

# Engagement Summary



23-0034772-ADV-26475



## **Together, over a two-and-a-half year period with thousands of participants, a local area plan for the Greater Forest Lawn Communities was created.**

A robust multi-phased public engagement process was undertaken to create the East Calgary International Avenue Communities Local Area Plan (the Plan). Thousands of ideas and comments were shared, compiled, reviewed, and used to shape and refine content and concepts within the Plan.

Throughout engagement, the project team heard interest in changing the name of the “Greater Forest Lawn Communities Local Area Plan” to better reflect the communities included in the Plan Area. Public engagement was conducted in Phase 3 to gather feedback for a potential new name for the Local Area Plan document. As a result, when the proposed Plan is presented to Council for a decision in Fall 2024, it will be recommended that Council approve the name East Calgary International Avenue Communities Local Area Plan as the new Plan name.

# Greater Forest Lawn Communities



# Highlights: Public Participation

From winter 2021 – spring 2024, conversations about where, why and how revitalization and redevelopment should happen took place with a range of participants. Thousands of individuals were involved in the creation of the Plan from

youth to seniors, residents and business owners, community association and development industry representatives and a dedicated and diverse working group that provided in-depth insights and feedback.

**2+ years**

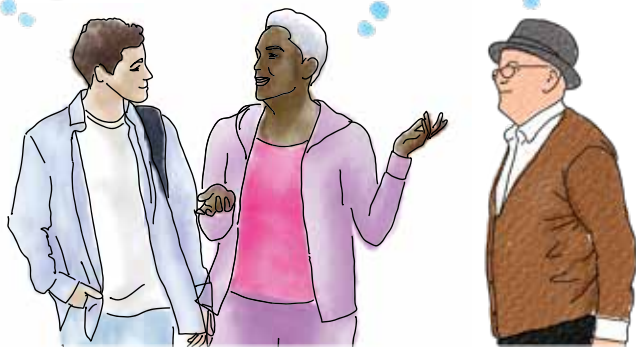
to create the East Calgary International Avenue Communities Local Area Plan

**4** phases of public participation



**14** community association sessions

**9** working group sessions



**53** public engagement events

**4** landowner/development industry sessions

**100** days of online engagement

**93K+** engagement packages & booklets mailed

**24M+** advertisements displayed

**54K+** instances of involvement

**1.6K+** instances of direct engagement participation

**1.2K+** contributions submitted

# Engagement Approach

**WE ARE HERE**



## Phase 0: Discover

Pre-project research, relationship building, and knowledge transfer.

## Phase 1: Envision

Looking back at the past, understanding the present and envisioning the future of the area.

## Phase 2: Explore

Exploring where and how growth and change could happen in the area.

## Phase 3: Refine

Refining the plan and confirming the community improvements.

## Phase 4: Realize

Committee and Council review and decision.

A multi-phased approach enabled discussion, consideration, creation and refinement of the local area plan with participants over time. Information and education about key considerations, benefits and tradeoffs were woven directly into the engagement topics within each phase to build participant capacity as each chapter of the local area plan was engaged on and refined.

A multi-phased approach allowed for education and discussions to start at a broad and visionary level and progress to become more focused and refined through the process. The local area plan itself goes from visionary (Chapter 1) to more focused local-specific guidance and direction (Chapter 2), to very specific investment priorities and implementation options (Chapter 3). Aligning the phases of engagement to the creation and refinement of each chapter provided participants with iterative opportunities for feedback with clear outputs at the end of each phase.

**“The community also seems to have more diversity than some other areas of Calgary and places for members with varying incomes and social situations.”**

**— Participant**



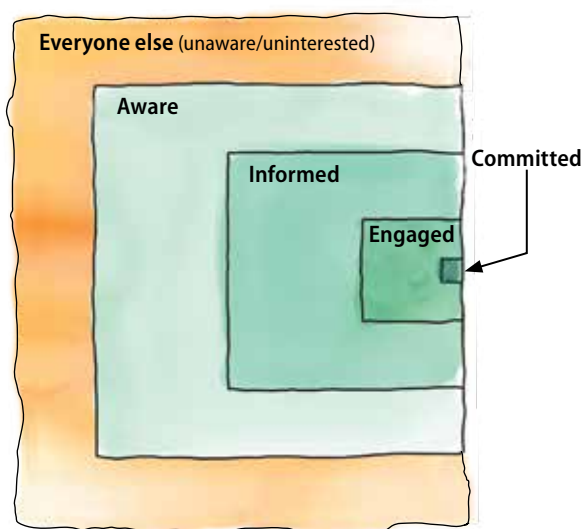
# Engagement Guiding Principles

## 1. Phased Program

The engagement process for the local area planning project was designed as a multi-phased approach. Input was collected at key intervals throughout the planning process to help influence the Plan as it was created and to provide multiple touch points and opportunities for participants to get involved.

## 2. Participation Interests & Intensity

Out of thousands of participants within the Greater Forest Lawn Communities, we know that people will land in various places in terms of their participation interest level. Despite our best efforts, some people will never really be aware or are simply uninterested in getting involved, some are highly engaged and committed, and many fall somewhere in between. The engagement process was designed to cater to a broad spectrum of participation interests and intensities. A broad mix of communications and engagement tools and techniques were used to ensure that people were reached and able to get involved at a level and through a method that best suited their needs. The tools and techniques used for the local area planning project were informed by communications and engagement best practices, local demographics and socioeconomic information, participant feedback, lessons learned through the project, and cultural and equity considerations.



## 3. Inclusive Process

The needs of participants were considered through the process and the project team removed as many barriers to participation as possible. Effort was made to ensure public engagement was accessible to all, despite potential limitations that might prevent them from being included in the process. A key objective was to ensure that at the very least, people within the area were aware of the opportunity to participate and understood that we were interested in hearing from them. Accessibility accommodations were also available for engagement by request via 311.

## 4. Grassroots Conversations

Throughout our engagement process, there was a focus on getting out into the community, building relationships and building mutual and shared understanding. We aimed to achieve this by getting the project team out in the community to meet people where they are, igniting interest and involvement in conversations about change and redevelopment. We ensured the project team met people face-to-face where possible, but also virtually to ensure everyone was able to get involved. Additional efforts were made to meet with local groups through 'coffee chats' and through our Creating Cultural Connections efforts where we made connections with local community leaders to support community-based conversations. A key objective was to ensure the topics being discussed and opportunities for involvement were presented and discussed in ways that were clear, understandable and inviting. Another key objective was to be open, honest and transparent in all conversations and to be available to meet and answer questions at any time through the process.

## 5. Clear Engagement Reporting

Transparency and an open process was demonstrated through clear reporting and connecting the dots between the input that was provided and how it was considered as decisions were made through the process. What We Heard reports that shared verbatim feedback as well as key themes were created and shared following each phase of engagement. What We Did reports were also created for each phase of the project, outlining how the project team considered and responded to each of the key themes that emerged through each phase of the project.

# Opportunities for Involvement

A variety of opportunities for involvement were available through the process that aimed to accommodate a range of participation interest and intensities (high, medium, low) and remove a range of barriers to participation (time, understanding, trust, audio/visual, mobility, internet, language, etc.).

## Greater Forest Lawn Communities Working Group Sessions

The local area planning project offered the opportunity to apply to join a multi-community working group – this would be considered a high-interest/ high-intensity opportunity. The working group was designed to have more in-depth discussions, diving deeper into public feedback and guiding planning policy, and building on the knowledge and insights of previous sessions.

Through a recruitment process, 35 members of the broader community as well as community association, International Avenue Business Revitalization Zone (BRZ) and development industry representatives were selected to participate in dialogue on the planning interests of the entire area. The working group participated in nine sessions where they brought different perspectives, viewpoints, ideas and concerns to the table. The working group expanded on the ideas and concerns shared by the broader community and acted as a sounding board for the project team as content and concepts for the local area plan were drafted.

## In-person & Virtual Engagement Sessions (public, community association & development industry representatives)

In-person and virtual engagement sessions were offered to the general public as medium interest/intensity opportunities. Virtual engagement sessions were offered throughout the project via Microsoft Teams as a method to engage virtually and directly with the project team. In addition to the public opportunities, in-person and virtual engagement sessions were also offered for community association board members and development industry representatives.

**“I also really appreciate the diversity of the neighborhood and I’m proud my children will grow up thinking/knowing that different cultures working together is normal!”**

**— Participant**



## Mailed Engagement Booklets

People within the Plan Area received an engagement booklet in the mail during each Phase of engagement. These engagement booklets contained information relevant to the current Phase of engagement, including questions if the project team was seeking feedback and key changes made or themes based on feedback from previous phases. Mailed engagement booklets that included a pre-paid feedback form were an alternate medium interest/intensity way to provide feedback (pre-paid postage was included to reduce financial barriers associated to return postage fees).

## Engagement Booklet Pick-up Locations

Working together with community associations in the Plan Area, we installed pick-up stations resembling little free libraries for people in the community to pick up an engagement booklet. The stations were installed before the first phase of engagement and used for Phase 2, 3 and 4 booklets. In addition to the stations, booklets could be picked up in commonly frequented businesses and organizations found throughout the Plan Area. A copy of all booklets were available for download online.

## In Community Pop-Ups & Community Walking Tours

Twenty-five in community pop-ups were held as a low-medium interest/intensity opportunity and alternative to online engagement. Pop-up engagement took place at high-traffic locations throughout the Plan Area (community centres, local event, high school and recreation centres, senior and food centres, libraries, etc.) throughout the project. This gave the project team opportunities to meet people where they naturally spend their time and answer any questions they may have. Pop-up engagements were used to let people know about the project, to recruit people to apply to join the working group and to collect feedback.

To support better understanding of the lived experience in communities, the project team also held two Community Walking Tours with community associations. The community association representatives were able to lead the project team throughout their neighbourhoods and highlight key areas of interest and concern.


## Online Engagement

Online engagement opportunities were offered as a low-medium interest/intensity opportunity. Participants were able to visit [calgary.ca/GFLplan](http://calgary.ca/GFLplan) to review the content included in the engagement booklet and respond to the same questions included in the booklet's feedback form for weeks at a time. Project updates were also shared to subscribers via our email subscription list.

## Creating Cultural Connections

Creating Cultural Connections was a series of targeted engagement efforts developed as part of the project team's commitment to equity and further interest to plan culturally. This work is part of ongoing efforts in the local area planning process to create plans that better reflect the communities and demographics within the Plan Area. These efforts were in recognition of the Greater Forest Lawn Communities' significant cultural diversity where among the nearly 60,000 residents there is a high representation of Indigenous, Racialized and immigrant populations.

Seven targeted sessions were held in Phase 3 of the planning project as part of Creating Cultural Connections efforts, and the project team worked with cultural community contacts to determine appropriate facilitation methods, accommodations (including language interpretation) and other considerations. This was done to add a "planning culturally" lens that aims to integrate cultural considerations into LAP work.



**“Sometimes, due to lack of awareness or understanding in the community, it can create confusion and frustration. More information/communication is needed about what is happening. Updates would also be helpful. This type of conversation is helpful.”**  
— Participant



# Key Themes

## High-level themes (from all phases of engagement)

- Participants noted significant people, places and heritage in the Plan Area.
- Participants noted the area’s cultural diversity.
- Participants noted the area has been given an unfair negative stigma and stereotypes.
- Participants noted unique outdoor features in the area.
- Participants noted they would like to honour the area’s history.
- Participants love the proximity to downtown, amenities, services and transportation options.
- Participants love the area’s diversity – cultural, business and food.
- Participants expressed concern about safety, social disorder, drug abuse, crime, homelessness; as well as a potential increase with redevelopment.
- Participants noted they would like to see more pride of community and that the amount of renters may be a challenge to this.
- Participants’ comments reflected the desire for a safer, more inclusive and clean community.
- Participants provided general support for the draft vision and core values as presented.
- Participants shared interest in enhanced, well maintained and protected recreation spaces, playgrounds and parks, including parks programmed for families and considerations for accessibility for all abilities as well as ideas for new or improved public spaces.
- Participants expressed concerns with large-scale growth and not wanting further growth in proposed areas.
- Participants shared general support for proposed changes. Comments were in favour and referenced the proposed changes being a benefit in the future.
- Participants expressed concerns for the future of mobile homes in the area particularly the Mountainview mobile home park in the community of Red Carpet. Comments shared about affordable housing options, being displaced and inability to obtain adequate price values for their mobile homes.
- Participants shared the significance of greenspaces and natural environment to the Plan Area. Many comments included wanting to protect existing greenspaces and add additional parks, as well as the benefit of these spaces to community life.
- Participants shared concern about gentrification and displacement of residents in relation to growth and development of the Plan Area. Comments referenced increased cost of housing, removal of existing small-scale housing and potential loss of community assets like greenspaces.
- Participants expressed interest in enhanced mobility options and infrastructure that supported connection between amenities and communities.
- Participants shared concern about existing and future trees in the Plan Area with interest in enhancing natural environment or preserving its current state.
- Participants shared concerns about traffic and parking infrastructure with redevelopment in the Plan Area especially with increased population, commuting and existing issues with traffic especially around the 17 Avenue SE Main Street.
- Participants are in favour of increasing housing availability; mixed-use buildings were proposed to address the increasing population while there was also shared interest in maintaining small-scale housing found in the Plan Area.
- Participants shared significant concern with parking with increased density in the Plan Area referencing current availability issues including lack of street parking. Many participants encourage private parking or specific requirements that would allow for additional parking.

- Participants provided many comments referencing the importance of housing affordability with most expressing interest in maintaining affordability and others sharing concern about oversaturation of 'affordable housing' in the area citing this as the cause for increased crime and safety issues.
- Participants shared positive feedback in regards to small-scale homes with many referencing positive benefits as well as comments with concerns due to potential impacts of densification.
- Participants shared concerns with landlords/renters noting the already high number of renters, landlord responsibility including maintenance, parking, and affordability.
- Participants expressed interest in a variety of housing options with many sharing interest in different small-scale home options and others suggesting restrictions on bigger developments.
- Participants shared feedback on specific locations in the Plan Area.
- Participants cited safety as a significant barrier currently and in the future especially related to growth and change.
- Participants comments shared agreement with the draft Urban Form and Building Scale maps with some also providing accompanying considerations.
- Participants shared interest in the proposed maps addressing existing and future parking concerns.
- Participants shared many comments related to transportation often referring to a need for improvements to existing infrastructure including vehicle, pedestrian, cycling and other mobility modes.
- Participants shared interest in addressing crime to support safety and a need for increased policing with many comments expressing this as a priority.

**"More trees in Valleyview Park - many people exercise in that park but it's very hard when it's very hot so trees can provide shading."**

**— Participant**



# Engagement Summary

## Phase 1: Envision

This phase was focused on looking back at the past, understanding the present and envisioning the future of the area.

In addition to broad public outreach and engagement, meetings and engagement took place with the general public from April – May 2022 and with targeted participants from spring 2022 to fall 2022.



Awareness building, education and engagement took place with the general public from April 12 – May 9, 2022, resulting in:

Total **ADS DISPLAYED**  
**517,000+**

Total **INVOLVED**  
**22,300+**

Total **ENGAGED**  
**250+**

Total **CONTRIBUTIONS**  
**250+**



### What We Heard

Detailed information about all outreach and engagement activities can be found on the subsequent pages and within the **Phase 1 What We Heard Report** at [calgary.ca/GFLPlan](https://calgary.ca/GFLPlan)

# Building Awareness

Tools used to build awareness of the project and opportunities to get involved included:

- Education and engagement booklets mailed directly to all homes and businesses in the area.
- Engage Stations were also installed to raise awareness and provide additional education and engagement booklets to community members.
- Large-format signs located in high-traffic areas.
- Two waves of geo-targeted social media ads (Facebook, Twitter, Instagram, Nextdoor).
- Geo-targeted banner ads.
- Geo-targeted video ads on YouTube.
- Geo-targeted ads on high-traffic websites.
- Ethnic radio campaign on Fairchild (in Mandarin/Cantonese) and Windspeaker (in English/Blackfoot/Sony Nakoda).
- Email updates to project subscribers.
- Communications toolkits provided to local community associations and Ward Councillors to make it easy to help spread the word through their established communications channels and networks.

## Focus of Engagement

This phase was focused on the creation and refinement of the first chapter of the local area plan. Engagement was focused on looking back at the past, understanding the present and envisioning the future of the area.

**Topic 1:** PAST – the area’s history and roots

**Topic 2:** PRESENT – the area as it exists today

**Topic 3:** FUTURE – the next 30 years

An Initial Draft of **Chapter 1** of the local area plan was also available for review and feedback.

“The area is rich with immigrants. There is a huge diversity of culture and race here and this gives it a strong and unique flavour.”

— Participant



# Opportunities for Involvement

**Public education and engagement booklets** – magazine-style education and engagement booklets mailed to all households and businesses in the Plan area with the opportunity to respond and mail back the feedback form (pre-paid return postage provided). Booklets were also available for pick up at eleven engage stations throughout the Plan Area.

**Online public engagement** – opportunity to provide feedback online via desktop or mobile device.

**In-person public engagement** – opportunity to meet the project team face-to-face, ask questions and provide feedback.

**Virtual public engagement** – multiple opportunities to meet the project team online, ask questions and provide feedback.

**In-community pop-ups** – the project team joined events throughout the communities to share info & spread awareness about the project, and answer questions.

**Working group sessions** – multiple sessions where the working group and project team were able to dig deeper into discussions related to asset mapping, vision and core values and potential focus areas for growth.


**Community association sessions** – multiple sessions for community association members to learn more, ask questions and provide feedback.

**Development industry session** – a session for industry members to learn more, ask questions and provide feedback.



**“ I like that my community is well developed with many amenities nearby. The 17th Ave improvement has made a big difference, traffic was terrible before.”**

**— Participant**



**“I love the green spaces, mature trees, and walking paths because it’s important to honour nature in the city. I like the proximity to the train and rapid transit to allow for more environmentally friendly transportation options.”**

**— Participant**

# Engagement Timeline

## Phase 0: DISCOVER

(pre-project research, awareness building and knowledge transfer)

**NOTE: Phase 0 outreach efforts not included in Phase 1 engagement summary above.**

Prior to the project's official launch with the community, a number of meetings with local community leaders such as community association representatives, institutional representatives and others were held to share information and get to know each other.

- January 25, 2022 ● Community Association Session #1 (virtual)
- March 9, 2022 ● Community Association Session #2 (virtual)
- March 10, 2022 ● Greater Forest Lawn Agency Collaborative Meeting; Project introduction & feedback gathering (virtual)
- March 13, 2022 ● Joint event with Forest Lawn Multi-Service Centre team at Ernie Starr Arena
- March 22, 2022 ● Joint event with Forest Lawn Multi-Service Centre team at Bob Bahan Pool

## Phase 1: ENVISION

(focused on looking back at the past, understanding the present and envisioning the future of the area)

- April 5, 2022 ● Community Association Session #1 (in person)
- April 6, 2022 ● Community Association Session #2 (virtual)
- April 12 - May 9, 2022 ● Engagement Booklets
  - Mailed to Residents/Businesses
  - Engagement Booklets available for pickup at Engage Stations
  - Online engagement open for feedback
  - Working Group applications accepted
- April 21, 2022 ● Public Engagement Session (virtual)
- April 23, 2022 ● Joint event with Forest Lawn Multi-Service Centre team at Bob Bahan Aquatic & Fitness Centre
- May 3, 2022 ● Public Engagement Session (virtual)
  - Attended the Greater Forest Lawn 55+ Society's weekly lunch program
- May 6, 2022 ● General Greater Forest Lawn Local Area Plan pop-up session at Elliston Park
- May 7, 2022 ● Attended Jane's Walk event at Bob Bahan Aquatic & Fitness Centre
- May 10, 2022 ● General Greater Forest Lawn Local Area Plan pop-up session at Southview Community Association
- May 27, 2022 ● Attended the Alex Community Food Centre's weekly breakfast program
- June 4, 2022 ● Attended Penbrooke Meadows Community Association's 50th Anniversary
- June 9, 2022 ● Attended Brenda Strafford Foundation - Seniors Health and Wellness Expo at the Greater Forest Lawn 55+ Society
- June 15, 2022 ● Presentation + Q&A at the Southview Community Association AGM
- June 18, 2022 ● Attended the Albert Park Radisson Heights Community Association Neighbour Day event
- June 20, 2022 ● Working Group Session #1: Asset Mapping/Core Values (in person)
- September 21, 2022 ● Working Group Session #2: Validate draft Vision & Core Values (online)
- October 6, 2022 ● Working Group Session #3: Key Growth Areas (in person)
- November 15, 2022 ● Working Group Session #4: Refine Initial Key Growth Areas Map (in person)
- November 23, 2022 ● Community Association Session #3 (in person)
- December 5, 2022 ● Industry Session (virtual)

**"I love the increased amount of parks and greenspace because the area has always been heavily industrial. The transition from industrial to livable is important."**

**— Participant**

**"It use to be a vibrant place to be, lots to do, lots of sports clubs to join, people knew each other and would gather at sporting events, dances and suppers. The streets were a lot kinder then, not as many homeless and you felt safe walking and taking the bus."**

**— Participant**

**" I love the area because of its access to shopping, highways and good neighbours."**

**— Participant**

**" I love the diversity, friendly relaxed community, and proximity to services and transportation."**

**— Participant**



# What We Heard and How Feedback Was Actioned

This phase was focused on the creation and refinement of the first chapter of the local area plan. Engagement was focused on looking back at the past, understanding the present and envisioning the future of the area.

## Key Themes Heard

Key themes heard from participants through the first phase of the project included:

### PAST:

**What is important for people to know about the area's history?**

- Acknowledgement of Indigenous history
- Local history and cultural diversity
- Natural environment and community amenities

### PRESENT:

**What do you love about the area and your community and why?**

- Green spaces, parks, and outdoor features
- Proximity to downtown and availability of amenities/services
- Diversity of culture, business, and food

### PRESENT:

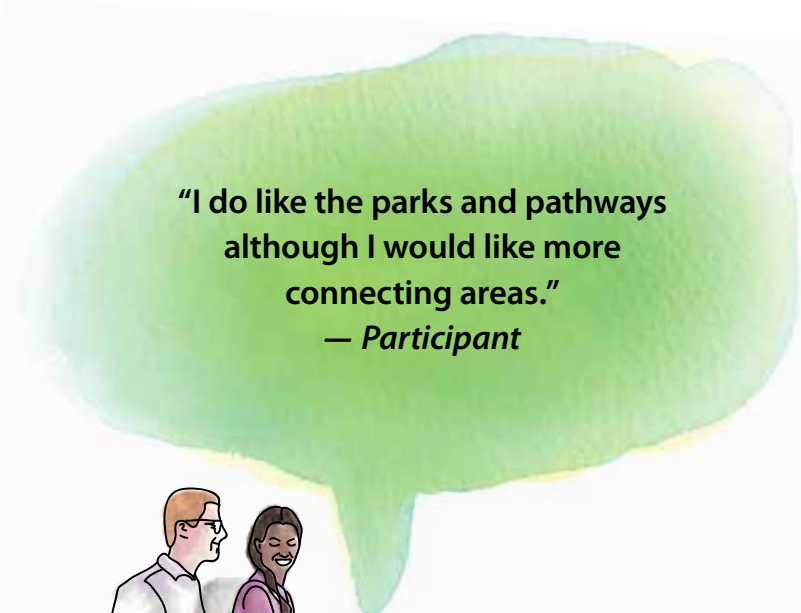
**What are the challenges your area is facing and why?**

- Safety, social disorder, drug use, and homelessness
- Rundown homes, amenities, and graffiti
- Responsible home ownership and community pride

### FUTURE:

**What's important to you and for future generations when thinking about how the area could evolve in the next 10-30 years and why?**

- More sustainable alternate transportation options
- Gathering spaces and a variety of community amenities
- Increased safety, inclusivity, and cleanliness



**"I do like the parks and pathways although I would like more connecting areas."**  
— Participant



## What We Heard

Additional information can be found within the **Phase 1 What We Heard Report** at [calgary.ca/GFLPlan](http://calgary.ca/GFLPlan)



# Key Changes Made

## How Feedback Was Actioned

Overall, feedback was used to refine the first chapter of the local area plan including refining the history section, refining the current context section and creating the draft Vision & Core Values. Input was also used to inform initial potential focus areas for growth and development policies for review and discussion in the next phase of engagement.

Key changes made to the draft Greater Forest Lawn Communities Local Area Plan (Plan) based on feedback included:

### 1. Emphasize Indigenous history, cultural diversity and local history.

In response to public feedback, the draft Chapter 1 was revised to provide an additional history section that focuses on the evolution of cultural diversity in the communities. We recognize the importance of adding a cultural lens through the local area planning process and prepared ways to create cultural connections in Phase 3, which involves engaging specifically with culturally diverse groups.

### 2. Address safety concerns around transit station areas and the general community.

In response to public feedback on safety concerns around transit station areas and the general community, the draft Vision and draft Core Values on Mobility Choices and Parks, Recreation and Community Facilities were further developed to support safety in various forms. The Core Values emphasize safe, efficient, and well-maintained mobility choices as well as creating safe and accessible open-spaces. During the next phases of the project, development policies that align with the Core Values will be explored. In addition, the draft Plan will provide direction for new development to incorporate Crime Prevention Through Environmental Design (CPTED) assessments.

### 3. Focus more on the culture, arts and businesses in the communities.

We received public feedback that culture, arts and businesses are significant to the Greater Forest Lawn Communities. In response, the draft Plan includes Culture, Arts and Business as a draft Core Value to emphasize the importance of attracting and supporting a variety of arts and culture initiatives. The draft Plan will continue to develop policies on employment opportunities and enhance communities' vibrancy.

**"I think it's important to focus on the outdoor gathering spaces and put effort into improving walkability, cycling, etc. making space for things like community gardens or multi use parks would be amazing for future generations to benefit from."**

**— Participant**



#### 4. Maintain housing affordability.

The draft Core Value on Housing Options emphasizes providing quality and accessible housing options for people from all income levels in the Plan Area particularly in areas with existing infrastructure such as transit stations, commercial streets, and community amenities to meet the evolving needs of people in all stages of life. The draft Core Value is one of the five guiding principles that direct housing development policies in draft Chapter 2 of the Local Area Plan.

**"I live in Dover, and love how many homes front onto a green space with walking paths. It's great knowing our children can play without having to worry about cars. I love how the path network can take you anywhere you need to go safely."**

**— Participant**

**"I wish the pool area was better, public skating not just hockey, more workout spaces, more community programs, more kids programs, better library"**

**— Participant**



#### 5. Provide access to various transportation modes.

During Phase 1, we heard that the public valued the ability to access various form of mobility options within the Greater Forest Lawn Communities. The Mobility Choices draft Core Value emphasizes providing a comprehensive mobility network of pathways, transit, roadways and wheeling infrastructure that allows people more options when moving between communities and beyond. The Plan's Technical Advisory Committee consists of Transportation representatives that can further assess mobility options that guide redevelopment.



### What We Did

Additional information about key changes made can found within the **Phase 1 What We Did Report** at [calgary.ca/GFLPLan](http://calgary.ca/GFLPLan)

# Engagement Summary

## Phase 2: Explore

This phase was focused on exploring where and how growth and change could happen in the area.

Meetings and engagement took place with targeted participants from January to June 2023, and with the general public from January to February 2023.



Awareness building, education and engagement took place with the general public from January 17 – February 12, 2023, resulting in:

Total **ADS DISPLAYED**  
**762,000+**

Total **INVOLVED**  
**25,900+**

Total **ENGAGED**  
**400**

Total **CONTRIBUTIONS**  
**400+**



### What We Heard

Detailed information about all outreach and engagement activities can be found on the subsequent pages and within the **Phase 2 What We Heard Report** at [calgary.ca/GFLPlan](http://calgary.ca/GFLPlan)

# Building Awareness

Tools used to build awareness of the project and opportunities to get involved included:

- Education and engagement booklets mailed directly to all homes and businesses in the area.
- Engage Stations from Phase 1 were continued to be used to raise awareness and provide additional education and engagement booklets to community members.
- Large-format signs located in high-traffic areas.
- Two waves of geo-targeted social media ads (Facebook, Twitter, Instagram, Nextdoor).
- Geo-targeted banner ads.
- Geo-targeted video ads on YouTube.
- Geo-targeted ads on high-traffic websites.
- Ethnic radio campaign on Fairchild (in Filipino/Vietnamese) and Windspeaker (in English/Blackfoot/Stony Nakoda).
- Email updates to project subscribers.
- Communications toolkits provided to local community associations and Ward Councillors to make it easy to help spread the word through their established communications channels and networks.

**“Low income and diverse communities should not be forced out because of new growth but the focus should be put on safe and well maintained homes.”**

**— Participant**

# Focus of Engagement

We looked for feedback to help refine the draft vision and core values. We also started to explore where and how growth and change could happen in the area, including where growth could be focused and where larger buildings could go. We also introduced small-scale growth and the benefits of having a variety of small-scale homes in a community.

**Topic 1:** Greater Forest Lawn Communities Draft Vision & Core Values

**Topic 2:** Potential Focus Areas for Moderate-to Large-Scale Growth

**Topic 3:** Small-Scale Growth

A revised draft Chapter 1 and initial draft Chapter 2 of the local area plan were also available for review and feedback.



# Opportunities for Involvement

**Public education and engagement booklets** – magazine-style education and engagement booklets mailed to all households and businesses in the Plan area with the opportunity to respond and mail back the feedback form (pre-paid return postage provided). Booklets were also available for pick up at eleven engage stations throughout the Plan Area.

**Online public engagement** – opportunity to provide feedback online via desktop or mobile device.

**In-person public engagement** – opportunity to meet the project team face-to-face, ask questions and provide feedback.

**Virtual public engagement** – multiple opportunities to meet the project team online, ask questions and provide feedback.

**In-community pop-ups** – the project team joined events throughout the communities to share info & spread awareness about the project, and answer questions.

**Community walking tours** - local community associations had the opportunity to lead the project team on a tour of their community.

**Working group sessions** – multiple sessions where the working group and project team were able to dig deeper into discussions related to asset mapping, vision and core values and potential focus areas for growth.

**Community association sessions** – multiple sessions for community association members to learn more, ask questions and provide feedback.

**Development industry session** – a session for industry members to learn more, ask questions and provide feedback.

**Community conversation series** - a touch-point between open public engagement phases to meet with the project team for an update on the work being done and have questions answered.

**“I like the notion of preserving the intercultural aspect of my neighborhood. The people, the food, the stores. I also believe that we need to improve mobility and I like the thought of pathways and urban parks connecting major locations. Bike lanes, green spaces, improved lighting in transit hubs.”**

**— Participant**

**“I think large scale housing that is affordable along 17th Ave would really spruce up the area - something like the changes happening in Marda Loop - but there needs to be small parks, spots for community markets and safe areas both regarding crime and mobility.”**

**— Participant**



# Engagement Timeline

## Phase 2: Explore

(focused on exploring where and how growth and change could happen in the area)

- January 17 – February 12, 2023 ● Engagement Booklets mailed to Residents/Businesses  
Engagement Booklets available for pickup at Engage Stations  
Online engagement open for feedback
- January 26, 2023 ● Public Engagement Session (virtual)
- February 7, 2023 ● Public Engagement Session (virtual)
- February 8, 2023 ● Coffee chat at Dover Community Association
- February 9, 2023 ● Public Engagement Session (in person at Forest Lawn Public Library)
- February 10, 2023 ● Lunch visit at the Alex Community Food Centre
- February 13, 2023 ● Participated in the Erin Woods Community Association Board Meeting
- February 16, 2023 ● Coffee chat at Penbrooke Meadows Community Association
- February 21, 2023 ● Working Group Session # 5: Small-Scale Growth (virtual)
- April 25, 2023 ● Working Group Session #6: Draft Urban Form and Building Scale Maps (in person)
- May 5, 2023 ● Community Walking Tour of Dover led by the Dover Community Association
- May 18, 2023 ● Community Conversation Series (in person)
- May 25, 2023 ● Community Conversation Series (in person)
- May 26, 2023 ● Participated in the Forest Lawn Community Association Board Meeting
- May 31, 2023 ● Community Association Session #1 (in person)
- June 7, 2023 ● Working Group Session # 7: Draft Urban Form and Building Scale Map Refinement (in person)
- June 26, 2023 ● Community Walking Tour led by the Penbrooke Meadows Community Association
- June 28, 2023 ● Industry Session (in person)

**"The communities are always evolving.  
The vision of cultural diversity  
and inclusiveness is important. I think that  
various housing options and business  
opportunities will help the communities be  
safer for the residents."**

**— Participant**



**"I specifically love the focus on  
mobility, diversity and embracing  
the multicultural tourism that the  
zone is known for."**

**— Participant**



# What We Heard and How Feedback Was Actioned

This phase was focused on creating the second draft chapter of the local area plan, as well as revising the first draft chapter. Engagement was focused on exploring where and how growth and change could happen in the area.

## Key Themes Heard

Key themes heard from participants through the first phase of the project included:

### Topic 1: Draft Vision & Core Values

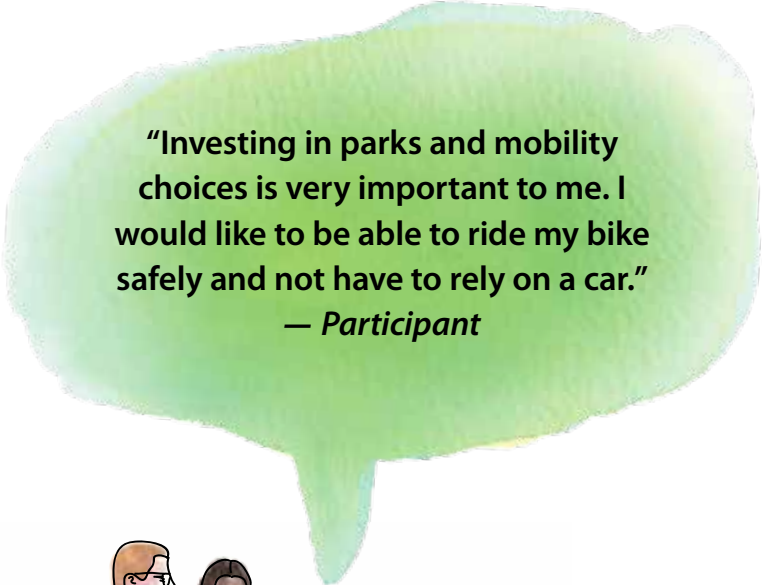
- Importance of mobility & accessibility options
- Enhanced, well maintained and protected recreation spaces/parks
- Safety/social disorder/crime concerns

### Topic 2: Moderate-To Large-Scale Growth

- Large-Scale growth concerns
- Parking/traffic concerns
- General support for purpose

### Topic 3: Small-Scale Growth

- Importance of housing affordability
- Parking/traffic concerns
- Preference for Small-Scale homes



**“Investing in parks and mobility choices is very important to me. I would like to be able to ride my bike safely and not have to rely on a car.”**  
— Participant



## What We Heard

Additional information can be found within the **Phase 2 What We Heard Report** at [calgary.ca/GFLPlan](https://calgary.ca/GFLPlan)





# Key Changes Made

## How Feedback Was Actioned

Feedback received was used to refine draft Chapter 2 of the local area plan and further refine draft Chapter 1, including revisions to the draft Vision and Core Values. Input on potential future areas for growth helped inform the draft Urban Form and Building Scale Maps presented for feedback in Phase 3.

Key changes made to the draft Greater Forest Lawn Communities Local Area Plan (Plan) based on feedback included:

### 1. Concentrate moderate-to large-scale growth in key areas.

Based on feedback from a range of participants as well as direction from existing city-wide policies such as the Municipal Development Plan, a specific location approach to accommodate moderate-to large-scale growth was formed to create the draft Urban Form and Building Scale Maps. Large-scale growth is strategically located at Transit Station Areas such as the Franklin LRT station and Max Purple BRT stations along International Avenue SE, at Neighbourhood Activity Centres such as community commercial areas at 8th Avenue SE by 44th Street SE and community corridors such as 36th Street SE.

### 2. Maintain housing affordability.

Policies encouraging and supporting affordable housing opportunities and different housing forms are found in draft Chapter 2, specifically for several Comprehensive Planning Sites, Transit Station Areas and International Avenue SE. The project team is also working with other City departments to explore using existing City-owned lands to provide additional housing options for the Greater Forest Lawn Communities. The draft Urban Form and Building Scale Maps in draft Chapter 2 identify the areas that support various small-scale housing, such as rowhouses and townhouses, which offer housing choices and support affordability.

### 3. Enhance parks, open space, recreation and community facilities.

We have actively explored opportunities with other City departments to enhance existing green spaces that meet the changing needs of residents. The Parks, Recreation and Community Facilities draft Core Value aims to protect and invest in parks and open spaces for people of all ages, cultural backgrounds, and abilities to promote overall community wellness and quality of life. In addition, draft Chapter 3 Section 3.2.3 Inclusive Parks, Open Spaces and Community Facilities includes several community improvements to support future growth.

**“We are not a walkable community and need to be able to drive to our destinations if we are going to stay close to shopping, we need parking.”**

**— Participant**



#### 4. Mitigate intensifying parking issues and increased traffic due to growth.

Mobility specialists at The City are undertaking mobility analyses to better understand traffic flow throughout the Plan Area and recommend development policies to improve mobility in the Greater Forest Lawn Communities. Draft Chapter 2 Section 2.6 Mobility, and draft Chapter 3 Section 3.2.2 also support further development of the Always Available for All Ages & Abilities (5A) network, which provides year-round transportation infrastructure for cycling, wheeling and pedestrians. This infrastructure is an attractive, efficient, safe, accessible and affordable alternative to personal vehicles. The draft Plan also supports high-quality transit infrastructure that integrates with new development (where feasible), helping to reduce vehicle use within the Greater Forest Lawn Communities over time. At the planning application stage, parking requirements for development will be reviewed and evaluated against the Land Use Bylaw and other related City policies and bylaws.

**“I would like to see an enhanced pathway system that would provide the possibility of safety, accessing greenspace and commercial areas by bicycle.”**

**— Participant**



### What We Did

Additional information about key changes made can found within the **Phase 2 What We Did Report** at [calgary.ca/GFLPLan](https://calgary.ca/GFLPLan)

**“A variety of small scale homes are a good idea. We hope that GFL will always be a diverse, vibrant community.”**

**— Participant**



#### 5. Preserve trees and the natural environment.

Draft Chapter 3 Section 3.2.3 Inclusive Parks, Open Spaces and Community Facilities identifies overarching objectives as well as community improvement options to enhance, expand and preserve the natural environment such as escarpment park along 26th Street SE and Elliston Park. Chapter 3 includes a section on increasing the urban tree canopy to meet future targets with specific policies to plant trees along major streets and within areas of high pedestrian activity.

# Engagement Summary

## Phase 3: Refine

This phase was focused on small-scale homes, the draft Urban Form and Building Scale Maps and community improvements. Engagement took place with targeted participants starting in July 2023, and with the general public in October to November 2023.



### What We Heard

Detailed information about all outreach and engagement activities can be found on the subsequent pages and within the **Phase 3 What We Heard Report** at [calgary.ca/GFLPlan](https://calgary.ca/GFLPlan)

Awareness building, education and engagement took place with the general public from October 24 – November 20, 2023, resulting in:

Total **ADS DISPLAYED\***  
**21,650,000+**

Total **INVOLVED**  
**2100+**

Total **ENGAGED**  
**900+**

Total **CONTRIBUTIONS**  
**600+**

\* Due to Phase 3's increased marketing budget, a tactic ran on the Pattison BRT Network which had 15.9 million impressions, along with 1.1M impressions on Capture TV and 4M impressions with Neo Shopping at Market Mall – this accounts for the large ad numbers compared to previous Phases.

# Building Awareness

Tools used to build awareness of the project and opportunities to get involved included:

- Education and engagement booklets mailed directly to all homes and businesses in the area.
- Engage Stations were installed before Phase 1 and continue to be used to raise awareness and provide additional education and engagement booklets to community members.
- Large-format signs located in high-traffic areas.
- Two waves of geo-targeted social media ads (Facebook, Twitter, Instagram, Nextdoor).
- Geo-targeted banner ads.
- Geo-targeted video ads on YouTube.
- Geo-targeted ads on high-traffic websites.
- Digital transit ads.
- Digital ads on registry, fitness centre and shopping mall screens.
- Ethnic radio campaign on Fairchild (in Filipino/Vietnamese) and Windspeaker (in English/Blackfoot/Stony Nakoda).
- Email updates to project subscribers.
- Communications toolkits provided to local community associations and Ward Councillors to make it easy to help spread the word through their established communications channels and networks.

# Focus of Engagement

This phase was focused on further discussing and refining how redevelopment and revitalization could happen in your community.

**Topic 1:** Small-Scale Homes

**Topic 2:** Draft Urban Form and Building Scale Maps

**Topic 3:** Community Improvements

A revised draft **Chapter 1 & 2** and initial draft **Chapter 3** of the local area plan were also available for review and feedback.

**"I think it is important to keep the regulation to have one parking spot per unit in multi-family dwellings to prevent street parking becoming an issue. This will also help these types of dwellings remain attractive to a variety of different people. Affordability is also important, and home owners should get fair market value for their properties if they need to sell to accommodate these proposed changes."**

**— Participant**



# Opportunities for Involvement

**Public education and engagement booklets** – magazine-style education and engagement booklets mailed to all households and businesses in the Plan Area with the opportunity to respond and mail back the feedback form (pre-paid return postage provided). Booklets were also available for pick up at 11 engage stations throughout the Plan Area.

**Online public engagement** – opportunity to provide feedback online via desktop or mobile device.

**In-person public engagement** – opportunity to meet the project team face-to-face, ask questions and provide feedback.

**Virtual public engagement** – multiple opportunities to meet the project team online, ask questions and provide feedback.

**In-community pop-ups** – the project team joined events throughout the communities to share info & spread awareness about the project, and answer questions.

**Creating cultural connections sessions** – the project team co-hosted info/engagement sessions with cultural groups and organizations in the Plan Area to support the application of a planning culturally lens.

**Working group sessions** – multiple sessions where the working group and project team were able to dig deeper into discussions regarding small-scale homes, the draft Urban Form and Building Scale Maps and ideas for potential future community improvements for the Plan Area.

**Community association sessions** – multiple sessions for community association members to learn more, ask questions and provide feedback.

**Development industry session** – a session for industry members to learn more, ask questions and provide feedback.

**Community conversation series** – a touch-point between open public engagement phases to meet with the project team for an update on the work being done and have questions answered.

**“Just thought of something else: would be great to see some more amenities for kids. Basketball courts, skateparks, pump track (like Inglewood). There are SO MANY kids in the Forest Lawn area. Would be great to make sure there’s always something for them to do!”**

**— Participant**



**“Wow, this is a lot of info to absorb! Nothing stands out to me as problematic. Would love to see more Neighbourhood Commercial along 17 Ave. Interesting to see that block of greenspace in Radisson being considered for development. Makes sense I suppose since it’s just a big open grass field with a small playground on it.”**

**— Participant**



# Engagement Timeline

## Phase 3: REFINE

(focused on refining the Plan and confirming the community improvement ideas)

- June 10, 2023 ● Pop-up at the East Calgary Community Fair
- June 17, 2023 ● Pop-up at the Dover Community Association's Neighbour Day Event
- July 8, 2023 ● Pop-up at the Erin Woods Community Association's Stampede Breakfast
- July 13, 2023 ● Pop-up at at the International Avenue Stampede Breakfast
- August 18, 2023 ● Creating Cultural Connections Session: Calgary Vietnamese Mental Health Association
- August 28, 2023 ● Creating Cultural Connections Session: The Alex Community Food Centre
- September 6, 2023 ● Creating Cultural Connections Session: Ethiopian & Eritrean Business Owners
- October 4, 2023 ● Creating Cultural Connections Session: Eastview Basketball Association
- October 3, 2023 ● Community Association Session #4
- October 12, 2023 ● Creating Cultural Connections Session: Awo Taan Family Wellness Centre
- October 24 - November 20 2023 ● Engagement Booklets mailed to Residents/Businesses and available at pickup locations  
Online engagement open for feedback feedback
- October 26, 2023 ● Industry Representative Session #3
- November 1, 2023 ● Virtual Public Engagement Session #1
- November 3, 2023 ● Creating Cultural Connections Session: Filipino Rising Community Organization
- November 13, 2023 ● Virtual Public Engagement Session #2
- November 8, 2023 ● In-person Public Engagement Session
- September 19, 2023 ● Working Group Session #8
- November 21, 2023 ● Pop-up Coffee Chat at Greater Forest Lawn 55+ Society
- November 30, 2023 ● Pop-up Coffee Chat with Albert Park/Radisson Heights Community Initiatives Group
- February 22, 2024 ● Community Conversation Series Session
- March 9, 2024 ● Creating Cultural Connections Session: South Sudanese Community
- March 14, 2024 ● Community Conversation Series Session

**“Increase investment to Franklin LRT station and surrounding area to make it feel safer and welcoming. Give people reasons to take transit to our neighborhood.”**

**— Participant**



**“Small scale homes are the heart and soul of this community. Continuing to include these types of structures is critically important to maintaining the feel of the neighbourhood and keeping densification to a reasonable level!”**

**— Participant**



**“Complete streets - for traffic calming/climate resilience and more pedestrian friendly.”**

**— Participant**



# What We Heard and How Feedback Was Actioned

This phase was focused on discussing small-scale homes, reviewing and refining the draft Urban Form and Building Scale Maps, and determining ideas for future community improvements for the Plan Area.

## Key Themes Heard

Key themes heard from participants through the third phase of the project included:

### TOPIC 1:

#### Small-Scale Homes

- Concerns about parking
- Housing affordability
- In favour of small-scale homes

### TOPIC 2:

#### Draft Urban Form and Building Scale

- Location specific considerations
- Crime and Safety concerns
- Traffic concerns



## What We Heard

Additional information can be found within the **Phase 3 What We Heard Report** at [calgary.ca/GFLPlan](https://calgary.ca/GFLPlan)

### TOPIC 3:

#### Community Improvements

- Transportation and Mobility improvements
- Playground/Parks and Public Spaces improvements
- Prioritizing safety

**“Yes, wider sidewalks for mobility and maintenance especially during winter months maintaining the snow clearing.”**  
— Participant





# Key Changes Made

## How Feedback Was Actioned

Feedback was used to help refine the second chapter of the local area plan, specifically refinements to the draft Urban Form and Building Scale Maps. Input gathered was also used to help refine and confirm ideas for potential future community improvements in the Plan Area.

Key changes made to the draft Greater Forest Lawn Communities Local Area Plan (Plan) based on feedback included:

### 1. Programable spaces for cultural gatherings and expression

We received public feedback that more spaces for cultural gathering and expression are needed. In response, the draft Chapter 2 and Chapter 3 identify the location and provide development guidance for a multi-service recreation and community facility. This space would incorporate passive and active recreational opportunities with year-round adaptable community gathering spaces for people of all ages and abilities and from diverse cultural backgrounds. In addition, the draft Plan explores opportunities to enhance diversity and inclusivity by providing opportunities for cultural expression in community facilities and parks.

### 2. Consider more shops and services opportunities within neighbourhoods

In response to public feedback regarding the desire for additional shops and services within neighbourhoods, the draft Plan provides opportunities for commercial space at key locations within each community. These areas are identified as Neighbourhood Activity Centres in the draft Chapter 2, which provides opportunities for small mixed-use development serving a local catchment of nearby residents, and businesses that offer a broad range of community activities, amenities, and services within neighbourhoods. The community corridors that are identified in the Plan also provide opportunities for small-scale mixed-use and commercial uses with the primary use being residential.

### 3. Consideration of future uses in the East Calgary Landfill site

We received public feedback that consideration should be given to the potential future uses of the East Calgary Landfill site when the landfill operation is no longer required. In response to public feedback, the draft Chapter 2 of the policy provides guidance for potential future uses of the site. Some of the policies outlined include exploring opportunities for both passive and active recreation, and integrating multi-functional facilities such as infrastructure, renewable energy, and public open spaces when landfill operations cease.

**“I welcome the chance to allow more units per land, the more the merrier! I want to make sure that housing is accessible to all incomes. I want people that live here to take pride in their home. I’m concerned about landlords buying property, then not taking care of it.”**

**— Participant**



#### 4. Need for mobility improvements, including more direct pedestrian and cycling connectivity

We received public feedback that there is a need for mobility improvements including more direct pedestrian and cycling connectivity. In response, the draft Chapter 3 provides objectives and implementation options specific to safe, efficient, and well-connected mobility options throughout the Plan Area. The implementation options prioritize pedestrian and cycling connections, including completing missing links to amenities and points of interest such as transit station areas, Main Street, schools, parks, and natural spaces. Primary Transit via Bus Rapid Transit will also be added along key corridors such as 52 Street SE and expanded along 17 Avenue SE.

**“Traffic calming near the schools would be a welcome development. Also cycling infrastructure would be really great. Can we get those bike lanes on 8 Ave switched to physically separate with vehicles parked on the inside of the road rather than between the cyclist and the sidewalk? I like the initiative but I do not feel safe at all cycling that road right now.”**

**— Participant**

**“More outdoor activity areas. Skateparks, walking trails and bike areas.”**

**— Participant**



#### 5. Additional functions in parks, open spaces and natural areas

In response to public feedback regarding additional functions in parks, open spaces and natural areas, the draft Chapter 3 provides objectives and implementation options to upgrade recreational facilities and improve the functionality of existing parks and open spaces by prioritizing accessible, inclusive, and year-round active and passive recreation uses for people of all ages, cultures, and abilities.



### What We Did

Additional information about key changes made can found within the **Phase 3 What We Did Report** at [calgary.ca/GFLPLan](https://calgary.ca/GFLPLan)

# Participation Summary

## Phase 4: Realize

This final phase of the project was focused on sharing the final draft Plan with key participants for final comment and sharing the proposed Plan with the public prior to bringing it forward to Committee and Council for review and decision.

### Engagement Timeline

- March 26, 2024 ● Community Association Touchpoint: Dover Community Association
- April 2, 2024 ● Community Association Touchpoint: Forest Heights Community Association
- April 8, 2024 ● Community Association Touchpoint: Erin Woods Community Association
- April 8, 2024 ● Community Association Touchpoint: Applewood Park Community Association
- April 9, 2024 ● Community Association Touchpoint: Albert Park/Radisson Heights Community Association
- April 10, 2024 ● Community Association Touchpoint: Penbrooke Meadows Community Association
- May 2, 2024 ● Working Group Session 9
- May 8, 2024 ● Pop-up: Franklin Station Area Improvements Project Community Pop-Up Event
- May 9, 2024 ● Pop-up: GFL Agency Collaboration Meeting - May
- May 9, 2024 ● Community Association Session 1 of 1  
(open to all Community Association Board Members in the plan area)
- May 14, 2024 – May 31, 2024 ● Engagement Booklets available at pick up locations
- May 16, 2024 ● Industry Session 1 of 1
- May 21, 2024 ● Public Virtual Session 1 of 2
- May 25, 2024 ● Public In-person Open House
- May 29, 2024 ● Pop-up: Mometum's monthly Lunchtime Advocacy Café
- May 30, 2024 ● Public Virtual Session 2 of 2
- June 4, 2024 ● Conversation Series 1 of 2
- June 18, 2024 ● Conversation Series 2 of 2

# Local Area Plan – Key Considerations



## Local Area Plan



### Context & Trends

What is the current context of the area? What is changing when it comes to population demographics, needs and trends?



### Equity

How do we plan for equity within our communities and city?



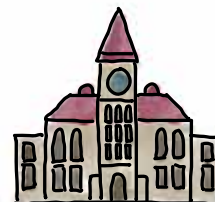
### Participant Input

What ideas, insights, opportunities and concerns have been raised by the public and other participants?



### Professional Expertise

What are the urban planning best practices, what is economically feasible and technically possible?



### City Policies

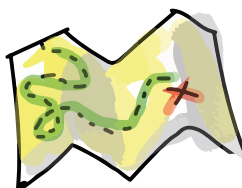
How do we ensure alignment to the Municipal Development Plan, Climate Strategy and other City policies?

# Creating the Local Area Plan



## PHASE 1 ENVISION

Looking back at the past, understanding the present and envisioning the future of the area.



## PHASE 2 EXPLORE

Exploring where and how growth and change could happen in the area.



## PHASE 3 REFINE

Refining the plan and confirming the investment priorities.



LOCAL AREA PLAN

### CHAPTER 1:

#### **VISUALIZING GROWTH**

*What do we know about the history of the area, what's loved about the area today, what could be improved, and what's the vision for the future?*

- **History & Current State**  
history of the area and current context.
- **Vision**  
statement that outlines the vision for the area's future
- **Core Values**  
key priorities to keep in mind as the area evolves in the future

### CHAPTER 2:

#### **ENABLING GROWTH**

*What type of growth makes sense where and what local/custom direction is needed to realize great development in this area?*

- **Future Growth Concept**  
Urban Form & Building Scale Maps outline a future vision for the types and forms of new development through the plan area
- **Development direction**  
development policies that provide direction to help shape and guide decisions on future development proposals

### CHAPTER 3:

#### **SUPPORTING GROWTH**

*If growth occurs, what physical and social investments are needed?*

- **Future investment goals & objectives**  
goals and objectives aligned with the Plan's core values
- **Implementation options**  
specific implementation actions or investment options to achieve the supporting growth objectives

# What We Heard & What We Did reports

The East Calgary International Avenue Communities Local Area Plan was informed by input provided by thousands of participants over multiple phases and multiple years. The Plan sets the vision for the area over the next 30 years – providing direction on future development and investment that residents, landowners, builders/developers, City Planners and Council can commonly refer to as new development and investment ideas are proposed.

For more detailed information about what was heard through the project or to learn more about how input provided in each phase informed the creation and refinement of the East Calgary International Avenue Communities Local Area Plan, please review the following What We Heard & What We Did reports.

## [East Calgary International Avenue Communities Local Area Planning Project Key Themes & What We Did Report.](#)

### [Phase 1 What We Heard Report](#)

### [Phase 1 What We Did Report](#)

### [Phase 2 What We Heard Report](#)

### [Phase 2 What We Did Report](#)

### [Phase 3 What We Did Report](#)

### [Phase 3 What We Did Report](#)

