for more engagement and discussion so the Guidebook and North Hill go to Council together, or two weeks apart so North Hill can be updated if needed, seems to be a remedy.

What I like about the Guidebook

1. **Life happens at street level.** The Guidebook's focus on what happens on the ground should help us better **consider trade-offs between buildings' street level design and height.** I hope the Guidebook's approach allows for **more lovable and durable buildings, so we see replacing aging buildings as an upward trade.**
2. The parking section of chapter 3 is an improvement. Notably, **the direction that parking requirements should be based on geographic location, not the type of use, should produce better local buildings and encourage adaptive reuse.** A few months ago, an applicant wanted to put a restaurant with a residence above in a century-old brick building on Edmonton Trail. The current work-live parking requirement of five stalls makes parking consume as much land as the building. This is an unproductive use of valuable land. **It would be better to remove red tape and let businesses decide how much parking they need.** Until then, the Guidebook is an improvement because it doesn't require a building on Edmonton Trail to have as much parking as a building in isolated places.
3. Finally, the Guidebook's provision for a single low-density district will be essential in how Calgary grows while **retaining abundant, attainable family-sized homes.** I hope it allows **for widespread incremental growth that allows families to adapt as their circumstances change.** Done right, it should help us have children in neighbourhoods with schools, help our local businesses be profitable and stay open, and perhaps produce a range of unit sizes so three generations of a family can live within walking distance of each other.

The low-density district is an example of deregulation. Our current planning system doesn't prevent local redevelopment; it only ensures that existing detached homes will be replaced by larger detached homes with one door, instead of those with two or more. **Allowing market-rate, attainable housing throughout the city would give us a competitive advantage over other cities** like Vancouver and Toronto that, instead of a free market, believe that a detached home should only be replaced with a larger home for residents who are as rich or richer than current residents.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 6

Our neighbourhoods may change as a result. However, those changes may be better than the alternatives. As Alex Bozikovic, a Toronto-based architecture critic, describes, "The 'character,' in the way we often think about it, will change. There will be more front doors. But the alternative is a city that shuts out new arrivals, or shunts them into illegal rooming houses, and grey-market basements, and condos on old industrial sites. If that is the city we end up building, it will say a lot about our character."²

We may begin to see 'stability' as many small changes on every block rather than neighbourhoods that are emptier than they were a few years or a generation ago and schools that are kept open by bussing children across the city. Parts of Renfrew show what a low-density district could look like in Calgary with multi-unit or clustered housing types that are compatible in scale with detached homes.

Today, some neighbourhoods contribute more to MDP growth goal than others because zoning prevents growth. If that continues, residents of the neighbourhoods that grow will likely want more and larger amenities, adding more public infrastructure that we won't be able to afford to maintain.

Cities are complex, adaptive systems consisting of people and land. **If we're like other North American cities, we're functionally insolvent.** Fortunately, Calgarians can decide what to do with our land in response to this predicament. **I don't know how much private investment we're going to need or how much public infrastructure we'll have to stop repairing to balance our private-to-public investment ratio.** Maybe I shouldn't be enthusiastic about what that means for my neighbourhood. However, I'd much rather have all of Calgary's neighbourhoods allowing many different types of small changes, than have Renfrew punch above our weight to get Calgary's finances in order while other parts of the city get a pass because they claim 'heritage' or 'character.' **It took us decades to get here. Like post-flood clean up, it's going to take many people to get us out of this mess.**

Thank you for considering my perspective,
Nathan Hawryluk

² Alex Bozikovic, "The term 'neighbourhood character' is a euphemism for something ugly," The Globe and Mail, June 7, 2019 (updated June 14, 2019), <https://www.theglobeandmail.com/opinion/article-the-term-neighbourhood-character-is-a-euphemism-for-something-ugly/>

PUD2020-0207 Guidebook for Great Communities March 2020 Report



Public Submission

City Clerk's Office

PUD2020-0207
Attachment 10
Letter 7

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* I have read and understand that my name, contact information and comments will be made publicly available in the Council Agenda.

* First name	Michael
* Last name	Read
Email	development@elboyabritannia.com
Phone	
* Subject	PUD Meeting, March 4, 2020. Review of "The Guidebook for Great Communities"
* Comments - please refrain from providing personal information in this field (maximum 2500 characters)	Please include the attached letter from the Elboya Heights Britannia Community Association as a public submission at the PUD Meeting, March 4, 2020. Agenda Item #? Review of "The Guidebook for Great Communities" Thank you

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 7a



February 25, 2020

TO: Mayor and Council, City Clerk

RE: The Guidebook for Great Communities

SPC on Planning and Urban Development, March 4, 2020 meeting

Dear Mayor and Council:

We request that the consideration of the Guidebook be postponed until we have had time to review and discuss the, as yet unseen, February 28 revision.

Based on the September 2019 version we have seen, we offer the following.

The Guidebook, in general, achieves its purpose. However, it should be revised to properly address the concerns of many Calgarians, especially those with children, over the treatment of neighbourhoods characterized by contiguous areas of houses.

Summary

1. Opportunity and Choice

Over 840,000 Calgarians (65% of the population) have chosen to live in houses and mostly in contiguous areas of houses. They should be allowed to continue to have that choice.

2. Identity and Place

Most residential communities' identity, sense of place, and community pride is defined by its core of contiguous areas of houses. These areas should be respected and enhanced.

3. Contribution of Greenspace

Contiguous areas of houses significantly contribute to Calgary's greenspace. These areas should be protected to avoid the loss of greenspace.

4. The Calgary Advantage: Economic Vitality

The availability of affordable houses in contiguous areas of houses close to a vibrant downtown will be a key factor in attracting high-tech business and talented people. These areas should be protected and enhanced.

5. Cumulative Effects

The loss of choice, identity and sense of place, and greenspace is irreversible and cumulative. The destruction of areas of contiguous houses should be avoided to provide future generations the options that we currently have.

Recommendation: Revise the Guidebook to include a new Urban Form Category and new Scale Modifier that will protect the neighbourhood cores of contiguous areas of houses.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 7a

Note 1: Quotes from the Guidebook and other City documents are in italics.

1. Opportunity and Choice

The Guidebook includes "*Opportunity and Choice*" as one of the 6 Principles "*that are central to creating and maintaining great communities for everyone.*"

Opportunity and Choice

Everyone has access to places to shop, learn, work, eat and play, and there are diverse housing and mobility options for many different people and household types."

Over 840,000 Calgarians (65% of the population) have chosen to live in a "*Single Family Structure. A Structure originally designed and built to contain a single dwelling unit*". 2019 Calgary Civic Census.

We believe that these Calgarians that have chosen to live in houses most often live in contiguous areas of houses.

Over 500,000 Calgarians (40% of the population) are members of families with children. *City Guidebook 101* course handout.

We believe that most families with children, given the opportunity, want to live in a house in contiguous areas of houses.

The Guidebook seems to ignore these choice options.

The Guidebook should be revised to preserve this choice option that is important to the majority of Calgarians who have already chosen to live in contiguous areas of houses.

2. Identity and Place

The Guidebook includes "*Identity and Place*" as one of the 6 Principles.

Identity and Place

Well-developed neighbourhoods create a sense of place that fosters identity and creates pride in community"

Our community, and we believe most Calgarians, strongly support this key Principle and want to see it implemented.

We suggest that the Municipal Development Plan Policy 2.3.2 *Respecting and enhancing neighbourhood character* is a clearer and more detailed articulation of the Principle *Identity and Place* than the brief description in the Guidebook and should be added to the description of *Identity and Place*.

Low Density Residential Neighbourhoods, contiguous areas of houses

We believe the unique identity of Calgary's neighbourhoods is defined by the core of contiguous areas of houses, not by the higher density structures along the busier streets or around the local activity centres.

It is the core that creates a sense of place that fosters identity and that creates pride in community.

We believe that virtually all residential neighbourhoods follow the same general design; a core of contiguous areas of houses transitioning into higher density forms along busier streets and activity centres. Virtually all the new subdivisions are also designed along this same model.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 7a

Over the years some of the neighbourhoods closer to downtown or major transportation corridors have evolved to include higher density forms inside their cores. But the majority of the neighbourhoods, including ours, retain this same general model, a core of contiguous areas of houses.

It is the trees, yards, gardens and sunlight associated with the core of contiguous areas of houses that define the character and sense of place of a neighbourhood. The front yards, in conjunction with the trees and greenspace on the City boulevards, create linear parks that Calgarians can enjoy as they stroll by, walk their dogs, or ride their bikes down the streets.

The contiguous areas of houses create a child-friendly environment where Calgarians with children can let their kids (or grandkids) run around outside and play in their yards and their friends yards, or the parks and playgrounds and school yards, or the ice rinks and facilities at the neighbourhood community centres.

The guidebook should protect the unique and sought-after identity and sense of place created by neighbourhoods with a core of contiguous areas of houses.

3. Contribution of Greenspace

We believe, and most Calgarians would agree, that greenspace should be retained and enhanced. The Guidebook Policy *Landscape Design* does an excellent job articulating the benefits of greenspace:

"Landscaping has many community benefits, from improved stormwater management and quality to positive impact on mental and physical health. Landscaping should be used as more than a buffer between properties and should contribute to the built form outcomes directed by this Guidebook."

The contiguous areas of houses contribute significantly to the overall greenspace in Calgary for the benefit of all Calgarians.

Impact of Redevelopment



This is a picture of a new six-plex building in the central area of Altadore in southwest Calgary near Marda Loop. Altadore and Marda Loop are rapidly evolving neighbourhoods near the Crowchild Trail and 14th street transportation corridors. They are being redeveloped to provide a multitude of housing choices such as this one. This building is entirely appropriate in those neighbourhoods and contributes to the *Identity and sense of place* that is evolving there.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 7a

However:

The backyard is paved and covered; there is no greenspace. The other side of the building you cannot see abuts the paved lane, there is no greenspace. The only greenspace is the strip of grass in the front and one side, which is mostly City boulevard.

There is no question that the City will lose greenspace when a yard and trees are demolished to make way for a new building of this Form.

The Guidebook should protect the existing greenspace provided by contiguous areas of houses.

4. The Calgary Advantage: *Economic Vitality*

Calgary wants to attract new high-tech businesses, and skilled and talented people to enhance the economic vitality of the city. The availability of attractive, affordable housing is a major consideration when relocating to Calgary or anywhere.

We believe that many of these newcomers, especially those with children, will want to live in a house in a stable neighbourhood with contiguous areas of houses and near to schools. We believe many of them will also want to walk or bike to work if they could.

There are very few cities in North America that can offer skilled and talented newcomers this complete choice of housing. To our knowledge there are no neighbourhoods in Vancouver, Toronto, San Francisco or Seattle that can offer the complete package they want: a house in a quiet neighbourhood with schools that is close to downtown and affordable.

Calgary does offer this choice. Calgary is one of the few cities that still has neighbourhoods with a core of contiguous areas of houses that are close to a vibrant city centre and that have strong unique identities, a sense of place, community pride and lots of greenspace.

We believe that this gives Calgary a significant advantage attracting new business and people.

The Guidebook should ensure we don't lose this advantage.

5. Cumulative Effects and Phasing of Redevelopment

For any new redevelopment, an existing house and associated greenspace must be demolished. If the new structure is larger than the existing one, there will be loss of greenspace. If the structure does not respect the context of the neighbourhood, the Identity and sense of place is lost. This is irreversible and cumulative.

With time the unique identity of the neighbourhoods will be eroded.

Calgary's future is uncertain over the next few years, due to the recession in the energy industry. We may not need as much new housing as the long-term forecast suggests.

We understand that the Westbrook Community Association February 24th letter to Council calculates that there is more than enough land already designated for new higher density Forms to meet the forecast demand for many years.

There is no need to reduce greenspace until it is obvious that new land is required to meet continuing demand.

The City should preserve its greenspace for as long as possible.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 7a

Revision to the Guidebook

The Elboya Heights Britannia Community Association generally supports the Guidebook but recommends the following revisions:

Revise the Guidebook to include a new Urban Form Category and a new Scale Modifier that:

- Will be applied to the neighbourhood cores of contiguous areas of houses.
- Includes elements of *contextually sensitive redevelopment*.
- Preserves greenspace by restricting allowable Urban Forms to those Forms that preserve the existing Greenspace.
- Ensure that the type and placement of Urban Forms, other than houses, is defined in the Local Area Plan and any changes to the Local Area Plan must go through the Public Hearing Process.
- Ensures that the development of Urban Forms, other than houses, will be delayed until it can be demonstrated that there is not enough land to meet the actual demand.

Recommended revisions are attached.

We believe that these revisions will make the Guidebook a much better tool to address the concerns of all Calgarians.

Respectfully,

Elboya Heights Britannia Community Association

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
Attachment 10
Letter 7a

Recommended Revisions to the Guidebook

Page 49, 50

Neighbourhood Housing Limited Residential

Neighbourhood Housing Limited Residential areas serve the people who live there. These areas will have the strongest delineation between private and public space and landscaped areas such as soft landscaped yards and patios. These areas will be residential intended to accommodate existing residential forms and contextually sensitive redevelopment.

2.7 Neighbourhood Housing Limited Residential Policies

a. In a local area plan, Neighbourhood Housing Limited Residential should identify areas of a community that will have the following characteristics, relative to other Neighbourhood Housing areas of the community:

- i. lowest volumes of pedestrian activity,
- ii. primarily local visitation and use; and,
- iii. pedestrian routes that support a lower volume of movement.

b. Development in Neighbourhood Housing Limited Residential areas should:

- i. have building setbacks with soft landscaping that is located to support pedestrian comfort and provide the strongest delineation between public realm to private.

Page 80

Limited Scale Residential

Buildings in the Limited Scale Residential modifier are three storeys or less in height with smaller building footprints than typical of other scale modifiers. This category includes single-detached or semi-detached dwellings. Housing-focused areas at this scale should have more amenity space at grade, such as yards or patios.

2.25 Limited Scale Residential Policies

a. Buildings:

- i. should be a maximum of three storeys in height to a maximum of 10m above grade,
- ii. should be contextually sensitive to existing dwellings; and,

b. Limited Scale Residential housing-focused development should,

- i. have a well-articulated primary façade with distinct unit entrances;
- ii. provide at-grade amenity space; and,
- iii. have a reduced building mass above the second storey.

PUD2020-0207 Guidebook for Great Communities March 2020 Report



PUD2020-0207 Guidebook for Great Communities March 2020 Report



Next Generation Planning System: Guidebook for Great Communities



PUD2020-0207 Guidebook for Great Communities March 2020 Report



Next Generation Planning System: Guidebook for Great Communities



PUD2020-0207 Guidebook for Great Communities March 2020 Report



As part of the Next Generation Planning System, the Guidebook for Great Communities aims to:

- Focus on how **people experience** communities at the street level.
- Provide more **housing choice** and services to residents of all communities.
- Increase **consistency and certainty** in the planning and redevelopment process.
- Implement the MDP and lay the foundation for the **Land Use Bylaw renewal**.

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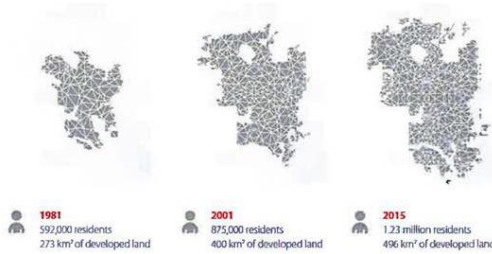
Calgary  **The Next Generation of Planning | Why?**

Calgary keeps attracting more people.

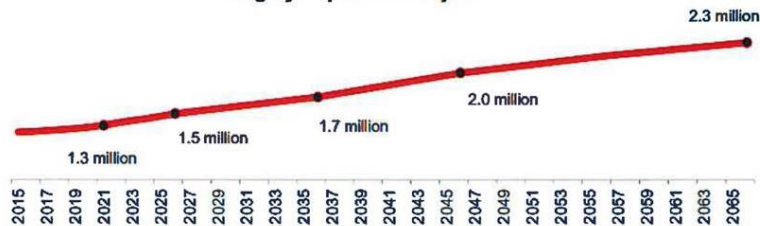
**Calgary's
population and
land area growth
1981–2015**

Since 1985, Calgary's
population and land area
have roughly doubled.

Each new community requires
new schools, roads, fire stations,
and other city services.



Calgary Population Projection



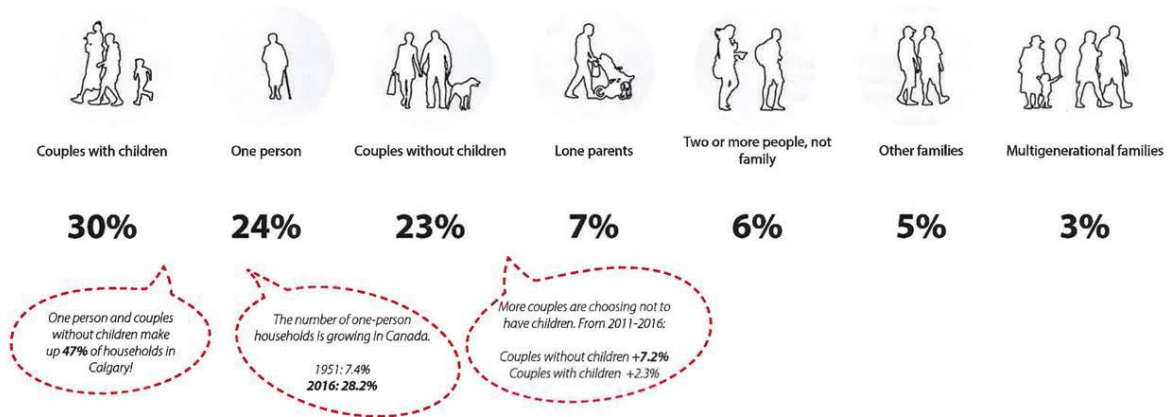
PUD2020-0207 Guidebook for Great Communities March 2020 Report



The Next Generation of Planning | Why Now?

Our city is growing and changing – fast!

> Couples with children only make up a third of all household types in Calgary. Traditional nuclear families are not as common as they once were.

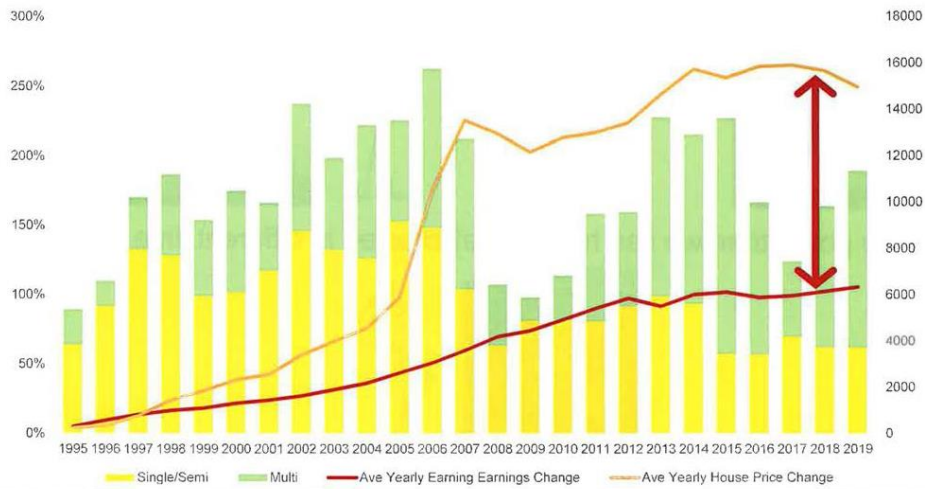


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The Next Generation of Planning | Why Now?

In Calgary, the gap between how much people make and how much homes costs has been widening for 25 years.

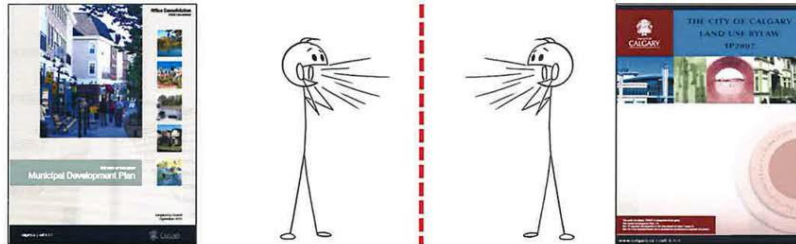


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Calgary  **The Next Generation of Planning | Why Now?**

Our outcomes and tools to get us there need to be aligned

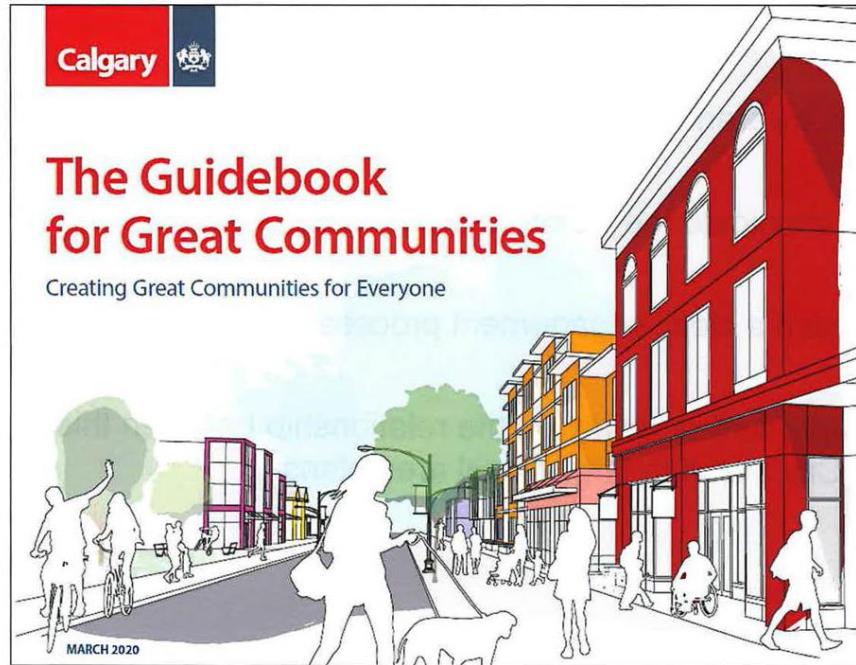
> There is a disconnect between the MDP and the land use bylaw



> We have more policy than we can handle – all created in different time periods



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PUD2020-0207 Guidebook for Great Communities March 2020 Report



- Build awareness of the Guidebook
- Communicate the vision & intent of the Guidebook
- Prepare a clear engagement process
- Provide further clarity on the relationship between this work and the City's shift to larger local area plans.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Calgary  **Top Questions & Misconceptions**

Has the Guidebook introduced new ideas to Calgary?

If the Guidebook isn't adopted, will it mean my community won't change?

Once it is approved, is the Guidebook set in stone or can it be changed?

Does the Guidebook change what can be developed on the ground in my community as soon as it is adopted?

Does the Guidebook redesignate my parcel and eliminate R-C1?

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General Public

- Central library installation
- Hosting youth groups and senior's groups
- Attending Calgary Home Renovation, Home and Garden and Woman's shows
- Community newsletters
- Providing information to Ward offices
- Media stories
- Two-phase social media campaign
- Poster and post card campaign
- calgary.ca/guidebook

Key stakeholders

- Guidebook 101 sessions with FCC and industry
- Partners in Planning sessions
- Supporting local area plans
- Industry application testing sessions



PUD2020-0207 Guidebook for Great Communities March 2020 Report



Chapter 1: Introduction

- The Guidebook only applies to communities with an LAP created using the Guidebook
- Minor wording changes for clarification

Chapter 2: Urban form classification system

- New Urban Form Category: Neighbourhood Industrial Transition
- New policies to provide more clarity regarding mixed-use development
- New wording to better clarify the differences between neighbourhood UFCs
- Comprehensive Planning Site
- Adjustments to the colours to improve accessibility and legibility
- Direction for LAPs updated to reflect experience through North Hill

Chapter 3: Built form, development and general policies

- Wording changes for clarification
- Amended and clarified the sustainable development policies

Chapter 4: Tools

- New placeholder for forthcoming heritage area tools

URBAN FORM CATEGORY
Neighbourhood Commercial Major
Neighbourhood Commercial Minor
Neighbourhood Commercial Local
Neighbourhood Housing Major
Neighbourhood Housing Minor
Neighbourhood Housing Local
Neighbourhood Industrial Transition
Parks Civic and Recreation Major
Parks Civic and Recreation Minor
Parks Civic and Recreation Local
Parks Natural Areas
Industrial General
Industrial Heavy
Regional Campus

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Planning Processes

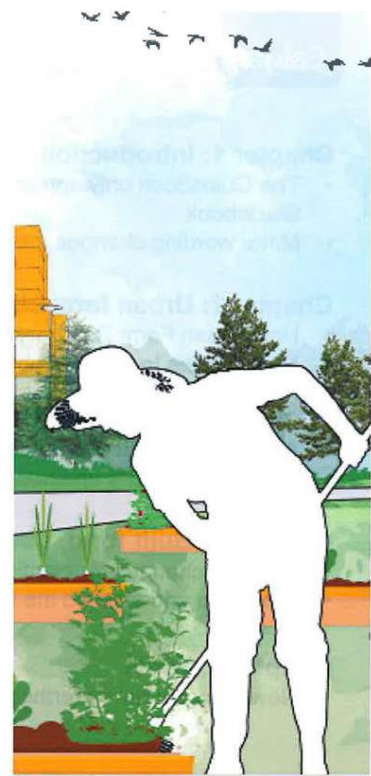
- Continued involvement in future local area plans

Monitoring & Updates

- Sustainment committee creation
- Further events with industry and community partners

Outreach & Awareness

- Increasing awareness to multi-cultural communities
- Continued media exposure
- Continued social media campaigns
- Further refinement of information on Calgary.ca
- Looking for opportunities within different wards
- Additional informational displays in public places
- Mobile installations at libraries and recreation centres
- Expanded poster campaigns
- Guidebook 101 sessions and online videos
- speaker series



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Return with Project Scope and Approach

- Establish deliverables and timeline
- Establish project team composition & need for consultants
- Identify stakeholders, advisory groups, engagement & outreach approach

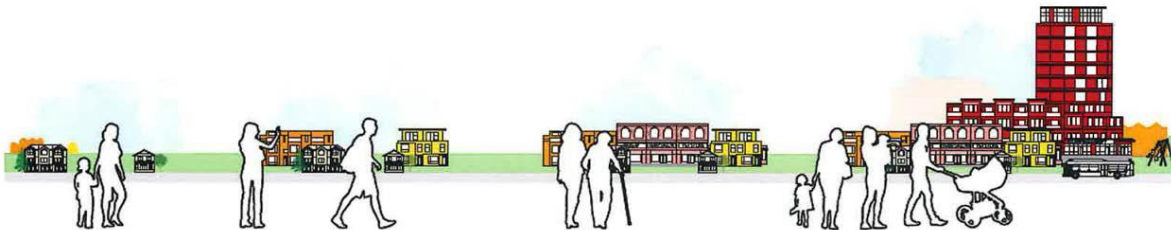


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Why is this important?

- Advances the vision and goals of the Municipal Development Plan
- Is the cornerstone for a more aligned, consistent and efficient planning system
- Flexible framework and tools that are responsive to the individual characteristics of Calgary's communities
- An approach to local area plans that enables citizens to shape how change occurs in their community



PUD2020-0207 Guidebook for Great Communities March 2020 Report



That the Standing Policy Committee on Planning and Urban Development:

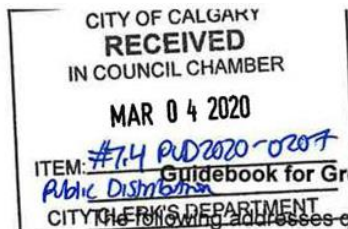
1. Direct Administration to:

- a. Prepare a bylaw for the **Guidebook for Great Communities** as outlined in Attachment 2; and
- b. Forward the proposed Bylaw, to accommodate the required advertising, and this report, directly to the **2020 April 27 Combined Meeting of Council**.

2. Recommend that Council:

- a. Hold a **Public Hearing for the proposed bylaw at the 2020 April 27** Combined Meeting of Council, and give three readings to the proposed Bylaw;
- b. Direct Administration to **use the policies of chapter 3** of the *Guidebook for Great Communities* throughout the built-out areas as guidelines when reviewing development permits;
- c. Direct Administration to, upon approval of the *Guidebook*, **develop a scope for the Renewal of the Land Use Bylaw**, as contained in Attachment 3, and return to Council prior to the mid-cycle budget deliberations for 2020; and
- d. Direct Administration to undertake the work associated with the motion arising from 2019 July 29 (Report CPC2019-0759), to bring forward land use **bylaw amendments that better facilitate mid-block rowhouse implementation**, and to return in conjunction with **Phase 1b of the renewal of the Land Use Bylaw**

PUD2020-0207 Guidebook for Great Communities March 2020 Report



PUD2020-0207
4 March 2020

Guidebook for Great Communities: Common Questions and Misconceptions

The following addresses questions or misconceptions Administration has heard regarding the Guidebook for Great Communities (the *Guidebook*) since November 2019.

1. Why are you changing the zoning of my parcel and eliminating R-C1?

- The *Guidebook* does not, and will not, change the zoning of any property. Current zoning (e.g. R-C1) will not be changed by approving the *Guidebook*. After approval of the *Guidebook*, any change to a property's zoning would follow the exact same process it does today.

2. Will the Guidebook eliminate single-family detached homes and replace them with tall buildings?

- The *Guidebook* will not eliminate single-family detached homes and force them to be replaced by tall buildings.
- As Calgary continues to grow, some areas of single-detached homes will likely evolve naturally to provide the benefits of the community to more people by offering different housing forms.
- Any form of housing can be for a single family, whether it is detached or not.
- The City's Municipal Development Plan, which Council approved in 2009, already allows for three-story buildings throughout our communities.

3. Will the Land Use Bylaw be changed in the future to eliminate R-C1?

- Council has asked Administration to develop a new Land Use Bylaw. That work will be guided by the policies in the *Guidebook*.
- Our current Land Use Bylaw was approved before our Municipal Development Plan was completed and the two are not fully aligned. The new Land Use Bylaw will better align the development rules with The City's overall vision.
- The Land Use Bylaw may introduce new districts, but a community's zoning still may not change. Council will decide how the changes are made, for example case-by-case or city-wide. There will be more opportunities for discussions with both stakeholders and Council before any decisions regarding existing zoning are made.

4. Will the Guidebook change what can be developed in my community as soon as it is approved by Council?

- The *Guidebook* does not change the zoning or development rules of anyone's property.
- What can be developed is determined by a community's Local Area Plan – not the *Guidebook*. A new Local Area Plan is required to use the *Guidebook's* new policies.

5. Does the Guidebook require all communities to have a certain amount of density?

- No, the *Guidebook* does not require a community to have a certain amount of density.
- Planners, working with the community, develop the Local Area Plan and determine where growth and development can and should go.
- The *Guidebook* provides best practice policies that are used together with a community's Local Area Plan.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

PUD2020-0207
4 March 2020

6. Will my community stay the same if the Guidebook isn't approved?

- Every community will change. Calgary has been changing since it was first established.
- Growth and change is already happening in many communities. Communities facing change are looking for modern policy to guide it towards their vision.

7. Has the Guidebook introduced new ideas to Calgary?

- The *Guidebook* collects best-practice policies that are already used in Local Area Plans throughout Calgary and provides them to all users in one document. This increases consistency and certainty while allowing the Local Area Plans to focus on the unique aspects of the community.
- The *Guidebook* builds on the Municipal Development Plan (approved 2009) and provides more specific policies for how to accomplish its goals in a community.
- This *Guidebook* is also an evolution of the Developed Areas Guidebook, which Council approved in 2017 and which already guides development in certain communities.

8. Will the Guidebook be set in stone, not allowing for changes, once approved?

- The *Guidebook* will continue to be refined and improved in the future.
- Administration has committed to a sustainment process to fix any issues or errors as well as further evolution of the document if needed. This will be done in collaboration with communities and the people who build our neighbourhoods.

9. What happens if the Guidebook is not approved?

- If the *Guidebook* is not approved, Local Area Plans will default to using the existing Developed Areas Guidebook.
- The Developed Areas Guidebook provides specific direction as to what current Land Use Bylaw districts are appropriate for all building blocks, including which districts are appropriate for low density areas, whereas the *Guidebook* does not.

10. Why does every community need to accommodate all Calgarians?

- We need to provide Calgarians with choices and opportunities to live and grow in their communities because Calgary's population, economy and communities are changing. The gap between how much homes cost and how much people earn is widening.
- Calgary is competing with other cities. People and businesses are looking for high-quality neighbourhoods and they have a lot of options to go elsewhere. Our communities, main streets and housing choices must remain attractive to existing residents and to draw new generations and businesses to Calgary.

11. How will the Guidebook help to conserve heritage buildings?

- Along with guiding growth, the *Guidebook* will provide policies to help preserve a community's heritage buildings.
- These policies are currently under development and will be added to the *Guidebook* once they have been reviewed and approved by Council in April 2020.
- The anticipated heritage preservation policies will provide a range of options for communities to discuss and apply during the development of their Local Area Plan.

PUD2020-0207 Guidebook for Great Communities March 2020 Report



Calgary Climate Hub Submission Great Communities Guidebook



We are pleased that a start has been made on creating a *Guidebook* that will protect and revitalize great communities. Much more needs to be done.

Four problems with the *Guidebook* in its current form are:

- The *Guidebook* is **almost exclusively discretionary**. Somewhat better than what has been produced in the past, it does not prescribe what needs to be done.
- The *Guidebook* **does not set targets** to ensure success.
- The *Guidebook* **does not meaningfully address the climate crisis** and how community development can contribute to solutions.
- The **high-level "Next Generation" documents** (MDP, CTP, *Established Areas Growth and Change Strategy*) are **under review or not completed**.

We have identified a set of recommendations that will help resolve those problems. Several of the more important ones are:

Goals

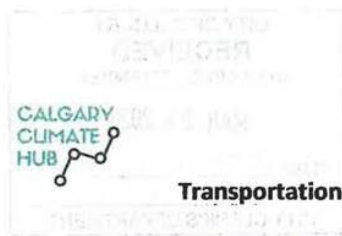
A 9th goal needs to be added:

Enable greenhouse gas emission reduction to a level compatible with a 1.5°C of global average temperature increase.

Natural Infrastructure

- **Set a target for what "natural areas should do" in terms of carbon sequestration and climate resilience.**
- **For all new developments going forward and for City properties, climate resilient landscaping should be a requirement.**

PUD2020-0207 Guidebook for Great Communities March 2020 Report



Development and redevelopment must support climate-friendly and active transportation to ensure that by 2025 the Primary Transit Network, the *Cycling Strategy*, *StepForward*, the *Safer Mobility Plan*, and the 5A Network are completed.

Development

The *Guidebook* does not identify the essential roles the City of Calgary must play in creating great communities – beyond the writing of plans and responding to development applications. For example, on p. 19, point “a” should be change to:

Direct development to Activity Centres, Main Streets, and transit-oriented development areas by pro-active City-led initiatives for land swaps, land consolidation, mutually advantageous developer coordination, financial incentives and other methods that maintain a community’s character while promoting population stability and growth that ensures the services and amenities a community needs.

The *Guidebook* does not include a program that clearly identifies the needs each community has to remain or become the “great communities” envisioned by the *Guidebook*.

The City should commit to initiating and completing by Q2 2021, a “complete community survey” to determine the advantages that need to be protected and the disadvantages that need to be eliminated in each community.

Financial Measures

The *Guidebook* does commit to reviewing funding and financing tools. That review, though, must be comprehensive and effective.

On p. 116, add

This review, to be completed by Q4 2020, will include all potential financial measures including, but not limited to reallocation of current budgets, curb space management, road pricing, pricing for flood protection works, and progressive pricing for resource use such as energy and water. The financial measures deemed

PUD2020-0207 Guidebook for Great Communities March 2020 Report



effective and feasible will be implemented to ensure that all City services are equitably priced and the funds that are secured are used to implement climate, transportation, and community development actions that benefit developed areas whether through local area plans or other means.

Connections to Other Policies

Finalization of the *Guidebook* should wait until revisions to the MDP/CTP are completed and the *Established Areas Growth and Change Strategy* is in place.

PUD2020-0207 Guidebook for Great Communities March 2020 Report



Full List of Recommendations

A 9th goal needs to be added:

Enable greenhouse gas emission reduction to a level compatible with a 1.5°C of global average temperature increase.

Parks Civic and Recreation Local (p. 56)

This category must include policies for wildlife habitat. Parks and recreation sites act as important habitat, stopover points for birds, and wildlife corridors. This is especially important in the downtown.

Natural Areas Urban Form (p. 57)

It is positive that the introduction to this section cites the benefits of natural areas “including improving air quality, mitigating climate change, managing and filtering water, supporting biodiversity and enhancing resilience.” Strengthening the category requires:

- Set a target for what “natural areas should do” in terms of carbon sequestration and climate resilience.
- For all new developments going forward and for City properties, climate resilient landscaping should be a requirement.
- A target should be established for the minimum % of land area devoted to natural areas per community

Section 3.14 Revisions

- Add to “h” as the first point
 - i. prioritize climate mitigation through protection of natural habitat and services
- Add to “h.iv”
 - o iv. add additional ... festival activities where appropriate and where such services and events would not impact natural habitat
- Add to “h.v”
 - v. provide public art or cultural spaces where appropriate and where such spaces would not impact natural habitat

PUD2020-0207 Guidebook for Great Communities March 2020 Report



- The *Guidebook* needs to address wetlands and establish a target for increasing the amount of wetlands in communities. Add a new section "i"
- i. Ensure that the requirements of the Wetland Conservation Plan are met or exceeded

Landscape Design (p. 101)

If the City's tree canopy policy is to have any impact it needs to both

- a) specify what counts as contributing toward a canopy (providing significant shade over sidewalks and streets) including which trees do and which do not count as contributing toward the canopy, and
- b) specify who is responsible for ensuring the creation of the tree canopy.

As it stands, the tree canopy policy is a nice aspirational statement with no teeth.

Active Transportation

p. 109, Pedestrians (Section 3.16)

- The *Guidebook* still relegates pedestrian infrastructure to sidewalks. While wider sidewalks are nice, having direct routes for pedestrians that do not piggyback on roads is important moving forward, especially to promote active transportation (which requires direct routes) in order to mitigate climate change.

p. 110, Cycling (Section 3.17)

- Design guidelines are given for bike signals, cycle track direction, use levels, storage etc., but no mention of reducing private vehicle infrastructure in order to better accommodate cycle traffic and how to do this (installing cul-de-tracs, or de-paving for greenways, for example).

Connections to Other Policies

The *Guidebook* mentions its connection to the MDP, but not the *Climate Resilience Strategy*, *Resilient Calgary Strategy*, *CalgaryEATS*, and the CTP.

The MDP and CTP are being revised and, based on an initial review of the revisions being proposed, the *Guidebook* already appears to be out-of-date. The *Established Areas Growth and Change Strategy* has not been completed.

PUD2020-0207 Guidebook for Great Communities March 2020 Report



Finalization of the *Guidebook* should wait until revisions to the MDP/CTP are completed and the *Established Areas Growth and Change Strategy* is in place.

The *Guidebook* must have policies that are specific and prescriptive in terms of how community development will meet the targets in those documents. For example, how will the *Guidebook* achieve targets for future modal split.

The *Guidebook* should establish or be designed to meet standards for such things as building efficiency, green roofs, passive heating, water consumption, stormwater, tree canopy, albedo effect, road width, and solar panel integration

Sustainable Development Policies

The *Guidebook* needs climate-friendly changes to section 3.13 to

- Tie development to specific goals and timelines

Sections “a” through “c” need to be combined and revised to read:

- a. All developments are encouraged to and, after 2022, will incorporate sustainable building and infrastructure features to:
 - i. capture solar energy, include solar energy equipment on new buildings or major additions, or in other ways reduce total energy use and greenhouse gas emissions to net zero within the Calgary footprint;
 - ii. reduce water consumption by setting water consumption targets so that the City’s water licences will be sufficient to meet peak demand in 2036 and daily demand in 2046;
 - iii. use innovative wastewater technologies, stormwater quantity management, water collection, filtering and reuse, or in other ways avoid further decreases in the water quality of the Bow River, Elbow River, and Nose Creek;
 - iv. support climate-friendly and active transportation to ensure that by 2025 the Primary Transit Network, the *Cycling Strategy*, *StepForward*, the *Safer Mobility Plan*, and the 5A Network are completed,

In section 3.13.d & e, the *Guidebook* has provided the assertive type of climate-friendly policy that will open the door for implementing large scale district energy or district heating projects.

What are now points “d” and “e” should be combined and revised to make sure that opportunities for renewable or low-carbon technologies are fully identified, assessed, and, where beneficial, implemented.

PUD2020-0207 Guidebook for Great Communities March 2020 Report



- b. Each local area plan will identify opportunities for renewable or low-carbon energy technologies within an area.
 - i. Opportunities not requiring a feasibility study will be implemented.
 - ii. If a feasibility study is required to be completed, the following studies shall be completed in accordance with a scope and terms of reference provided by The City:
 - Renewable and District Energy Feasibility Screening Assessments for sites greater than 1.0 hectare; or,
 - Technology Feasibility Assessments for proposed buildings more than 3,000 square metres.
 - iii. Where a feasibility study or assessment of renewable or low-carbon energy technologies exhibits net positive or neutral economic and environmental benefits, the technologies will be incorporated into the development.

Opportunities for large scale redevelopment on brownfield sites are rare (North Hill Shopping Mall, Midfield Trailer Park site) and should require special parameters and stipulations to exploit the amazing opportunity they represent in terms of supporting innovative urban form (see redevelopment of the Western Harbour in Malmo, Sweden; SE False Creek in Vancouver).

Design of Communities

The *Guidebook* has reinforced good practice in the physical design of communities.

The *Guidebook* is missing key elements:

- Identifying the essential roles the City of Calgary must play in creating great communities – beyond the writing of plans and responding to development applications.

This is particularly important in terms of Chapter 4 where the City should be using policy tools to encourage or direct development.

- Committing to a program that clearly identifies the needs each community has to remain or become the “great communities envisioned by the *Guidebook*.”
- Developing a full and equitable toolbox of effective and efficient financial instruments for growth and change. \$30 million to fund public realm improvements is a positive step forward. More needs to be done.

The following changes should be made:

- p. 19: Direct development to Activity Centres, Main Streets, and transit-oriented development areas by pro-active City-led initiatives for land swaps, land consolidation,

PUD2020-0207 Guidebook for Great Communities March 2020 Report



mutually advantageous developer coordination, financial incentives and other methods that maintain a community's character while promoting population stability and growth that ensures the services and amenities a community needs.

Direct development to locations that optimize public infrastructure, facilities and investment and private infrastructure and facilities that complement and support the City's objectives.

- p. 70: For those communities adjacent to regional malls or commercial centres, put top priority on completing Comprehensive Development Sites.
- pp. 3 & 18-19: Commit to initiating and completing by Q2 2021, a "complete community survey" to determine the advantages that need to be protected and the disadvantages that need to be eliminated in each community. This will ensure that the conversations "about the needs and wants of current and future residents, businesses and visitors begin from a solid foundation.

- p. 116: Change 3rd paragraph to

The City is reviewing funding and financing tools that will support evolution and change in our communities with the objective of creating a long-term, sustainable financial policy. This review, to be completed by Q4 2020, will include all potential financial measures including, but not limited to reallocation of current budgets, curb space management, road pricing, pricing for flood protection works, and progressive pricing for resource use such as energy and water and wastewater management. The financial measures deemed effective and feasible will be implemented to ensure that all City services are equitably priced and the funds that are secured are used to implement climate, transportation, and community development actions that benefit developed areas whether through local area plans or other means.

- (p. 75) When determining the feasibility of minimizing driveway width, the City must ensure that
 - The priority for walking is maintained.
 - The parking, road, and laneway configurations are designed to maximize safety and vehicle access to the driveway.
- Traffic control is a top priority for communities. The options range from speed bumps to reduced speed limits to improved signal management to more effective use of traffic circles. The *Guidebook* does not pay enough attention to how those measures can reduce greenhouse gas emissions while alleviating the concerns of communities.

Heritage Resources (p. 103)

Add a second paragraph:

PUD2020-0207 Guidebook for Great Communities March 2020 Report



Heritage buildings can be the most sustainable option even if they are less efficient in terms of internal energy use because of the emissions created during demolition and construction. Heritage buildings and streetscapes were also built with pedestrians and transit in mind and encourage these low-carbon forms of transportation. Heritage resources will be maintained and, where needed, retrofitted or rehabilitated unless a sound and compelling case can be made that doing so is less desirable in terms of greenhouse gas emissions, community character, low-carbon mobility, and streetscape quality.

Revise "3.11.b."

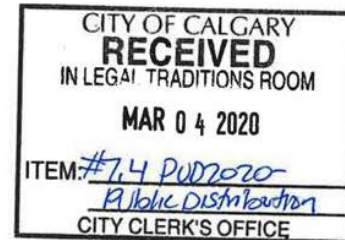
b. Encourage property owners to designate inventory properties as Municipal Historic Resources by providing access to grants and tax benefits to preserve the resource and ensure that any additional development will maintain the context and value of the resource.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Edits for North Hill LAP

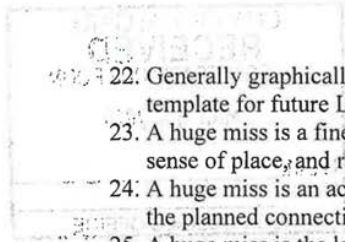
Gian-Carlo Carra

2020 March 4 PUD



1. My initial thought is that there's a lot of stuff in the beginning that fails to coalesce into compelling narrative. Context/History then Process (including an explanation of Sam Hester's visual recording) then vision and ideas, then the plan. The technical stuff should live in the back, not lead.
2. **Page 14; HISTORY:** it's important to note that European Settlement was allowed by the Treaty 7.
3. **Page 14; HISTORY:** revise *residential communities* to just *communities*.
4. **Page 14; HISTORY:** pivot to the future and the community-involved process that lead to this plan.
5. **Page 15; COMMUNITY CHARACTERISTICS AND ATTRIBUTES:** these descriptions should be associated with a map (like the map on page 9 - or, turning the page, like the map on page 11).
6. **Page 11; MAP 2:** Green spaces should extend beyond the North Hill boundaries.
7. **Page 21; MAP 3:** the Parks and Open Space Frontage Policy Modifier needs to be applied far more widely and the colour of the line needs to be distinguishable from Parks Civic and Recreation Major.
8. **Page 21; MAP 3:** Why no Commercial Cluster at 6 ST NE & 8 AV NE?
9. **Page 21; MAP 3:** Why do the Urban Form Category for the SW corner of Renfrew show a lesser intensity than what's actually built today?
10. **Page 21; MAP 3:** Why is Remington RD NE, 16 AV NE, & Renfrew DR NE not showing interface with the Midfield Comprehensive Planning Site?
11. **Page 21; Map 3:** Green spaces should extend beyond the North Hill boundaries
12. **Pages 22-28** Are these necessary?!? What happens when/if the GB4GC gets modified?!?
13. **Page 29; Map 4:** is *No Scale Modifier* not *Scale Modifier TBD*?
14. **Page 29; Map 4:** Green spaces should extend beyond the North Hill boundaries
15. Generally, the graphic standards for Pages 30-43 - particularly the "thumbnail maps" - are not good enough.
16. **Pages 34-36; URBAN MAIN STREETS:** We need on street parking on these streets, at the very least during off peak times. What's the story?
17. **Page 37; NEIGHBOURHOOD MAIN STREETS:** why aren't 20 AVE N, 8 AVE NE, 12 AVE N listed as Neighbourhood Main Streets?
18. **Page 37; NEIGHBOURHOOD MAIN STREETS:** was Edmonton TR north of 16 AV NE considered for a reclassification to a Neighbourhood Main Street?
19. **Pages 38-40; TRANSIT STATION AREAS AND CACs:** were these considered to be compressed into one category?
20. **Page 41; NACs:** are these the only ones? Why no new ones?
21. **Page 44; HERITAGE PLANNING AREAS:** These policies and tools need to be embedded in the document by the public hearing of council and Appendix C needs to be enhanced and join the statutory part of the document.

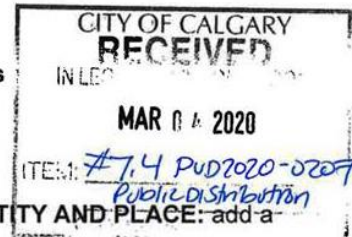
PUD2020-0207 Guidebook for Great Communities March 2020 Report



22. Generally graphically weak and not as map-forward as it should/needs to be as the template for future LAPs.
23. A huge miss is a finer-grained Neighbourhood Structure to celebrate history, enhance sense of place, and rationalize boundaries and Urban Form Category transitions.
24. A huge miss is an active mobility network - where are the pathways and cycle tracks and the planned connectivity.
25. A huge miss is the lack of transit ped sheds informing the urban form map.
26. A big miss is opportunities for historic urban design interventions. This opportunity will play a much larger role in future LAPs but the 16 AV NE - Remington RD NE - Renfrew DR NE - Midfield intersection is a generational opportunity that we can't miss.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Guidebook for Great Communities
March 4 PUD
Gian-Carlo Carra



Page 10 - PRINCIPLES FOR GREAT COMMUNITIES; IDENTITY AND PLACE: add a heritage shout out to this sentence.

Page 11 - GOALS FOR GREAT COMMUNITIES: We talked about a goal or a principle surrounding great communities working towards cost recovery, what happened to that?

(Climate focus - ADD: 9 Reduce the need for energy in moving goods and people around through sustainable design practices as directed by the Climate Resilience Plan, by minimizing travel distances and supporting modes of transportation that use less energy.)

Page 13 - GUIDEBOOK PURPOSE; IMPLEMENT THE MDP: We talked about how the GB4GC is a two-way street between the MDP & LAPs. Does the word "bridge" sufficiently describe that relationship?

(Climate focus - ADD: Support the development of a sustainable city by implementing the Climate Resilience Plan

ADD: Provide a means through which the city can grow while minimizing the impacts on our emissions and energy consumption.)

PAGE 17 - PLANNING A GREAT CITY

(Climate focus ADD: "Sustainable" in the last sentence of the last paragraph... "These communities are diverse, vibrant, resilient and sustainable.")

Page 18 - COMMUNITY GROWTH: should we not explicitly state that the project of LAPing is to test the MDP's location of main streets and activity centers in its Urban Structure Map and amend/add through the process?

PAGE 19 - COMMUNITY GROWTH POLICIES

(Climate focus - ADD: to Community Growth Policies either a bullet or the sentence "to help facilitate less reliance on single-use vehicles" to b. or c.

ADD Direct development to locations that optimize public infrastructure, facilities and investment and private infrastructure and facilities that complement and support the City's objectives.)

PAGE 21 - ACTIVITY LEVEL: I will be testing Committee's will on Major, Moderate, Local.

Page 22 - URBAN FORM CLASSIFICATION SYSTEM: I maintain that there is little to no functional distinction between Neighbourhood Commercial and Neighbourhood Housing, especially given the Policy Modifiers tools. We won't be winning any wards

PUD2020-0207 Guidebook for Great Communities March 2020 Report

with this otherwise amazing work until we simplify it. All the great work on the six categories can be easily repackaged as examples of the policy modifiers applied to the simplified three categories.

Page 23 - NEIGHBOURHOOD PURPOSE: we need a sentence that explains that in great communities activity levels generally transition mid-block or around corners and seldom transition across streets - as per the diagram.

PAGE 28 & 32 - NEIGHBOURHOOD COMMERCIAL MAJOR AND MINOR (same comment for both)

(Climate focus Add - Adjust: C iv. (page 28) and C v. (page 32)

Rather than: *Primarily hard-landscaping to ensure an ease of accessibility complemented by high quality soft landscaping located to support pedestrian comfort.*

Instead: *Maximize the use of soft landscaping to support pedestrian comfort, provide opportunities for biodiversity to thrive and enable the sequestering of carbon, wherever possible while ensuring hard-landscaping is available to ensure accessibility
Why? See Green Spaces in Notes from Climate Resilience Plan.)*

Page 31: Some parked cars against the curb would read way better graphically.

PAGE 58 - PARKS AND OPEN SPACE PURPOSE

(Climate focus - ADD in italics: Parks and Open Space serve important ecological, civic and recreation functions in the city. They provide a critical role in mitigating the impacts of climate change. These areas form the heart of our communities and make our city one of the most livable in the world.

*ADD: Remove last sentence in first paragraph, and instead add a Third Paragraph
"These areas support Calgary's resiliency and play a critical role in preparing for and mitigating the effects of climate change. Trees and other green infrastructure help by sequestering carbon dioxide and improving air quality, reducing energy use by shading and lessening heat loss. They also contribute to the restoration of disrupted systems and support important habitats for biodiversity within our city.
Many great points in this section.)*

Page 59 - CIVIC AND RECREATION URBAN FORM CATEGORIES: we've discussed it but I'm increasingly convinced we need an Integrated Civic Facility modifier to indicate which (and roughly where) buildings will be included in these public spaces - maybe a generic form to indicate a place-holder and an actual massing to indicate an existing facility.

Page 60; 61; 62 - PARKS, CIVIC and RECREATION; a: policy should indicate in terms of facilities the possibility of affordable housing being included.

Page 60; 61; 62 - PARKS, CIVIC and RECREATION; a: policy should indicate the potential for lodging and/or commercial housing in conjunction with "commercial

PUD2020-0207 Guidebook for Great Communities March 2020 Report

services that complement the function of the area” as well as the ongoing financial viability of these facilities.

Page 60; 61; 62 - PARKS, CIVIC and RECREATION; d: given the religious functions many community association buildings accommodate, and how essential they are to the financial viability of these facilities, is there a need to clarify that vis-a-vis “supporting a broad range of cultural opportunities to meet the needs of an increasingly diverse city?”

(Climate focus ADD C, viii. “Provide opportunities to increase Calgary’s tree canopy and improve air quality.”)

Page 68 - REGIONAL CAMPUS POLICIES: some types of regional campuses (universities or community health campuses, for example) are more compatible with Neighbourhood urban form categories and are encouraged to be developed and redeveloped using these principles. Where regional campuses interface with Neighbourhoods, Neighbourhood urban form category policies must be applied to these interfaces.

Page 71 - POLICY MODIFIERS; COMMERCIAL CLUSTER: can this modifier be used to allow for service functions in the industrial categories.

Page 72 - APPLICABLE URBAN FORM CATEGORIES: Why not Neighbourhood Industrial?

Page 72 - ACTIVE FRONTAGE POLICIES: I think it’s a mistake not to talk about limiting the length of the frontage of any one retail unit from a policy perspective (understanding that it’s in the LUB).

Page 73 - APPLICABLE URBAN FORM CATEGORIES: Why not Neighbourhood Industrial?

*(Climate Add - 2. Commercial Flex
Should it/could it encourage the use of energy efficient design elements, identify viable opportunities to introduce renewable energy infrastructure, efficient glass, new technologies, etc.)*

Page 74 - APPLICABLE URBAN FORM CATEGORIES: Why not Neighbourhood Industrial?

Page 75 - PARKS AND OPEN SPACE FRONTAGE: I don’t feel the wording in the main paragraph successfully speaks to the range of interface options laid out in 2.19 and should be rewritten to 1) require an appropriate level of integration in every instance, and, 2) describe the range of possible levels of integration.

PAGE 77 - 6. COMPREHENSIVE PLANNING SITE

(Climate Add - e. viii. Should include efficiency and emissions reductions provisions.)

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Page 83 - FIGURE 36: walk me through why no "Ground floor units have direct access to grade."?

*(Climate add - a **local area plan** should support:*

ADD - viii. A reduction in the energy needs of an area through minimizing the travel distances needed to access daily needs and services, as well as support low carbon transportation infrastructure.

ADD - will identify opportunities for renewable or low-carbon energy technologies within an area.

- Point ii. Does state the benefits of cycling and pedestrian infrastructure but is not explicit enough.

- Lots of other great points... g., j, ii., 2.30 – a. iii.)

PAGE 84 - TALL SCALE: I'm not as fussed about this nomenclature issue as moderate VS minor, but why is Tall higher than High? Can we say Extra High or Extra Tall instead?

Page 84 - Ground floor units, same beef as with High Scale. If we want old school office plazas without active frontages I'm not sure why but we should at least state that that's a preferred outcome.

Page 85 - VARYING BUILDING SCALE POLICIES: This would be a good place to insert heritage preservation, potentially tied to LAP or Established Areas bonusing schemes, no?

Page 86 - 2.29.b: livability and health? What about Great Communities for everyone? What about financial viability? What about resilience?

Page 86 - 2.29.Chapter 2: ENABLING GROWTH: heritage preservation needs to be meaningfully baked into d-k or added as its own section.

Page 91 - BUILDING A GREAT COMMUNITY; Paragraph 2; Sentence 2: the sentence doesn't work. Possible rewrite:

"When the built environment is well-designed at a human-scale it helps to attract people to, keep people in, and increases social interaction and economic activity."

Also, in the last sentence, maybe offer that Great Communities also generate enough tax base to support the services they enjoy over time.

*(Climate Add - **Building a Great Community***

ADD a sentence "Should provide opportunities to increase the sustainability of our city; by enabling growth without increasing our energy needs or emissions.)

Page 95 - 2.2: I feel like there's a bullet to be added about how vehicle access off the street where alley-access is not available should be handled.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Page 95 - 2.2.c.i: I feel like we're skirting around the best practice of not allowing too much frontage dedicated to a single CRU. Why?

Page 97 - SCALE TRANSITION: I feel like this section can be enhanced to address scale transitions between different forms within Neighbourhood Housing Local.

Page 98 - FUNCTION AND ACTIVITY FUNCTION: I feel like this section can also be enhanced to address scale transitions between different forms within Neighbourhood Housing Local.

PAGE 99 - SITE DESIGN

(Climate Add 2.5 Site Design Polices

ADD a, iv Consider opportunities to retain existing healthy trees *and maximize the use of soft surfaces.*)

Page 103 - HERITAGE RESOURCES: in the first sentence: ". . . retained *and* protected . . ." What does "or" mean in this context?

In the last sentence: can we include landscapes in the non-building heritage resources we recognize?

Obviously, this section is a placeholder for the much more comprehensive work to come.

Page 104 - 2.12 PARKING POLICIES: a bullet should be included to formalize our practice of reformatting adjacent public ROWs to calm traffic and accommodate expanded parking (as per Red's in Ramsay, the angle-parking of McDougall Rd to protect park space behind the new affordable housing project in Riverside, the angle-parking of 9 Street NE to serve the retail in the new JEMM project in the Bridges).

Page 105 - SUSTAINABLE DEVELOPMENT: in this of all sections, we should probably reference climate change and the City's commitments to mitigation and adaptation.

PAGE 105 - SUSTAINABLE DEVELOPMENT

(Climate focus - ADD f. A renewable low carbon energy feasibility screening assessment may be required to support planning applications for proposed developments on sites greater than 1.0 hectares (Why not smaller sites with big impact? Or all buildings? Too soon? Or just remove this qualifier)

Page 105 - 2.13 SUSTAINABLE DEVELOPMENT POLICIES: a bullet should be added to encourage district energy and co-gen projects, particularly on sites exceeding 1.0 hectare.

PAGE 107 - NATURAL AREAS, PARKS AND RECREATION

PUD2020-0207 Guidebook for Great Communities March 2020 Report

(Climate focus - ADD Sentence "The conservation of natural areas, the restoration of disrupted systems, and natural recreation areas directly impact the city's Climate Mitigation strategy and provide potential of opportunities for carbon sink, and energy needs through shading and lessening heat loss in the winter as well as supporting a rich and biodiverse ecosystem.")

PAGE 109 - PEDESTRIANS

(Climate focus - ADD Pedestrian friendly infrastructure can and should, wherever possible, be implemented beyond just sidewalks, but provide access and connectivity for pedestrians in a well-networked, accessible and most direct route.)

PAGE 110 - CYCLING

(Climate focus - ADD sentence "Providing opportunities for alternative modes of transportation and reducing our reliance on vehicular and emissions-intensive transportation." Including but not limited to, introducing cul-de-sacs, cycle tracks along new and existing LRT lines, etc.)

2. 17 Cycling Policies

(Climate focus - ADD a, viii, should maximize interconnectivity throughout the city and support a comprehensive cycle network.)

PAGE 111 - TRANSIT

(Climate focus - ADD Sentence "Transit routes are a critical element of a well-connected mobility network. They provide excellent investment opportunities for reducing dependence on high-emissions, low-occupancy vehicular transportation and implementing the sustainability policies in the Climate Mitigation Plan.")

PAGE 117 - INVESTMENT STRATEGIES

*(Climate focus Add - A Local Area Plan should identify potential investments to support the future growth concept such as:
ADD – energy and water use efficiencies and technologies as well as emissions reductions opportunities)*

Page 131:

1. I can't tell the difference between the Active Frontage and the Commercial Flex lines on the map;
2. Why isn't Althea's store in an Active Frontage Policy Modifier area?!?
3. Why no Parks and Open Space Frontage across the alley from the rec centre, and why do the other parks get none at all?!?

Appendix 2: We failed to include the Neighbourhood Structure work that was developed through the New Communities Guidebook and then through the GreenLine ARPs. This is a miss. As we move to multi-community consideration we should also invest in a finer grain that speaks more intimately to where people are, the often forgotten history and heritage of those areas, and the opportunity to better rationalize the deployment and variety of Urban Form Categories.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

March 1, 2020

Community Associations of Developed Calgary



RE: Draft Guidebook for Great Communities ("The Guidebook")

Ref: our letter November 1, 2019

Dear Councillors,

In our November 1, 2019 letter we asked members of the SPC for Planning and Urban Development to delay approval of the Guidebook in order to build awareness among residents of Calgary and to involve residents in effective engagement sessions.

We would like to give feedback on the "awareness" campaign amongst Calgarians and how effectively "the vision and intent of the Guidebook" has been communicated within Calgary communities.

As mentioned in our previous letter, we support the Guidebook in general and its implementation through the Local Area Plans.

However, the policies it proposes for houses and duplexes remain ambiguous and uncertain. The March 2020 Revision of the Guidebook does little to make it clearer.

The following are our three main concerns:

- 1) the lack of effective communication regarding the CHANGES to our policies for urban planning and the impending bylaw for "low density residential";
- 2) the ambiguity of language used in the Guidebook, which has not allowed for effective engagement with and about these policies as Chairs of Planning Committees, Councillors and residents disagree on the interpretation of the policies in the Guidebook;
- 3) the design of the Guidebook as a tool for adding density and a diversity of building forms to ALL of Developed Calgary conflicts with the goals of the Municipal Government Act, (section 617), which states: "[the] goals of planning and development provisions" [are] "to maintain and improve the quality of the physical environment...without infringing on the rights of individuals for any public interest except to the extent that is necessary for the overall greater public interest."

We are concerned by our discussions with planners, who constantly refer to the policies in the Guidebook as being adopted throughout North America and they use the phrase 'Best Practice' to justify them. **We have studied the zoning bylaws and zoning maps for 15 cities** including Toronto, Ottawa, Portland, Seattle, Vancouver, Miami, Minneapolis, Hamilton, Halifax and **we can't find any city that has consolidated the low density districts (R-1, R-2, townhousing) as Calgary planners suggest to do.**

PUD2020-0207 Guidebook for Great Communities March 2020 Report

1. Lack of Awareness among Calgarians about Proposed Changes

We are still concerned with the approach that has been used to build awareness. Considering the significant impact that the Guidebook for Great Communities will have on established areas, awareness alone is not a sufficient standard by which the City needs to measure its interaction with residents of affected areas.

The Guidebook for Great Communities will lay the foundation for how established areas of the city will develop for years to come. As such, and above all else, this means we need to get the Guidebook right. Getting it right isn't about a small group of people deciding "what is right" for the residents of established areas. Getting it right means effectively engaging with residents to ensure their needs, expectations and concerns are identified and incorporated into the thinking that goes into the Guidebook. As the City has yet to undertake a meaningful engagement process, this objective has not yet been achieved.

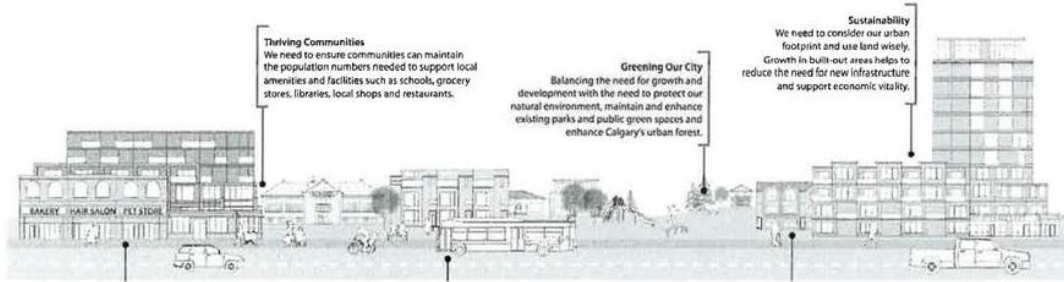
City planners, when participating in sessions facilitated and hosted by the Federation of Calgary Communities, have told us, as members of Community Associations, that we are learning about the "**Next Generation Planning System**," which will change how Calgary is planned and developed. Other Calgarians, however, going to installations at the Central Public Library, the Home & Garden Shows, or the Home Renovation Shows have not received the same message. **Members of the public have not been told of impending changes to policies or that a new Land Use Bylaw is coming that will affect them.**

The installation at the Central Library was hard to find. Library staff didn't know about it and it wasn't listed on the events calendar at the entrance. People passing through the library had to come up the stairs from the main entrance and turn to the right, to enter a section closed off by posters and temporary walls.

The displays at the Central Public Library contained colourful posters with excerpts from the Guidebook that asked participants to write answers on recipe cards or post-its to questions such as: What is your favourite amenity? How do you imagine your Community in 30 years? Do you bike or drive a car to work? What type of dwelling do you live in? Information was collected from the public. The public, however, learned nothing about the City's purposes or plans. **Nowhere was there a mention of changes to planning policies or impending changes to the Land Use Bylaw.** A copy of the Guidebook for Great Communities was laying on a table. If someone were to stand there and read the Guidebook, they might learn that some sort of change is afoot, but otherwise, there was no text or diagram that suggested Councillors are voting on a tool for "Next Generation Planning" in the City of Calgary.

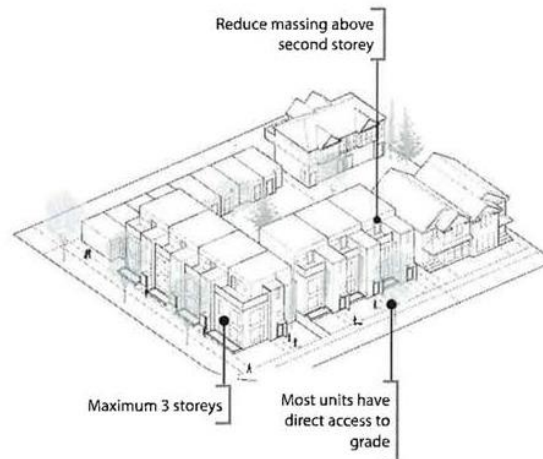
The public engagement sessions of the draft North Hill plans held on November 28th and November 30th are another example of **a missed opportunity for "building awareness among Calgarians about the changes being proposed."** Very few residents came to these public open house sessions. No more than 10 to 20 residents were in the room at one time.

PUD2020-0207 Guidebook for Great Communities March 2020 Report



In the graphic above, which was displayed at the session to view the draft North Hill plan, the suggestion is made that there will be green spaces and parks on a streetscape that has four-storey and ten-storey buildings. The scale of the buildings is skewed because some structures are set back considerably from the street with green space in front, whereas other buildings are brought forward, some with a strip of grass, others directly abutting the sidewalk. Nowhere in Calgary or in planning documents, have we seen buildings with vastly different setbacks. The graphic skews the interpretation of building height (scale), while also suggesting that the Guidebook's implementation could lead to main streets that look like this: a supermarket and an apartment building next to a park, next to a school, with no parked cars, lots of pedestrians and only two cars and a bus passing on what looks to be a main street.

Another poster shown at the information session for the North Hill draft plans shows this illustration for "limited scale" housing:



This graphic shows the lowest scale of housing. Notably, it shows no green space between buildings. Less than the 30% of the buildings have soft landscaping in front; there are no side yards and certainly no parks. It is a residential streetscape that pushes structures up and back to maximize lot coverage.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Conspicuously absent from the communication materials at the Central Public Library and the North Hill sessions was any mention of current districts, the differences between current R-1, R-2, R-CG, and M-CG designations, or the current rules in the Bylaw for lot coverage and maximum height. It is impossible for residents to evaluate policy or bylaw changes if they are given no information about how the rules for development will differ before and after the introduction of Next Generation Planning.

2. Ambiguous Language in The Guidebook

Calgarians who seek to understand the changes to the City of Calgary's planning system can read and reread the Guidebook, only to "discover" in conversations with other citizens, architects, Chairs of Planning Committees and urban planners, that they have either "misunderstood" or "not captured" all the facts. The Guidebook is far too ambiguous to be evaluated, understood or consistently applied.

For example, in Chapter 3, on the policies for the "building forms" to go into a Community's Local Area Plan, there are some surprising revelations of which even Calgarians "informed" of the new policies have limited understanding:

- "Housing Local" – is a building form related to a category that is actually "mixed-use"; it allows for a mix of residential and commercial activity. This is the **most residential** policy in the Guidebook. However, it is "residential at various scales," and it "**may support commercial uses.**" Residents do not know what type of commercial activities may be allowed in parts of their neighbourhoods. At a Home Show one resident was asked, wouldn't it be great to have a local brewery in your neighbourhood? The resident didn't think so.
- We have learned in re-reading the Guidebook that commercial activity is allowed across ALL categories of building form, both residential and commercial. **The parking required to support local commercial is not even addressed** - parking is essential for small local businesses to survive.
- The "scale modifier" or building height modifier is another policy that has received much discussion. Rereading the Guidebook reveals that the "**Housing Local**" category **could be six, ten or more storeys high**. The scale modifier is applied separately to any building form, making it possible for an established community to have a mix of three-storey, six-storey or ten-storey buildings. Any scale is possible.
- Development Policy 3.9 (confusingly misnumbered 2.9 in the March 2020 version) states: "**The use of discretion to allow relaxations** to Land Use Bylaw regulations or alternative solutions to City standards **should be encouraged** where the proposed solution better implements outcomes consistent with the goals of the Guidebook and the vision and objectives of the MDP."
- Development Policy 3.9 also allows for: "The use of discretion to allow relaxations to support incremental improvements." Again, **the file manager is given the discretion to ignore the Bylaw and decide whether or not to approve a development based on their own interpretation of the principles set out in the Guidebook.** Calgarians expect City bylaws to set reliable rules about how property will be used – they will be profoundly unsettled to learn that planners can overrule those rules.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

- Appendix 2 (“Local Area Plan Chapter 2: Enabling Growth”) permits local area plans to be **modified for certain local contexts**. “Scale categories may be **adjusted to specify a number of storeys** due to site constraints, local context.”
- The ambiguity continues in the drafted policies for the North Hill plan. For example, “Celebrate, care for, and **where appropriate**, protect the heritage of the North Hill Communities.” **How does “where appropriate” give communities any sense of assurance for the protection of their heritage?**

The language of the Guidebook is ambiguous and the application of these policies is so “loose” that we wonder what “planning tools” are actually assuring the result of “good planning?” This Guidebook does not further the goals of the Municipal Development Plan, to “[r]einforce **the stability of Calgary’s neighbourhoods and ensure housing quality and vitality of its residential areas**” (section 2.2.5).

The Guidebook is a tool for “**blanket densification**” in the City of Calgary. It provides **no limit on the number of units** to be added to a building form. It allows for **a mix of commercial and residential use** on lots formerly restricted to single-family homes. It lays the foundation for a new Bylaw that could allow **substantial increases in lot coverage and volume of built structures**. This Guidebook signals “deregulation,” which may harm existing communities and may destabilize the real estate market.

Approval of this document would spell an extraordinary delegation of power and responsibility away from elected Councillors to unelected urban planners, who will make decisions at their discretion.

We believe that if the policies of the Guidebook get approved in the current state and applied in the creation of “area plans,” a likely result will be **the emergence of private ordering schemes** (Rosedale, for example, recently voted to adopt “restrictive covenants”). Developers of “new neighbourhoods” already create building schemes that give home buyers some certainty about the future of their neighbourhoods. The current land use bylaw gives home buyers **certainty about what building forms and what uses** will be permitted in their neighbourhoods. **The Guidebook will take away this stability.**

3. Consultation Provisions of the Municipal Government Act & “the Public Interest” of Communities

In conversations about the language in the Guidebook and the method used to communicate these policies to Calgarians, individual citizens and developers have referred to the process as approving policies BY STEALTH and BY EXHAUSTION. Calgarians are not aware of the changes proposed by “Next Generation Planning.” By exhaustion, we are referring to **the speed at which changes in planning documents** are released for us to consider. The last section of this letter looks at the Municipal Government Act (MGA) and the evasion of consultation provisions detailed in the MGA.

Just in the last couple of weeks, the City has moved to change the Municipal Development Plan (MDP) to reduce its incompatibility with the Guidebook. On February 20th, changes to the MDP were announced that include **removing the phrase “low density.”** Sections 2.1, 2.2, and 2.3 **had wording removed that supported specific density types.** The public was given one month to consider the changes; the last feedback session was scheduled for yesterday, the day

PUD2020-0207 Guidebook for Great Communities March 2020 Report

before the Guidebook is considered for approval at PUD. This timeline makes a farce of consultation: Calgarians cannot plausibly be expected to evaluate changes to the MDP, provide comments on them, and **evaluate a new edition of the Guidebook (released Feb.28th) mere days before the discussion of the Guidebook at PUD.** It is our perception that this timeline is either deliberately designed to defeat efforts to understand or impede it or else Council and its drafters believe no one is paying attention. Or both.

Given the scale of change with "Next Generation Planning" in the City of Calgary, it behooves the City to make an extraordinary effort to get the public's attention and to be absolutely transparent in their communication materials.

The City's own statistics make it clear that blanket densification is not needed to achieve the growth goals of Calgary's Municipal Development Plan. The City's website entitled "Calgary is Growing" indicates that by 2039, 70,500 more housing units will be needed in the "developed areas" of the City in order to reach MDP goals. "Up to 57,200 housing units could be developed without rezoning any land. In addition, if we were to develop the lands that Council has already approved for multi-unit development in the Local Area Plans, we could add 62,700 units, providing us with 120,000 units, when the MDP says we only need 70,500! If we were to add the legalization of secondary suites to this equation, which Council approved in 2018 for all low-density districts, then we can explain why blanket densification is not needed to achieve MDP goals.

If there is no need for blanket densification to achieve the goals of the MDP, then the policies set out in the Guidebook directly conflict with serving the "public interest" of communities. Section 617 of the Municipal Government Act states that the goals of the planning and development provisions are "to maintain and improve the quality of the physical environment ... **without infringing on the rights of individuals for any public interest** except to the extent that is necessary for the overall greater public interest." **Destabilizing communities is not in the public interest.**

Communities need policies and planning tools in the Guidebook that can be used to create contextually sensitive development in their area plans. We should be seeing architectural and landscaping guidelines that allow development to be sensitive to context. We should be seeing an urban form (or category of policy) that allows for residential use only and a scale that is tied to a strictly residential use for neighbourhoods. We don't need or want to make all communities look the same in Calgary.

A final comment on deregulation. IF the City of Calgary approves these policies in their current state, we are providing an environment with such LOOSE constraints that we might get poor quality buildings built. Developers in Vancouver are watching what is going on in Calgary right now. The changes to Calgary's planning system could provide an "opportunity" to build without the constraints they know in their home city. Both residents of Calgary and developers in Calgary are telling urban planners and now our Councillors that **we need more restrictions in these policies and planning tools to assure the stability of our communities and protect their integrity.** Please listen.

In Conclusion:

The Municipal Development Plan, the Guidebook, local area plans and revisions to the Land Use Bylaw will significantly change the rules and processes for adding new developments to

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Calgary. The Guidebook is a key link in the chain. We should take the time and effort to ensure that all Calgarians know about it and have the opportunity to voice their opinions.

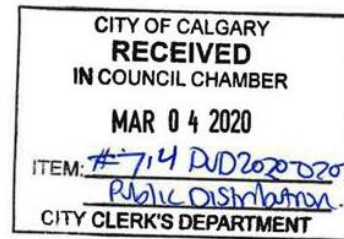
We believe that the Guidebook must *NOT* be approved until these ambiguities are clarified and effective outreach has been undertaken.

Signatories include the following Community Associations: * Wards ¹ 3, 4, 7, 8, 9, 11

Brentwood CA	Houndsfield Heights - Briar Hill CA
Cambrian Heights CA	Elboya Heights Britannia CA
Inglewood CA	Scarboro CA
Elbow Park CA	Mayfair Bel-Aire CA
University Heights CA	Hillhurst Sunnyside CA
Banff Trail CA	Meadowlark Park CA
Northern Hills CA	Triwood CA
Rutland Park CA	Montgomery CA
Scenic Acres CA	

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Members of SPC on Planning and Urban Development
City Clerk's Office, Legislative Service Division #8007
The City of Calgary
Calgary, Alberta



4 March 2020

Objection to the Guidebook for Great Communities

I am writing to object to the proposed approval of the Guidebook for Great Communities coming forward for your consideration. I urge you to defer approval until serious flaws in the content are corrected.

With respect, this plan is not ready to be put into effect. In its present form, it will damage aspects of Calgary's urban landscape that are critical to the liveability of the city.

For context, I write as a resident of a single-family residential neighbourhood, presently under the R-C1 designation. I have lived in Scarboro with my family for over twenty years and greatly appreciate the opportunity to live in such a neighbourhood, a relatively secure inner-city setting, with an exceptionally functional and civic-minded community. A major focus of community action has for decades been centred on protecting the character and liveability of the neighbourhood. Of course, there are many other such single-family residential communities in Calgary, with residents who appreciate their neighbourhoods and are prepared to work hard to defend aspects they value.

Many Calgarians have engaged responsibly and civilly in City planning processes to protect the character of their residential neighbourhoods. The new initiative sweeps aside that cumulative effort, for no apparent net benefit.

The policies for urban planning that have been proposed in the Guidebook and the proposed Bylaw for "low density residential" are complicated. My points are not to detail the proposals, but to speak to their effect.

There are three serious deficiencies that need to be addressed before the Guidebook and related changes go any further.

1. There must be a single-family residential designation

The "Local Housing" category proposed in the Guidebook, combined with a new Bylaw for "low density residential," will effectively remove the R-C1 category, which currently reserves many neighbourhoods for single-family residential use. The new category will allow for light commercial uses, as well as multi-family residential buildings

PUD2020-0207 Guidebook for Great Communities March 2020 Report

This will affect hundreds of thousands of Calgarians in ways that I fear very few are yet aware. Many Calgarians place a high value on R-C1 neighbourhoods, especially for the relative security and calm of such neighbourhoods for certain phases of life. By suggesting a mixed-use definition of Local Housing, the Guidebook removes an important and valued choice, not only for existing residents, but for people considering Calgary as a new home.

2. There needs to be an integration between planning tools and green spaces, including tree canopy and urban forest.

The proposed planning regime does not consider the need to restore and to build the tree canopy in the City. The canopy has been in decline, with an aging stock and severe weather events taking a heavy toll. An urban forest is known to be a vital to the physical and mental health of individuals and communities, for adaptation to climate change, and for energy efficiency. Trees do not survive in small patches, or where light is obstructed by nearby structures. The lower lot coverage and height of structures in single-family residential areas is important to tree-growth. The Guidebook needs to be amended in keeping with the City of Calgary's stated commitment to the health of trees and greenspace.

3. There needs to be provision for notice to residents of applications for developments that are significantly different from current building forms in a neighbourhood, and opportunities to consult and influence such decisions.

Once the Guidebook for Great Communities is approved and proposed changes to Bylaw and districts are implemented, residents of what are now single-family residential neighbourhoods will have little input on decisions to allow commercial developments or multi-family projects on adjacent properties. In the case of contextual Development Applications, there will be no consultation. Residents will be given no notice, no opportunity to provide input and no influence on the character of new developments in their neighbourhood or across their property line.

The planning regime proposed here will reduce the influence of local residents on the evolution and character of their communities. Citizens will still be called upon to engage in local area planning processes, but there will not be the options for single family residential neighbourhoods that currently exist.

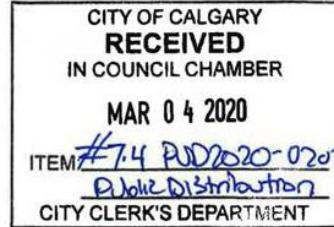
Finally, from a communications point of view, the implications of the new regime for single family neighbourhood needs to be better explained to all Calgarians, and their concerns solicited and addressed before the Guidebook for Great Communities is approved.

Thank you,



Jessie Sloan

PUD2020-0207 Guidebook for Great Communities March 2020 Report



March 4, 2020

City of Calgary, Standing Policy Committee on
Planning & Urban Development
The City of Calgary
PO Box 2100, Station M
Calgary, AB T2P 2M5

**RE: 4 March 2020 Meeting of PUD
Item 7.4 - Guidebook for Great Communities (Guidebook),
PUD2020-0207**

Dear Committee Members,

I may be unable to attend in person today, but I am still hoping to do so. In behalf of NAIOP Calgary, I wanted to share my thoughts on the Great Communities Guidebook.

On NAIOP's behalf, I have been a stakeholder in the Guidebook for over a year now, and I have seen dramatic changes in the Guidebook over that time, with respect to content, communications and proposed policy standing. I think it is quite fair to say there have been challenges with the delivery of the Guidebook before you today, but I would say that much of those challenges are also signs of the City responding to and learning from industry and community input.

I am very grateful to FCC, BILD and others who, with NAIOP, asked PUD to not move forward with the Guidebook last fall, but to give it more time. PUD's leadership in this regard is much appreciated, as the Guidebook version of last fall was absolutely not ready to become policy.

The Guidebook in front of you today will need sustainment efforts and there are still areas within it that fall short of real world guidance, such as the absence of acknowledging the impact of Calgary's rolling and sloped terrain, but NAIOP Calgary believes that today's version of the Guidebook is in a state in which it should move forward.

We will note that there has still been limited testing on tangible examples undertaken with industry and communities, but I have been personally seen two examples now. The most recent was a multi-family project that combined townhouses and

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

apartments, where I had the opportunity to sit down on a one-on-one basis with City Admin, and that meeting last Friday was highly productive and engaged. A number of challenges were mutually identified, solutions were discussed, and it was clear to me at the end of the meeting last week that the Guidebook can provide useful advice and direction if appropriately interpreted and used.

I have heard lots of comments from communities and industry about this edition of the Guidebook, and I would agree with many (but not all) of the areas they identify as outstanding issues. I do not believe the Guidebook should wait for work like Heritage or Growth Strategy to be fully complete for the Guidebook to be useful. I believe that the Guidebook needs to be brought out into the light of day, and that we all begin to work with it so that we can have informed sustainment of the Guidebook and similar policies that are based on real world examples, and it is no longer productive to discuss the Guidebook in the light of "what if".

Working with the Guidebook with the new Multi-Community Plans is the right place for it to continue to grow and evolve and become a better too. I am very pleased that the City has heard from industry and community and has placed the Guidebook in the planning hierarchy below the Multi-Community Plans. It would have been a large mistake to place it in the Municipal Development Plan, or implement it city wide, as it is not ready for that (and neither are communities or industry), and this move alone shows the courage of the City to listen to feedback and implement it.

NAIOP Calgary supports the Guidebook moving forward to become a policy tool provided that it continues to only be implemented within new Multi-Community Plans to provide time for communities, city and industry to gain experience with it, and provided that the City commits to formal sustainment of the Guidebook so that it can quickly learn and evolve as actual experience is gained using it.

Respectfully,



Chris Ollenberger, P. Eng.
NAIOP Calgary
Chair, Government Affairs Committee

PUD2020-0207 Guidebook for Great Communities March 2020 Report



March 4th, 2020

Planning and Urban Development Committee



Re: The Guidebook for Great Communities

The Federation of Calgary Communities (the Federation) is the support organization for over 230 community based non-profit organizations, including 152 community associations. We assist community volunteers in navigating Calgary's planning process and advocate for a community perspective throughout our work. As such, we thank the Guidebook team for the work they have done in moving our City closer to having an implementation plan for the Municipal Development Plan (MDP).

Since the November 4 PUD meeting, the Federation in partnership with the City, have organized four Guidebook 101 sessions (one session was streamed online) and one Planning Exchange. Almost 200 people from approximately 65 Community associations attended the sessions.

The Guidebook is visionary; focused on what the planning will look like for many decades to come, and it will implement some of the vision and goals outlined in the Municipal Development Plan (MDP). We like that the Guidebook will potentially create diverse housing options and move us to more complete communities. We are encouraged by the people-centered approach and look forward to a renewed relationship with community associations and residents as key contributors to the City's growth and change. Further, there are some good urban design policies such as active frontages and human scale development which encourage a more walkable city.

While the Guidebook is a step-forward, there are still some missing tools and policies that we believe should be in the Guidebook since it will be a statutory document and the foundation of the new multi-community local area plans.

Heritage Resources

There are currently no tools in the Guidebook that will protect heritage sites and areas. Many of our communities have heritage sites, areas and cultural landscapes that should be protected. We understand the "Heritage Conservations Tools and Incentives" will be coming to PUD in April, and administration will be looking for Council's direction after the report. Given there is no current timeframe for the tools and incentives, what happens to heritage resources in the interim, especially heritage assets and areas that may not be designated and are not on the inventory list? One of the results of going through the multi-community plan process will be increased flexibility for development across the City. On the other hand, one of the ways to preserve heritage assets are incentives such as density bonusing and transfer, increased flexibility on site etc. Will densifying neighbourhoods reduce the potential use of density bonusing and transfers as a tool for the preservation of heritage?

Once the heritage tools, incentives and policies are completed, how will the policies be included in the Guidebook and will there be potential impacts for those districts that will have already completed their new Local Area Plans? Heritage is very important to a lot of our communities and we need to ensure that adequate policies to protect them are included in the Guidebook.

PUD2020-0207 Guidebook for Great Communities March 2020 Report



The Guidebook encourages amenities such as mobility infrastructure, streetscape improvements, community gathering spaces, heritage resources etc. for communities. Goal #4 of the Guidebook says, “promote varied and inclusive spaces and facilities for recreation, play and outdoor activities close by”. Like the future integration of the Heritage work, we understand that the Established Areas Growth and Change Strategy (EAGCS) project team will be presenting Phase 1 of the report to the Priorities and Finance Committee in May and the policies and tools will be incorporated in the Guidebook.

If communities are asked to identify an “Asset Map and List” and priorities for funding as they go through the multi-community process, then there needs to be funding and investment related to the density. Communities that are accepting more intensity need clarity on what triggers investment and once they get to that point, communities need certainty that their amenities and public realm improvements will be funded to support and match the population growth proposed.

Trees and Landscaping

Trees, plants and green landscaping are an important part of our physical and built environment. They play a crucial role in environmental quality and contribute to livability and community character. This is not limited to solely vegetation on public land but includes private land. With redevelopment, there will be a loss of mature trees and vegetation as we accommodate more units on lots.

According to the Next20 State of the City report, “the increase in trees through City programs and private provision is not enough to meet the 14 to 20 per cent tree canopy goal....Achieving this goal will require investment and policy to support urban forestry and other environmental policies”. As the implementation tool of the MDP, the Guidebook should have stronger policies for tree retention and policies to protect mature trees in established communities for us to reach the targets set in the updated MDP.

We also recommend that tree retention and green landscaping incentives outlined with the “Enabling Successful Infill Development” be incorporated into the Guidebook. This would reduce the hard landscaping that could come with increased density or increased redevelopment flexibility. Reducing hard landscaping would also work toward the MDP Core Indicator of Watershed health, measured by the percentage of city area covered by impervious surfaces.

Policy Interpretation

One of the purposes of the Guidebook is to “provide a consistent system that supports local area planning”. In order to provide this consistent system, the interpretation of policy needs to be consistent as well. The Guidebook allows for flexibility, as every multi-community area is different, how do we ensure the various stakeholders (community, developers, City planners) review and interpret the policies the same way so we can have consistency across the different communities in the City? Administration is recommending that chapter 3 of the Guidebook will be a statutory document only when a local area plan has been created using the Guidebook but on the other hand administration,

PUD2020-0207 Guidebook for Great Communities March 2020 Report



through recommendation 2b, also wants direction “to use the policies of chapter 3 of the Guidebook for Great Communities throughout the built-out areas as guidelines when reviewing development permits”. This is confusing to our communities. One of the changes that was made since November, was that the Guidebook will only apply to new multi-community plans.

Other Concerns

Our communities are concerned with the new Low-Density District work that will be commencing soon. Will RC-1 and RC-2 communities continue to exist amongst RC-G? Will they have a place in the future? We know that this is not Guidebook specific, but this is the biggest concern voiced to us by our members and individual residents.

Engagement and Future Plans

There are several planning projects that are currently under way or will be commencing soon like the Multi-Community Plans, Municipal Development Plan review, Established Areas Growth and Change Strategy, and the new Land Use Bylaw to name a few. We are asking for robust engagement, including input sessions, as we undertake some of these planning projects that will ultimately change the way our City grows and change. We also ask for a suitable and time-sensitive delivery of plain-language communications toolkits that will help community associations further engage with residents. We will also encourage administration to continue with training and support for community volunteers to help with interpretation and implementation of the Guidebook.

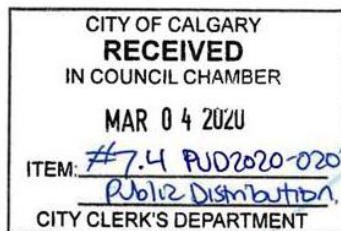
We understand that you will hear many perspectives today, some of which might give rise to you to make recommendations. At this stage, if minor changes to the Guidebook are required then we suggest recommendations be referred to staff and the sustainment team. If there are extensive changes arising on the floor, then perhaps more time is needed for further review before approval.

Thank you for your consideration.

Toun Osuntogun
Urban Planner

Edward Spink
Urban Planner

PUD2020-0207 Guidebook for Great Communities March 2020 Report



March 3, 2020

City of Calgary, Standing Policy Committee on Planning & Urban Development
And All Members of Calgary City Council
The City of Calgary
PO Box 2100, Station M
Calgary, AB T2P 2M5

Re: PUD2020-0207, Guidebook for Great Communities

Dear Members of SPC - Planning & Urban Development:

Acknowledgements to Council and Administration:

BILD Calgary Region (BILD) would like to express our appreciation to Council and, in particular, the Chair and members of SPC on Planning & Urban Development for acknowledging and responding to the comments and concerns of a cross-section of Stakeholders with respect to the Guidebook for Great Communities (the "Guidebook"). By virtue of Committee's direction, BILD suggests we are in a better position today to move forward, given the greater understanding, additional engagement and changes that have transpired in the interim.

BILD would similarly like to thank the members of Administration, a dedicated team, for their efforts to deliver on Committee's direction to build awareness, communicate the vision and intent of the Guidebook, identify appropriate engagement and provide greater clarity on the relationship between the Guidebook and the multi-community plans (local area plans), in particular the North Hill Community Plan.

Hierarchy / "Statutory with Limitations" outside a Local Area Plan

Support: Since November, there has been an adjustment to the approval approach/status for the Guidebook. We understand that the Guidebook, as approved, will be a 'statutory document with limitations' – meaning it is enabled, through the City Charter (not part of the Municipal Development Plan, as was the previous Developed Areas Guidebook). Its policy will have 'statutory' status when the Guidebook is referenced within a Local Area Plan (eg. North Hill multi-community plan).

Support: With this approach, the Guidebook would not require Calgary Municipal Region Board review and approval.

Support: The approach is also more flexible for subsequent amendments and revisions should the future local area planning implementation and sustainment monitoring so warrant.

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PUD2020-0207 Guidebook for Great Communities March 2020 Report

Chapter 3

Support: In parallel, the above noted change of status ('statutory with limitations') will also allow the design policy within Chapter 3 to be applied as a *guideline* for applications with a measure of reasonable discretion and flexibility.

Consideration: BILD members have expressed some concern around how Chapter 3 policies may be applied to smaller scale infill applications, suggesting the scope could be onerous for modest projects, which typically benefit from simplified policy and timely approvals.

Consideration: It has been noted that there are approximately 150 'should' references within the chapter, potentially leading to challenges around what policy has and has not been appropriately applied in projects, possibly increasing the number of potential appeals to the Subdivision Appeal Board.

Neighbourhood Housing Limited scale Local District / Heritage Policy / Public Realm

Consideration: Greater clarity on the final profile of the district for Neighbourhood Housing Limited scale would have benefited all stakeholders in their understanding of the New Gen Planning Tools – BILD appreciates this is a result of limited time and resources and looks forward to working with Administration and stakeholders to advance this work in due course.

Consideration: Likewise, heritage policy (in progress) is highly anticipated yet may require further engagement and impact assessment review prior to Guidebook implementation, particularly if the future proposed heritage policy might have the effect of limiting the Permitted Uses in the Low Density Neighbourhood district.

Support: BILD appreciates Council's direction to create a sustainable funding source for public realm improvements to support growth (dovetailing with the multi community Local Area Plans)

Climate & Resilience Policy:

Support: BILD appreciates adjustments have been made by Administration to Guidebook policy.

Consideration: There are concerns with respect to policy implementation – clarifying expectations, identifying timely processes, a reasonable approach to assessing cost and benefit, and evaluating outcomes, eg. low-carbon feasibility studies.

Sustainment Advisory Committee/Working Group

Support: BILD is highly supportive of Administration's proposal for a framework for an internal and external multi-stakeholder group to monitor, review and assess issues and concerns related to the Guidebook, and other aspects of the Next Gen Planning system, as may be needed for the approach to achieve its highest success.

Respectfully,
BILD Calgary Region



Beverly Jarvis, Director of Policy, Projects & Government Relations

c.c. City of Calgary – Matthias Tita, Joachim Mueller, Lisa Kahn, Carlie Ferguson, Robyn Jamieson

PUD2020-0207 Guidebook for Great Communities March 2020 Report

Cliff Bungalow – Mission Community Association

Mailing Address 1811 – 4 Street SW, Suite 462, Calgary, AB T2S 1W2



March 1, 2020

To Members of City Council



Re: Guidebook for Great Communities

The Guidebook for Great Communities is going to be considered at SPC on Planning and Urban Development on March 4. As all members of Council can attend this important meeting, we are sharing this letter with all of City Council.

This document is going to have a significant impact on our community as well as all other communities in Calgary. So we need to make sure this document is the best it can be. This letter will outline some of our concerns.

In many ways, the community of Cliff Bungalow – Mission is already a great community:

- We are the third densest community in Calgary.
- Our current land use districts will allow even more density.
- Unfortunately this has led to a significant loss of heritage buildings in our community.
- We are very high on the walkability scale.
- We have a wide variety of places to gather, celebrate and interact with all kinds of people.
- We have a wide variety of housing types.
- Our Main Street (4th Street SW) serves not only our community but also all of our adjacent communities.
- We have a great sense of community through our many community events.
- We celebrate our heritage through many forms including our award winning history book, community heritage plaques, special street signs and community entrance signs.
- Overall we believe that we are an example of a complete community.

While some of the Guidebook is good, we do have some concerns:

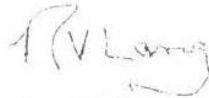
- There is a lack of heritage policies – this is very important to our community being a heritage community.
- There should be policies for Heritage Streets, Heritage Communities, and Heritage Districts.
- A Heritage Overlay policy should be included – our community has supported this for some time.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

- Incorporating these kind of heritage policies into this document can provide more weight in planning and development matters than if those policies are in a separate document.
- It is not clear to us on how we can retain the unique character of our community.
- There is uncertainty in how this document will be interpreted.
- There is no clarity on how this document will translate into a new Land Use Bylaw and how that will impact our community. This becomes a question of trust.
- Tall buildings create shadows so there should be policies on minimizing shadowing impacts.
- There is a concern that this document will be an excuse for major changes in scale and loss of heritage.
- There should be a definition on density limits in older communities and how that will be determined.
- How will flood issues and policies be incorporated?
- How will the public realm and infrastructure be financed?
- Has the testing of this document been sufficient?

We understand the importance of this document and why it has been created. We hope our concerns will be considered.

Yours truly



R. V. (Bob) Lang, President
Cliff Bungalow – Mission Community Association

PUD2020-0207 Guidebook for Great Communities March 2020 Report

CONSENT TO
DELIVER/SHARE
PUBLICLY
ca



ATTN: Standing Policy Committee on Planning and Urban Development (PUD) Members

RE: March 4 2020 Meeting of PUD
Item 7.4 Guidebook for Great Communities – PUD2020-0207
Item 7.5 North Hill Communities Local Area Plan - PUD2020-0164

BACKGROUND

Bridgeland-Riverside has been working on local area planning since 2016. Concepts in the original "Developed Areas Guidebook" were piloted in our neighbourhood, and we did much leg work that has resulted in DAG policies finding their way into the proposed Guidebook for Great Communities.

We have been active participants in all stakeholder processes offered during this period, and our very-engaged planning committee feels as well informed as it is reasonably possible to be about what is going on. Despite that, though, we are—in fact—very confused about many issues today. We have been asking critical questions for months with the intent of better policy and better outcomes being achieved for the benefit of all. It is in this vein that again today we participate in this ongoing work.

Although I will shift gears here in a moment, my remarks would not be entirely honest if I did not emphasize the outcome of our particular effort to achieve local area planning. After two years and hundreds of volunteer hours being committed, our Community Advisory Committee resigned the process *en masse*. That was not done angrily but it was done purposefully, and nevertheless we found ourselves needing to emphasize our resignation in strong terms before it was ultimately taken seriously by the City of Calgary Planning Department.

The point being that our community—long the champion of the goal of updating its Area Redevelopment Plan—found it impossible to proceed with the City's rushed compulsion to have us join a late stage multi-community North Hill Plan in November 2019. That wasn't because of the consolidation of communities; we understand that point. It was because the process was rushed and confused, and we could see no real evidence that prior engagement was being taken into account. Further we felt there were far too many dots that needed connecting and too many missing pieces to move ahead. We elected to get off the bus because there was no route map, and so we had no sense at all of the destination.

PROPOSED SOLUTIONS:

But instead of spending my time today lamenting what has been wrong with this process to date we are going to take a "solutions forward" tone. We are here to outline what we think needs to be done to get both the Guidebook and the Local Area Plans to a place we can support. We

PUD2020-0207 Guidebook for Great Communities March 2020 Report

are going to ask critical questions Council should consider before the Guidebook should proceed.

SUGGESTION 1: FIX THE ORDER OF OPERATIONS

So today we start here...page 147 of the Guidebook for Great Communities (Attachment 1). Houston -I mean, Calgary - we have a problem. How will implementation occur where the MGA section 635 subsection (ii) requires a land use bylaw that identifies permitted and discretionary uses? In practice the Guidebook can say whatever it wants about uses – but the rubber hits the road with what will get built with land use zones. Why pass a Guidebook when it is divorced from the bylaw building blocks? The guidebook recommends policy that isn't yet embodied in bylaw – how does that work? If you think the SDAB is busy now, just wait for North Hill LAP to pass and function while still using the existing bylaw.

At present this is all out of sequence – implementation of the guidebook rushing ahead without knowledge or consultation about what will actually be implemented at the level of land use and the rules guiding the development of private property i.e. Bylaw. It appears essential to us to write the Guidebook and the new LUB together – then pass them concurrently so there is a clear legal framework for implementation in place.

SUGGESTION 2: ENSURE ALL TOOLS ARE IN PLACE PRIOR TO APPROVAL

Further the Low Density Residential Category is still to be determined and rules written. Councillor Carra recently shared an article on Twitter called, "Best practices for ending single family zoning". (And I know there's a line-up of communities here to find out if this is in fact the goal of this Council.) However, in Bridgeland, this illustration from that interesting article (Attachment 2) shows something we have been advocating for in our community for a long time. It shows how a structure shaped and massed like a single-family home could keep that shape and mass but just have more people living in it. This is exactly the sort of solution we have been asking for in Bridgeland. A 2.5 storey form, respectful of neighbouring heritage built forms, setbacks and existing lot pattern and still increases population density in a sensitive way! However this cannot exist in Calgary today because ...guess what...it needs a new LUB! The article also recommends several low density districts dividing up 2.5 storey forms and 3 storey forms and placing 3 storey developments only in certain geographic locations...but I digress...

According to the Municipal Development Plan, density is a population concept. It's not necessarily about building more cubic feet of living space above ground, but about considering the efficient use of space overall. But here is what we see in Bridgeland in the areas that would likely become Low Density Residential within the Guidebook structure, under the current LUB. We do **not** generally see applications for creative and more efficient uses of space. Instead we see often rental homes that currently provide affordable housing, often containing a combination of legal and illegal suites, and worth perhaps \$500,000 to \$600,000, being torn down to create a so-called "missing middle": two side-by-side duplexes that will sell for \$900,000 to \$1,000,000 each. This is not a hypothetical. We saw exactly this story this past week.

A Guidebook implemented without creative and supportive LUB solutions is a recipe for gentrification in our neighbourhood, not a recipe for creative densification.

The City has identified what it calls a "perceived risk" from some stakeholders that

PUD2020-0207 Guidebook for Great Communities March 2020 Report

the Guidebook changes land use districts on the ground. The City further admits "While the Guidebook itself does not change any existing land use on the ground, it does set up the framework for the delivery of potential new districts".

Listen: we can accept this straight out of gate -that the Guidebook does **not** literally do what some who are frustrated say it does, and it will **not** result in the City-initiated rezoning of R1 and R2 – but the facts are: the areas identified by the Guidebook as Low Density Residential—the areas where single family homes, duplexes, and rowhouses (indeed, everything below three stories) is considered the same—will be blanketed with an assumption that, whenever an applicant is ready, they will indeed be easily rezoned in our experience....Bridgeland didn't even get nearly this far – even before the ink had dried on **one version** of a **draft** ARP plan (that wasn't even published publicly), that draft was used at Council by a developer/applicant and a successful rezoning occurred in the Bridges to allow a site to go from 8 stories to 15 stories – so please don't pretend this isn't how this works. In our experience when you paint colors on a map it usually equals a rubber stamp.

Further the City report states, "There are several risks if the plan is not approved including direct impacts to other Next Generation Planning System projects and deliverables. This included implementation of the Guidebook in other areas of the city as well as the EAGCS and Heritage conservation tools and incentives." WHY?

Administration writes that if this Guidebook isn't approved, "there could be impacts to the overall program including delays as well as reputational risk and loss of stakeholder trust in the Next Generation Planning System" – newsflash – we're already there folks!

You need to show your tax paying residents you have your ducks in a row on this...heritage tools in place, low density residential rules written, and financial tools in place to deliver and encourage intelligent and efficient density with amenity.

Let's just take stock of the present situation as well... Chapter 3 of the Guidebook is now being recommended as a guideline and only for implementation when specified adopted by multi-community LAPS -yet to be determined. And all of this on top of what exists already. We already have the old Developed Areas Guidebook applying on some main streets – as in Bridgeland. The result is not just a patchwork quilt. In many cases, as a practical matter, it will be indecipherable, at least for the typical owner of private property.

SUGGESTION 3: FIX DISTRICT LAPS

Crescent Heights wrote an excellent letter dated Jan. 30, 2020. We agree wholeheartedly about the missing details of the LAPs which you can read in PUD2020-0164 Attachment 6 Letter 1 -section 2 local area plan contents. The sentiments expressed there are similar to those expressed by our team who quit the North Hill initiative. And **please** note: at present Administration and Council are facing a lot of communities who have found themselves within North Hill and who are now opposing it. And, of course, Bridgeland-Riverside, who exited the plan...this should be a major red flag.

There are not enough tools available at present for this to proceed except at the significant risk of change sacrificing character and community feel - how can you proceed without this in place? The Municipal Development Plan is very clear that such goals must be pursued in balance, and not one at the expense of the other.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

SUGGESTION 4: TELL PEOPLE THE TRUTH

This is all being sold today in a manner that we feel is intellectually or politically dishonest.

"Great communities for all" is a slogan, and sloganeering in favour of a "great communities" future and it isn't transparently telling people they now might have a rowhouse or small apartment next door, mid-block, and without creative built-form options available to ameliorate the outcome. It isn't telling people that blanket neighbourhood recharacterizations will likely lead to blanket rezoning, and, in our experience, from there it will lead to a "building up and out" (more **density of cubic feet, and gentrification**) with no real delivered **efficient and affordable new density of dwelling units**.

Asking people if they'd like to be able to walk to a grocery store is very nice if but not very honest if you fail to be specific about how density of population is theoretically going to be delivered. And I say "theoretically" on purpose. We do not have confidence in the current approach, except as a means to see more of what we have seen already. We have not seen more dwelling units efficiently and affordably being delivered, despite endless and flexible "spot rezoning" under all existing LUB categories and even under "direct control" districts. The LUB can't do the job that is needed to be done today.

Given Council's emphasis on public engagement and if the tables were flipped - Imagine if a developer came to a public hearing and said this..."We haven't (done public engagement) because we want to do this differently, because that type of engagement hasn't been working in the past to actually get us to the outcomes we want." This would not bode well for this presumptive developer. This is a direct quote from the City's Coordinator for the legislation and the land use bylaw team, with Calgary growth strategies quoted in The Sprawl news.

Bridgeland CA recently held a Townhall meeting to inform its constituents about the Guidebook and its impacts – there was standing room only and a lot of questions. It is fair to summarize by saying that the vast majority of those attended were apprehensive to the pathway being talked about today. People are looking for what the Municipal Development Plan promises, which is an informed understanding of the path ahead. Bridgeland-Riverside got off the bus. Where is the route map?

The MGA establishes clear direction on engagement of directly affected persons and their ability to participate effectively in statutory planning changes. A suggestion moving forward is to adopt a strategy from Minneapolis 2040 which drills down to a lot by lot map of "How your block could change". (Attachment 3/4) The February display at the Central Library and breadcrumbs ads in community newsletters has not nearly the reach of individual letters to property owners, as was done with the secondary suite legalization initiative.

CONCLUSION – WHAT'S THE HURRY?

The biggest question today perhaps is: what is the rush? Constantly those who want to ask questions now are accused of delay, of being the enemies of progress. But asking somebody who is rushing needless to slow down is not asking for delay. It is asking for a thoughtful and respectful process, or possibly it's asking somebody who is out of control to please get a grip. The MDP was passed over a decade ago. We have to crap ourselves to get this done now? Except for the fact that this council is facing re-election in 14 months - what's the rush? Filling in the blanks with these missing pieces will go a long way toward building and rebuilding trust in the competence of the City to manage these growth objectives within the established areas.

PUD2020-0207 Guidebook for Great Communities March 2020 Report

The current approach of "just get on board and trust us it will all work out" is not going to fly right now.

Getting this right first, not piecemeal, will prevent a TON of calls to your offices, lengthy council hearings, and an otherwise inevitable continuation or increase in SDAB appeals.

Finally, to tell you the truth, if new concepts of Low Density Residential with modified building typologies were proposed across the board – throughout the City – Minneapolis style, and with tools in place – I think we, Bridgeland-Riverside, would be the first ones to say yes. I know that's a controversial idea and I don't say it because I intend to express any hostility to R1 neighbourhoods, or anything like that. I say it because it would be a clear and fair approach, and it would remove development pressures on certain communities only – It would be a clear announcement - here's the new era. The market could then adjust to the new planning system, and I think most R1 communities would be just fine. I realize that idea is not on the table right now (although we have advocated for it) but I want to finish on that theme. The theme is: be clear first, be fair. Don't implement in a backhanded way. Don't ask some communities to go first in order to 'test'. It isn't 'testing' to impact local character first the wrong way, when impacted local character can't be restored.

So our suggestion, then is, please hold off – write the bylaw changes, tweak the guidebook, pass the heritage policy, write the low density districts – have district plans with texture that is capable of addressing the outstanding "local" and "character" issues that communities need addressed in order to get on board, get legal alignment – TELL people how it will directly impact them and do it citywide.

If it's the right thing to do, tell the story, and do it right.

Ali McMillan
Planning Director

PER: BRIDGELAND RIVERSIDE COMMUNITY ASSOCIATION BOARD OF DIRECTORS

PUD2020-0207 Guidebook for Great Communities March 2020 Report

ATTACHMENT 1

ISC: Unrestricted

LOCAL AREA PLAN CHAPTER 4: IMPLEMENTATION AND INTERPRETATION

This chapter in a local area plan will include policies regarding implementation, status and interpretation of the plan.

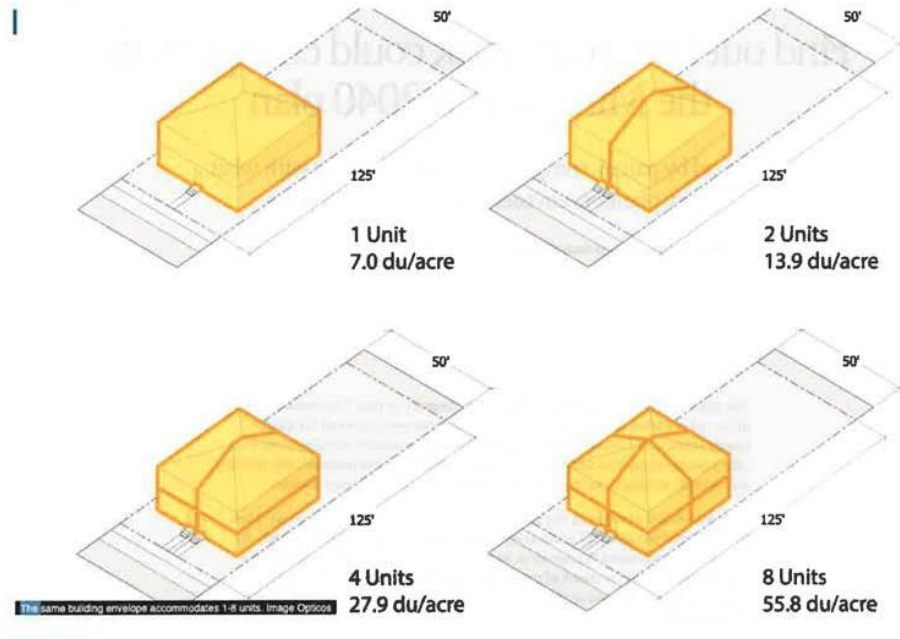
Guidebook for Great Communities

PUD2020-0207
ATTACHMENT 2

Page 147 of 147

PUD2020-0207 Guidebook for Great Communities March 2020 Report

ATTACHMENT 2: <https://www.cnu.org/publicsquare/2020/02/25/best-practices-ending-exclusive-single-family-zoning>



PUD2020-0207 Guidebook for Great Communities March 2020 Report

ATTACHMENT 3: <http://www.startribune.com/find-out-how-your-block-could-change-in-minneapolis-2040-plan/489889431/>

Find out how your block could change with the Minneapolis 2040 plan

Parcel by parcel, compare the current zoning with what
city planners envision over the next 20 years.

By Alan Palazzolo and Andy Mannix • Star Tribune | LAST UPDATED DECEMBER 7, 2018



The plan approved by the Minneapolis City Council on Dec. 7 upzones the city to allow for triplexes in all neighborhoods, even those now reserved for single-family homes, and 3-to-6 story buildings along some transit corridors. The plan offers guidance on how to keep Minneapolis affordable, environmentally friendly and racially equitable as the population grows over the next two decades.

Since its release this spring, the plan has sparked a vigorous debate on whether the proposed changes will adequately accomplish this ambitious vision for the future, or if such rapid change all at once will invite developers to destroy the city's characters in the name of profitable multi-unit housing. The City Council made numerous changes to the proposal, which will now be submitted to the Metropolitan Council.

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ATTACHMENT 4: <http://www.startribune.com/find-out-how-your-block-could-change-in-minneapolis-2040-plan/489889431/>

Metropolitan Council

The searchable map below allows you to discover what the approved plan allows in your neighborhood.

Search an address or place in Minneapolis

- Core 50
- Corridor 3
- Corridor 4
- Corridor 5
- Interior 1
- Interior 2
- Interior 3
- Parks
- Production
- Transit 10
- Transit 15
- Transit 20
- Transit 30
- Transportation

