

STAKEHOLDER OUTREACH ROLES + RESPONSIBILITIES

WHAT IS OUR ROLE? WHAT IS YOUR ROLE?

Clarifying community outreach roles and responsibilities connected to planning and development projects helps determine who does what, and builds a baseline understanding of the threshold of responsibility across all roles in building a great city. As the proponent of an applicant initiated development proposal, the project team has the associated responsibilities of the outreach lead.

APPLICANT (LEAD)

The lead is the primary decision maker for the project leading up to a formal decision of approval/refusal by the designated City decision-making body.

- Notifies stakeholders of the project and any opportunities to learn more or provide input.
- Determines the negotiables and non-negotiables for the project and what is/isn't open for public input.
- Communicates the constraints and clarifies the scope of the conversation.
- Provides clear, concise, transparent and accurate information.
- Holds a respectful conversation.
- Reports back if/when collecting input and provides City decision makers with a summary of the community outreach approach that was taken.
- Keeps stakeholders in the loop and closes the loop when decisions are made.

CITY ADMINISTRATION (SUPPORT)

The support assists in the outreach process by providing the applicant, community/member-based organizations, and the wider community with information, tools and resources to improve understanding and aid in the overall success of the outreach process.

- Shares information about City goals and policies.
- Explains The City's review and decision-making processes.
- Clarifies community outreach roles and responsibilities.
- Creates tools and resources for participants, connectors and leads to help them be successful in their outreach roles.

COMMUNITY/MEMBER-BASED ORGANIZATIONS (CONNECTOR & PARTICIPANT)

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.

- Where possible, shares local information and insights to help build understanding and inform outreach plans.
- Where possible, helps raise awareness of opportunities for people to get involved in local planning projects.
- The Community (Participant)
- The participant participates in the outreach process.
- Seeks out information and is informed.
- Listens and participates respectfully.
- Respects the scope of conversation and project constraints.
- Provides appropriate feedback and remains open to different ideas.

CITY COUNCIL AND THE DEVELOPMENT AUTHORITY (DECISION MAKER)

The decision maker is responsible for making the final decision to approve/refuse the planning or development application.

- Reviews and considers proposed planning or development application.
- Reviews and considers the outreach strategy/rational/approach and any feedback that may have been collected.
- Approves/refuses the planning or development application.



Community Outreach on Planning and Development

Visit <https://www.calgary.ca/PDA/pd/Pages/Community-Outreach/Applicant-Outreach-Toolkit.aspx> for a resource available to anyone who is interested or involved in the community outreach process connected to the planning and development of Calgary and our communities.

STAKEHOLDER OUTREACH PROCESS

APPROACH

The project team is committed to a best-practice and meaningful project outreach strategy. The team's stakeholder outreach process is designed to provide all interested stakeholders with ongoing opportunities to learn more about the proposed change and development vision, and to share their thoughts and feedback with the project team throughout the application process.

STRATEGIES



Engagement Web Portal
www.engageGreenwich.com



Engagement Email Inbox
engage@civicworks.ca



Engagement Phone Line + Voicemail Inbox
587.747.0317



On-Site Signage
Installed following application submission, featuring project information, project website and team contact details



Neighbour Postcards
Canada Post delivery to ~1,250 surrounding area residents within 1.0km of the subject site following application submission
** Unfortunately, postcard notices could not be delivered to residents of Greenwood Village due to Canada Post Admail delivery route restrictions.*



Stakeholder Communications + Meetings
Ward 1 Councillor's Office, Bowness Community Association, Greenwood Village Residents Association, and local area residents working group

WHAT WE HEARD + TEAM RESPONSE

OVERVIEW

Our outreach process was designed to provide multiple opportunities for stakeholders to learn about the vision for the site early on and to share their thoughts – all with the intent of maintaining a respectful and transparent conversation. Through our numerous outreach channels and strategies to date, we heard from a variety of stakeholders. Melcor and the project team would like to thank all participants for getting involved.

In reviewing feedback collected to date (Feb. 12, 2020) the project team has identified a series of key themes raised by stakeholders. The themes outlined in the following pages are broken into: 1) What We Heard; and 2) Team Response.

Each team response attempts to address the questions, comments and input received throughout the process. Each key theme includes example verbatim comments collected during the outreach process.

BALANCING MULTIPLE INTERESTS

An outreach process is more than a compilation of input by the project team. Our role, as the outreach lead, requires active listening to determine the root issues underlying individual statements, and reconciling often competing interests and points of view to arrive at evidence-based planning and design solutions. The array of interests that influence any development project include, but are not limited to:



Calgary's Growth & Development Vision

Planning for the next generations of Calgarians



Project Design Principles

Key guiding principles for desirable design and development



Local Area Policy

The existing policy framework that guides development



Stakeholder Feedback

What various stakeholders think and say about an issue



Economic Viability

The needs of the developer to create a viable project

KEY THEME BUILDING HEIGHT

WHAT WE HEARD

Some stakeholders expressed that the existing 16m maximum building height should be maintained. Additionally, some stakeholders expressed concerns about the development of mid or high rise buildings. Some stakeholders suggested concentrate building mass to the southern portion of the site.

EXAMPLE VERBATIM COMMENTS

"...proposed high rise monstrosities that will annihilate our privacy, our natural environment even further, and threaten our precious community."

"...a slippery slope that will pave the way for allowance of further "skyscrapers" being built in Bowness."

TEAM RESPONSE

The proposed land use redesignation is the direct result of further planning work, supporting studies and the stakeholder feedback received during the outreach process. Coupled with a proposed site-specific policy amendment to the Bowness ARP, the project team's approach aims to balance Melcor's development goals with unique site conditions and need to provide all stakeholders with a greater level of certainty for a high quality development outcome on this special site.

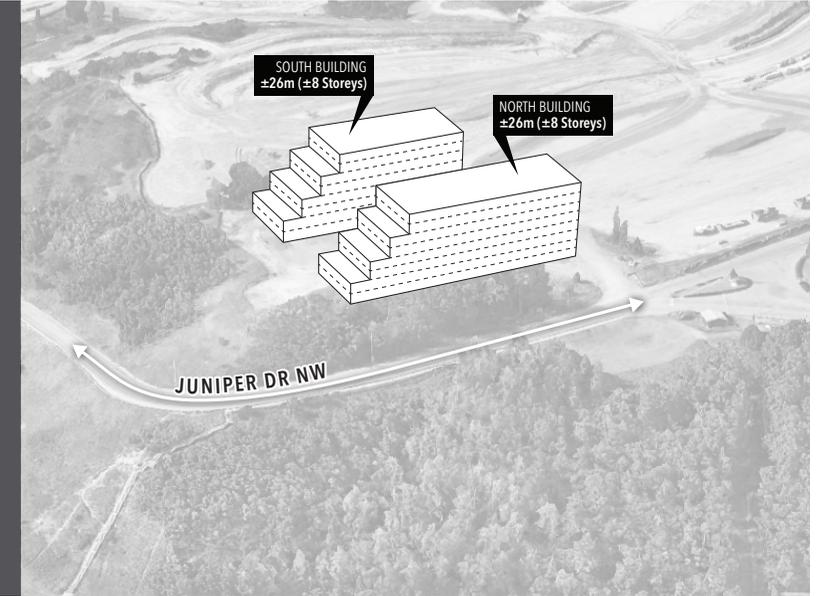
The proposed Direct Control (DC) District is designed to facilitate the transition of both building height and mass across the site, from north to south. The proposed DC District also includes a custom 18m building setback from the northern property line, providing a substantial development buffer from Juniper Drive NW and the Bowness escarpment lands to the north.

The northern DC Site 1 makes up ±54% of the total site area and will continue to be governed by the same low rise M-C2 building height and massing rules in place today, with a maximum building height of 16m (4 to 5 storeys) and an additional 18m building setback from the northern property line.

To achieve a balance of building height, mass and viable unit densities across the subject site, the southern DC Site 2 – accounting for ±46% of the site – will be governed by rules of the M-H1 District, with a revised maximum building height of 32m that will facilitate the development of a new ground-oriented mid-rise building of 9 to 10 storeys.

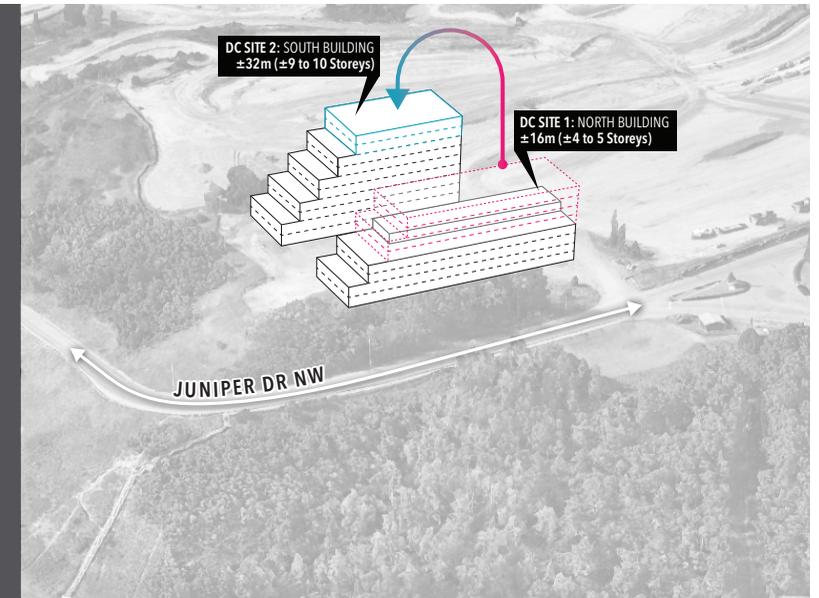
ORIGINAL LAND USE REDESIGNATION APPLICATION JUN. 2020

Standard M-H1 District rules to apply to the entire subject site, with a maximum building height of 26m.



REVISED LAND USE REDESIGNATION APPLICATION FEB. 2020

Custom Direct Control (DC) District transitions building height and mass from north to south across the site. The northern DC Site 1 will continue to be governed by the same M-C2 building height and massing rules in place today, with a maximum building height of 16m and minimum 18m setback from the northern property line. The southern DC Site 2 will be governed by M-H1 rules and a maximum building height of 32m.



KEY THEME SHADOW IMPACTS

WHAT WE HEARD

Some stakeholders expressed that the existing maximum height should be maintained, which would allow for buildings that are a maximum of 16m (4 to 5 storeys) high to be built on the subject site today. Additionally, some stakeholders expressed concern with the potential development of 9+ story buildings or towers. Some stakeholders suggested staggering the building height across the site to concentrate building mass to the southern portion of the site.

EXAMPLE VERBATIM COMMENTS

"We also have concerns about the privacy and feeling of overshadowed by large buildings above us."

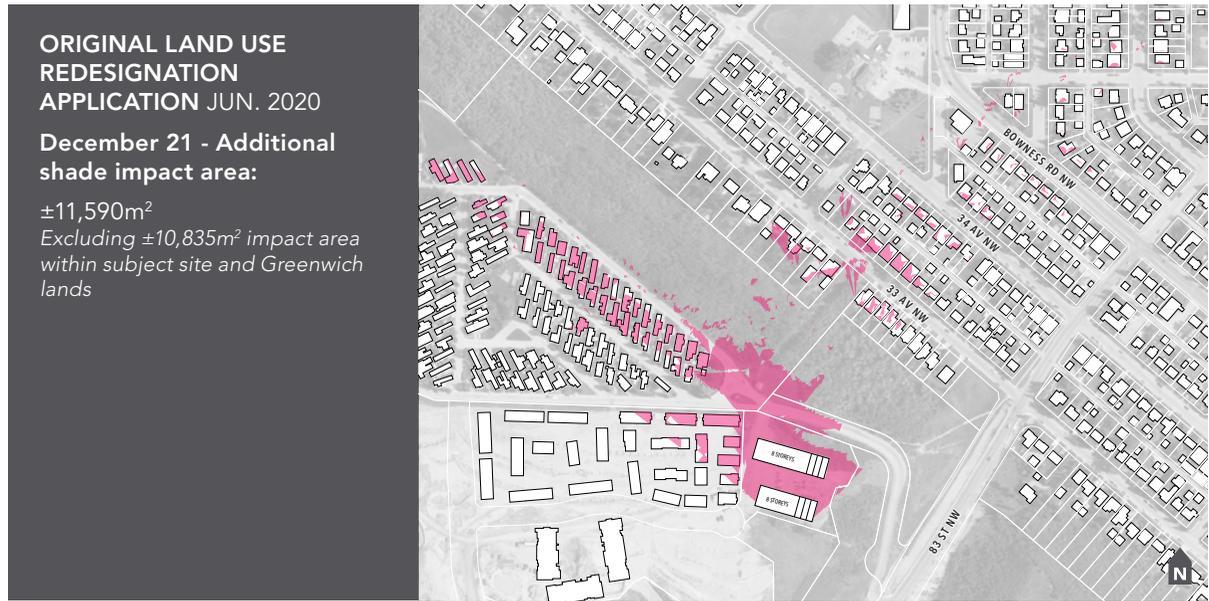
"...a decrease in sunlight for the many homes immediately below the hill (on the north side of 33rd Ave., and 34th Ave.) will be in the shadow of the towers and have very limited sunlight during the winter months."

TEAM RESPONSE

In response to stakeholder feedback, the project team has undertaken a comparative shading study of the original and revised land use application. The shading studies highlight areas that would experience an increase in total shade time over the course of the entire day as a result of future development on the subject site. To ensure the comparison considered a 'worst case' scenario, the studies evaluate shading impacts on Dec. 21, when the sun is lowest in the sky, daylight hours are shortest and shadows are longest.

The comparative shading studies show that the revised Direct Control District approach results in a significant 45% reduction in additional shade impact area. Additionally, the studies show that the additional shading impact was primarily contained to existing building rooftops, with significant reductions in amenity space and natural area shading.

It is important to note that the shading studies did not consider the shading impact of existing area vegetation. Today, dense 8-12m tall mixed vegetation along the escarpment lands also casts shadows on the residential properties below the escarpment. As per Bowness ARP policy, careful consideration of building design, massing, and placement will be used to mitigate shadow impacts at the Development Permit stage.



KEY THEME VISUAL IMPACTS

WHAT WE HEARD

Some stakeholders have expressed that the proposed land use change will result in buildings that are visible from Bowness, with associated negative impacts to the character of the surrounding community.

EXAMPLE VERBATIM COMMENTS

"I condemn this proposed plan, as it would alter the quality of life for many residents in the Bowness community."

"...the height of the buildings allowed under this redesignation will negatively alter the views for residents of west Bowness."

TEAM RESPONSE

In response to stakeholder feedback, the project team has undertaken a comparative building visibility study of the original and revised land use application. The visibility studies highlight areas of conceptual building envelopes that would be visible to an observer standing at 83 Street and 33 Avenue NW. This location was selected in consultation with City of Calgary Administration to ensure the comparison considered building visibility from a location that was generally not screened by other buildings or features.

The comparative visibility studies show that the revised Direct Control District approach results in a significant 38% reduction in visible building face area. Additionally, the studies show that the additional visibility impact would be concentrated in the southern portion of the subject site, well back of the escarpment and adjacent natural areas.

Given the subject site's elevated location, any form of development – including the currently allowable 16m (5-story) building envelope – would be visible from surrounding areas. It is important to note that dense 8-12m tall mixed vegetation along the escarpment lands currently blocks views up to the subject site from the residential properties below the escarpment.

Today, Greenwich is taking shape as a distinct mixed-use urban village with a diverse range of housing options for Calgarians, underpinned by high standards of architectural design and a distinctive urban character. As per Bowness ARP policy, careful consideration of building design, massing, placement, and materiality will be used to mitigate visual impacts at the Development Permit stage.



KEY THEME PRIVACY IMPACTS

WHAT WE HEARD

Some stakeholders have expressed that the proposed land use change would adversely affect the privacy of residents living below the escarpment lands.

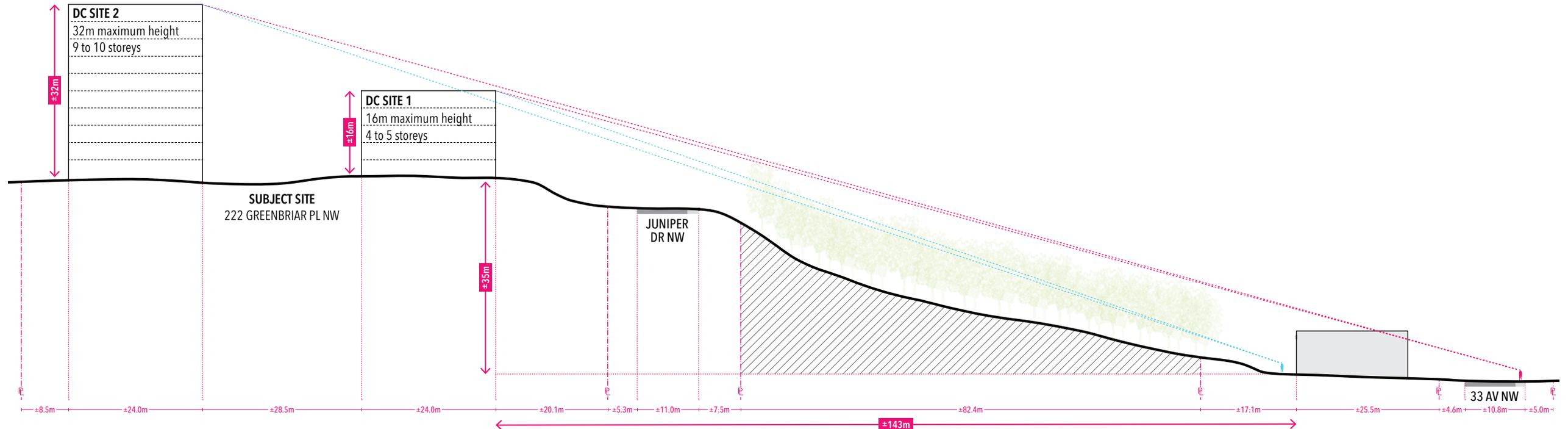
EXAMPLE VERBATIM COMMENTS

"I purchased here because I did not want to live in a fishbowl and now you want to build a high rise looking over my private yard? I will protest this in any way I can."

"...significant decrease in privacy for citizens who live on 33rd Avenue NW in the block closest to Bowfort Road."

TEAM RESPONSE

Potential privacy impacts to properties below the Bowness escarpment are moderated by dense 8-12m tall mixed vegetation along the escarpment lands, which provide a natural buffer and span well over 100m between the boundaries of Juniper Drive and the low-density residential homes along 33 AV NW. The conceptual Architectural Design Study presented by the project team as part of the application process contemplates conceptual buildings that are setback a minimum of 18m from the site's northern property line and are over 140m / 460ft from the next nearest low-density residential building below the escarpment. As per Bowness ARP policy, careful consideration of building design, massing, placement and materiality will be used to mitigate privacy impacts at the Development Permit stage.



KEY THEME DENSITY

WHAT WE HEARD

Some stakeholders expressed that the existing density should be maintained, which would allow for a maximum of 43 units to be built on the subject site today.

EXAMPLE VERBATIM COMMENTS

"A big NO to your plan to create a High-Density District in Greenbriar on the former Romeo and Juliet's Castle site."

"...a significant increase of the local population with potentially 800 new residents in this one tiny area of the hill alone."

TEAM RESPONSE

The proposed land use change would allow for densities and built forms that are in line with present day policy, infrastructure improvements and market conditions. The 2015-era M-C2f2.5d42 land use district that governs the site today was the direct result of previously existing transportation network constraints and now obsolete site-specific density caps within the Greenbriar Special Study Area. These density caps were based on a now obsolete Transportation Analysis and 2010-era transportation network. The density limit placed on the subject site in 2015 significantly hampered the development opportunity of these unique lands (previously referred to as Cell 4 in the original Bowness ARP and capped to a maximum of 21 to 45 units).

Since 2015, significant transportation network upgrades have been completed, including Bowfort Road / 83 Street NW improvements and the Trans-Canada Highway & Bowfort Road Interchange. These major enabling transportation network improvements, combined with ongoing approvals and local area planning work have resulted in the removal of site-specific density caps, which were designed to limit development until such time as the network was upgraded. The density of the Greenbriar Special Study Area is now governed by a blended minimum of 21 units per hectare / 8.5 units per acre and maximum of 32 units per hectare / 13 units per acre, across the balance of the Greenbriar Special Study Area. The proposed overall density of Greenwich and the subject site falls well within the limits of current Bowness ARP policy.

KEY THEME TRAFFIC + ACCESS

WHAT WE HEARD

Some stakeholders expressed concerns that the proposed land use change would adversely affect local area traffic. Some stakeholders also had a specific concern about the proposed secondary access from Juniper Drive SW and the associated additional traffic along that route.

EXAMPLE VERBATIM COMMENTS

"The new development will already be adding a significant amount of traffic to the community and a high density designation would exacerbate this problem."

"...too large an increase in area traffic."

"We feel that the extra population will lead to over crowded roads..."

TEAM RESPONSE

In anticipation of future development, significant transportation network upgrades have been completed in recent years, including Bowfort Road / 83 Street NW improvements and the Trans-Canada Highway & Bowfort Road Interchange. These infrastructure investments were made to ensure that the site access and traffic flow needs of existing and future area development could be accommodated well into the future.

A 2017 Transportation Impact Assessment (TIA) undertaken by ISL Engineering in support of Greenwich area approvals accounts for up to 1,200 Greenwich residential units, as well as future commercial uses. The proposed density combined with the balance of approved development applications in Greenwich will not exceed the 1,200 unit cap. The TIA also accounted for the future development potential of surrounding area lands and concluded that the local area road network would continue to function well and that no additional improvements were necessary.

The majority of traffic flows associated with the subject site and Greenwich as a whole are accommodated by the internal road network (Greenbriar Place and Greenbriar Way NW, and Bowfort Road). Juniper Drive NW will continue to operate as the primary access route for Greenwood Village as it does today, and will not function as a primary access route for Greenwich or the subject site. A secondary site access point from Juniper Drive at the northwest corner of the site is required for emergency vehicle access.

KEY THEME ESCARPMENT + ENVIRONMENTAL IMPACT

WHAT WE HEARD

Some stakeholders have expressed concern that the proposed land use change would adversely affect the Bowness escarpment natural areas.

EXAMPLE VERBATIM COMMENTS

"I purchased my home...18 years ago and did so because of the fact that the area behind my home was zone park land and would never be subject to rezoning."

"The escarpment, as indicated on Map 3 of the ARP, should be preserved in its natural state."

TEAM RESPONSE

The proposed land use redesignation does not include any lands considered to be a part of the Bowness escarpment. The subject site is also not contiguous with the Bowness escarpment lands, but rather shares an interface with Juniper Drive NW — an active road that supports both vehicle and Calgary Transit bus traffic and is the primary access for Greenwood Village.

A Preliminary Natural Site Assessment undertaken by Westhoff Engineering found the construction of Juniper Drive introduced a considerable physical barrier separating the north Bowness escarpment from the subject site, having also changed the physical nature of the slope south of the Drive. Based on field observations, the study found that residual plant communities and sloped lands south of Juniper Drive to be distinctly different from the residual native aspen forest of the Bowness escarpment. The study noted that the lands south of Juniper Drive have relatively low ecological value and are influenced considerably by weed invasion. In particular, the extensive Caragana patch found on the subject site offers low species diversity and likely provides minimal habitat value when compared to the native aspen forest of the escarpment north of Juniper Drive.

To mitigate potential shadowing impacts on the escarpment lands, the proposed DC District limits building height on the northern portion of the site and mandates an 18m building setback from the north property line. As per Bowness ARP policy, careful consideration of building design, massing, and placement will be used to mitigate shadow impacts at the Development Permit stage.

PRELIMINARY NATURAL SITE ASSESSMENT FINDINGS



KEY THEME POLICY PRECEDENT

WHAT WE HEARD

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EXAMPLE VERBATIM COMMENTS

"If this amendment is approved it will mean the current bylaws will be changed, and there will be nothing to stop Melcor or any future developers from building nine-story towers all along the entire escarpment overlooking Bowness."

TEAM RESPONSE

An outreach process is more than a compilation of input by the project team. Our role, as the outreach lead, requires active listening to determine the root issues underlying individual statements, and reconciling often competing interests and points of view to arrive at evidence-based planning and design solutions. The array of interests that influence any development project include, but are not limited to:

KEY THEME STAKEHOLDER OUTREACH PROCESS + NOTICE

WHAT WE HEARD

Some stakeholders have expressed that they were not given adequate notice of the proposed land use change. Some stakeholders expressed disappointment about the project team being unable to attend a September 4, 2019 meeting of the Bowness Community Association's Planning Committee, where a large number of concerned residents were in attendance.

EXAMPLE VERBATIM COMMENTS

"Residents of Greenwood Village were not informed of this proposal and are the most directly impacted."

TEAM RESPONSE

In addition to the standard notice posting and neighbour notification process required by the City of Calgary, the project team's best practice stakeholder outreach process includes multiple channels to provide surrounding area residents and interested stakeholders with notice of the application, detailed project information and opportunities to share feedback directly with the project team and City of Calgary Administration. Outreach strategies included:

1. On-site Signage (July 5 + 17, 2019): Two 8ft x 4ft City of Calgary notice signs were installed on site as part of the application process, with one of the signs carefully placed to be directly visible from below the subject site. To supplement the City of Calgary's notice posting, the project team designed and custom built prominent and highly legible on-site signage that provides advance notice to neighbours and surrounding community members of a proposed land use change and directs interested stakeholders to find out more and submit their feedback via the project's web portal (www.engageGreenwich.com).

2. Neighbour Notification Postcards (Week of July 1, 2019): The project team delivered ~1,200 neighbour notification postcards to surrounding area residents within ~1km of the subject site via CanadaPost. These postcards outlined the proposed land use change and directed interested stakeholders to find out more and submit their feedback via the project's web portal (www.engageGreenwich.com). Unfortunately, postcard notices could not be delivered to residents of Greenwood Village due to Canada Post Admail delivery route restrictions.

3. Project Web Portal (engageGreenwich.com):

To ensure consistent and easy access to information for all stakeholders, the Applicant team has developed a custom web portal that includes: notice of the proposed land use change; access to a comprehensive Application Brief; opportunities to contact the project team with questions and comments; and contact information for The City of Calgary File Manager.

4. Application Brief: To provide a detailed summary of the proposed land use change, the project team has developed a comprehensive Application Brief that outlines the proposed land use change, planning and policy context, design rationale, stakeholder outreach strategy and the City of Calgary application process. The Application Brief is available in digital form via the project web portal. It is a living document, updated at key project milestones and as an application undergoes further review and refinement.

5. Bowness Community Association Meeting (July 16, 2019): In order to introduce the project and provide an opportunity for discussion and questions, the project team met with members of the Bowness Community Association's Planning Committee early in the application process. The Applicant team felt the meeting was quite constructive and generally positive, with members of the Planning Committee sharing their initial feedback and expressing their appreciation for early dialogue.

6. What We're Hearing Memo (August 30, 2019): Due to short notice and a number of team leadership scheduling conflicts, the project team was unable to attend the September 4, 2019 meeting of the Bowness Community Association's Planning Committee. In advance of the September 4, 2019 meeting of the Bowness Community Association's Planning Committee, the project team developed and shared a What We're Hearing Memo that provided stakeholders with a timely response to the feedback heard to date about the ongoing land use redesignation application. The Memo provided a high-level summary of feedback themes heard to date, along with the project team's response.

7. Local Area Residents Working Group Meetings (October 3, 2019 and February 4, 2020):

The project team met twice with a Local Area Residents Working Group, which included resident representatives from Bowness and Greenwood Village, along with the Bowness Community Association and the Ward 1 Councillor's Office. The meetings provided an opportunity to find out more information about the proposal and discuss key feedback themes directly with the project team. The feedback received at the October 3, 2019 meeting was generally aligned with the key themes and concerns expressed by stakeholders through other outreach channels like the project web portal and direct correspondence to the project team and City of Calgary File Manager. Detailed meeting minutes were recorded and circulated to ensure alignment of all participants on the project information provided by the team and the key areas of feedback shared.

The second February 4, 2020 meeting provided an opportunity to share and receive feedback on the project team's revised application approach, including a custom Direct Control (DC) District and supporting site-specific Bowness ARP policy amendment.

8. Greenwood Village Residents Meeting

(February 12, 2020): As part of a regular series of ongoing Greenwich progress update meetings, members of the project team met with residents of Greenwood Village to provide information about development progress within the Greenwich lands, including the start of construction on the second home of the Calgary Farmer's Market. The team also provided an update on the ongoing land use redesignation process for the subject site and answered related questions.

9. What We Heard Report (February 2020):

Following the conclusion of stakeholder outreach efforts, the project team developed and published online an updated Application Brief and What We Heard Report, which included a detailed summary of key feedback themes and concerns, along with the project team's response and rationale. Notification of the update along with a link to the Report was sent to all stakeholders who submitted feedback.

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