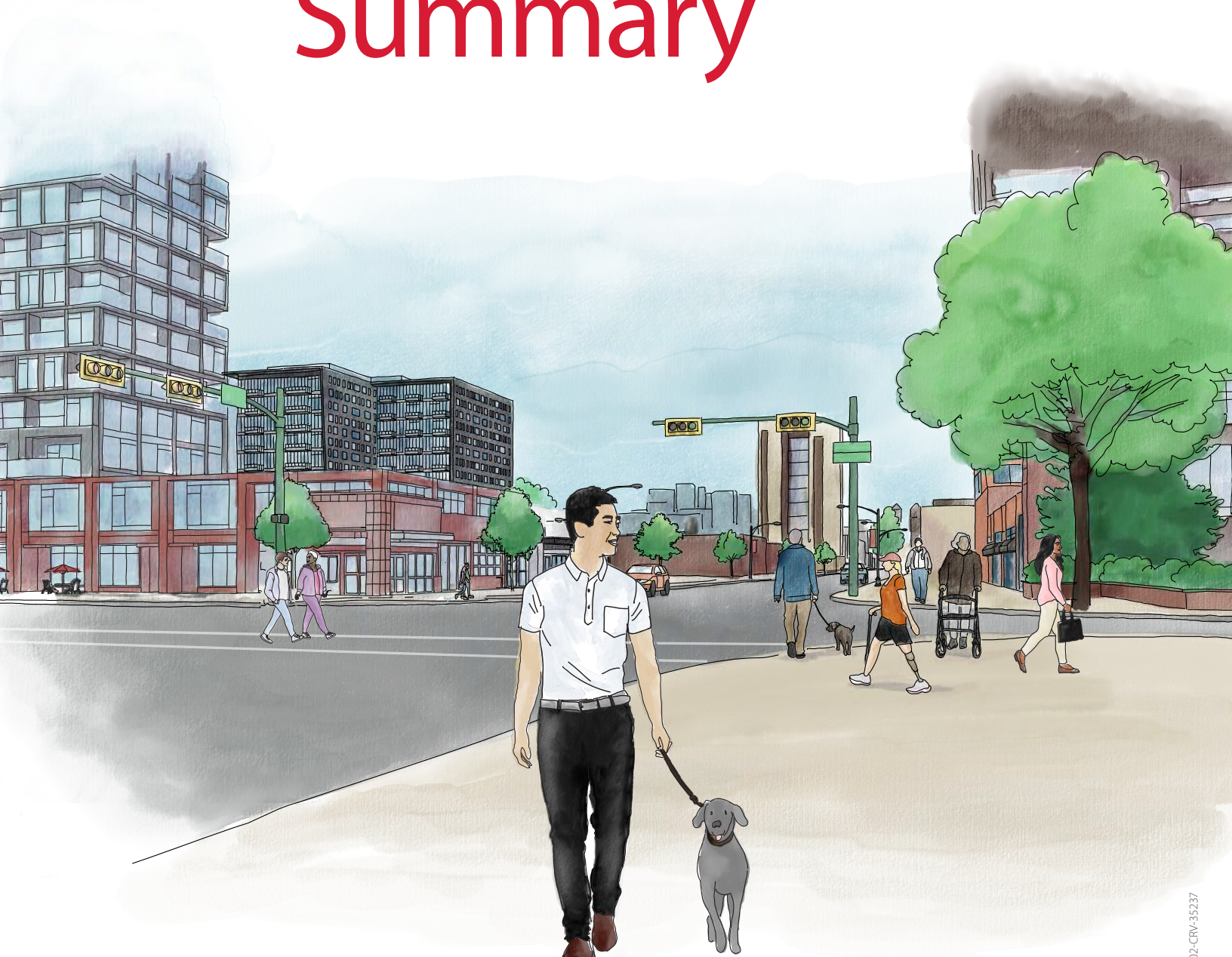


Final Engagement Summary



24-0042502-CRV-35237

Together, over nearly two years with thousands of participants, a local area plan for the West Elbow Communities was created.

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

West Elbow Communities



Highlights: Public Participation

Between summer 2023 to winter 2025, 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, Business Improvement Areas and development industry representatives, and dedicated and diverse working groups that provided in-depth insights and feedback.

1.5+ years in **4 phases** of public participation to create the West Elbow Communities Local Area Plan.

3.4K+ instances of **direct engagement participation**

113 days of **online engagement**



2.78M advertisements displayed

25K+ instances of **involvement**

66 engagement sessions

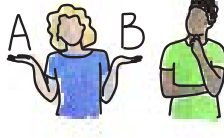
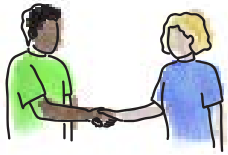
123K+ engagement booklets mailed

6K+ contributions submitted

- 11** community association sessions
- 8** working group sessions
- 5** heritage working group sessions
- 22** public sessions
- 12** walking tours
- 6** student sessions
- 2** landowner/development industry sessions



Engagement Approach



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 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 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.

"Yes! We need more higher density housing options for Calgary. Develop 1st/ground level shops with floors above for residence."
— Participant



Engagement Guiding Principles

1. Phased Program

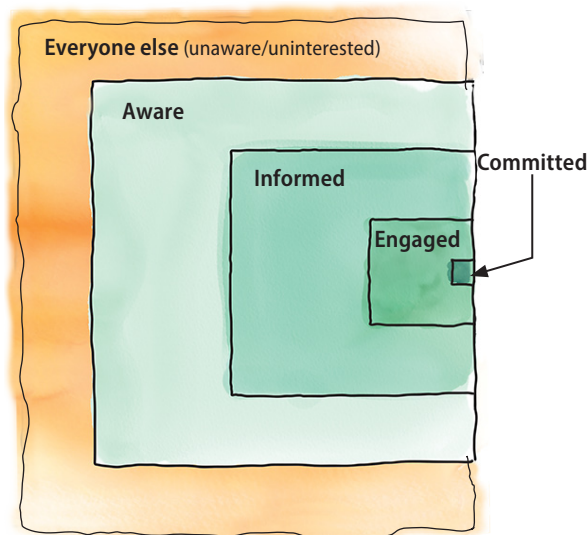
The engagement process for the West Elbow Communities Local Area Planning project was designed as a multi-phased approach. Input was collected at key intervals throughout the planning process to help influence the Plan as it was created and to provide multiple touch points and opportunities for participants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

2. 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.

3. Participation Interests & Intensity

Out of thousands of participants within the West Elbow 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—based on the corresponding levels of interest, time and commitment participants wanted, and were willing and able to commit to.



A broad mix of communications and engagement tools and techniques were used to ensure 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 West Elbow Communities Local Area Plan project were informed by: communications and engagement best practices, local demographics and socioeconomic information, participant feedback and lessons learned through the project.

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 make sure everyone was able to get involved. Toolkits were also provided directly to community leaders with existing community connections 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 and 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.).

West Elbow Communities Working Group Sessions

The West Elbow Communities 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, 43 members of the broader community, community associations, Business Improvement Areas and development industry representatives were selected to participate in dialogue on the planning interests of the entire area. The working group participated in a number of 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.

West Elbow Communities Heritage Working Group Sessions

This working group provided feedback on the Heritage Guidelines, worked together to define Heritage Guideline Areas and establish heritage defining characteristics for these areas – while building on the vision and core values developed for the Plan. Heritage Guidelines will help ensure new development complements identified heritage assets within the West Elbow Communities.

Through a recruitment process, 31 members of the broader community, community associations, heritage advocacy groups, and development industry representatives were selected to participate in dialogue on the Heritage Guidelines of the identified Heritage Guideline Areas.

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

In-person and virtual engagement sessions were offered to the general public as medium interest/medium 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, students, institutions, and development industry representatives.



**"I would love to see more more tailored / bespoke and renovation priority for local green spaces."
— Participant**



Mailed Engagement Booklets

Engagement booklets were mailed to households and businesses in the West Elbow Communities area to ensure people were aware of the project, had key information directly in their hands and had the option of mailing a feedback form as an alternative option to in-person, virtual or online engagement. Mailed engagement booklets that included a pre-paid feedback form were an alternate medium interest/medium intensity way to provide feedback (pre-paid postage was included to reduce financial barriers associated to return postage fees).

Engagement Stations

In-community Engagement Stations were placed at high-traffic and accessible locations throughout the West Elbow Communities to ensure a physical presence in the community to help raise awareness and as vessels to share information and collect feedback. In addition, if someone did not receive a mailed engagement package or booklet, they were able to pick one up at one of the 16 Engagement Stations in the Plan area or download a booklet online.

Online Engagement

Online engagement opportunities were offered as a low-medium interest/intensity opportunity. Online engagement at calgary.ca/WestElbowPlan was available within each phase for weeks at a time as an option for people to get involved at a time and place that worked for them. Within each phase of the project, multiple topics were open for input. Online engagement provided people with a quick and easily accessible opportunity to get involved.

Community Walking Tours

Community walking tours were held with community association and Business Improvement Areas representatives, and community members out in various communities. The project team met with those who were interested in discussing specific aspects of different communities face-to-face and out on the ground.

"We need need to be flexible and conducive to new businesses coming to areas. Cities need amenities, close to home, work that you don't need a car to live in the city. I don't own a car in Calgary. A commute to work on my bike year-round. I think the maps allow for a good separation between residential/business/green space/cars/industrial."

— 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 targeted groups from September 2023 to April 2024.



Total **ADS DISPLAYED**

760K+

Total **INVOLVED**

5,300+

Total **ENGAGED**

1,050+

Total **CONTRIBUTIONS**

2,800+

How was input used?

Input was used to create and refine the first chapter of the local area plan including the history section, the current context section and the draft future vision and core values. Input was also used to inform initial growth focus areas and development policies that will be engaged on in the second phase of engagement.



What we heard

Check out the full **What We Heard Report** online at calgary.ca/WestElbowPlan

Building Awareness

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

- **Engagement booklets**
Education and engagement booklets mailed directly to all homes and businesses in the area.
- **Engagement Stations**
16 Engagement Stations were also installed to raise awareness and provide additional education and engagement booklets to community members.
- **Street Level Signs**
13 large-format street level signs located in high-traffic areas.
- **Digital Restobar Ads**
Washroom Network ads in restaurants and bars in the area.
- **Social Media Ads**
Two waves of geo-targeted social media ads (Facebook, Twitter, Instagram, Nextdoor).
- **Video Ads**
Geo-targeted video ads on YouTube.
- **Elevator Ads**
Residential network elevator ads.
- **Community Newsletter Ads**
Full page advertisement in the local community newsletters.
- **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.

Love the connection to the river, and accessibility to the downtown and surrounding areas.

– Participant

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.



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 16 Engagement Stations through 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.
- **Working group sessions**
Three sessions where the working group and project team were able to dig deeper into discussions related to asset mapping, vision and core values and focus areas for growth.
- **Heritage guidelines working group sessions**
Two sessions for the working group to provide feedback on heritage guidelines so that new development complements identified heritage assets within the West Elbow area.
- **Community association sessions**
Three sessions for community association members to learn more, ask questions and provide feedback.
- **Development industry sessions**
Two sessions for landowners, developers or industry representatives to learn more, ask questions and provide feedback.

We should be encouraging housing options that are accessible (physically, financially, etc) to all income levels and lifestyles.
— Participant



Engagement Timeline

Phase 0: DISCOVER

This phase included 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, meetings and walking tours with local community leaders including community association and Business Improvement Areas representatives, were held to share information and get to know each other.

There is too much construction. Change from bungalows to two story houses which tend to eliminate all mature trees but the City owned trees. More traffic, noise, pollution.

- Participant



- June 1, 2023:**
Virtual Meeting with with Erilton Community Association Representatives
- June 2, 2023:**
Walking Tour with Elbow Park Residents Association Representatives
- June 13, 2023:**
Community Association Meeting – Phase 0 (Virtual)
- June 16, 2023:**
Walking Tour with Marda Loop Community Association Representatives
- June 19, 2023:**
Community Association Meeting – Phase 0 (Virtual)
- July 5, 2023:**
Walking Tour with Sunalta Community Association Representatives
- July 19, 2023:**
Walking Tour with Rideau Roxboro Community Association Representatives
- July 19, 2023:**
Walking Tour with Scarborough Community Association Representatives
- July 20, 2023:**
Walking Tour with 17th Avenue BIA Representatives
- July 20, 2023:**
Walking Tour with 4th Street BIA Representatives
- July 26, 2023:**
Walking Tour with Marda Loop BIA Representatives
- September 13, 2023:**
Walking Tour with Cliff Bungalow-Mission Community Association Representatives
- September 27, 2023:**
Walking Tour with Bankview Community Association Representatives
- October 18, 2023:**
Walking Tour with Richmond Knob Hill Community Association Representatives
- October 28, 2023:**
Walking tour with North Glenmore Park Community Association Representatives

Engagement Timeline

Phase 1: ENVISION

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

My community
is becoming more and more
walkable, and there are some
good examples of gentle density
being built here and there.

– Participant



September 19 to October 23, 2023:

- » **Engagement Booklets** mailed to residents and businesses
- » Engagement Booklets available for pick up at **16 Engagement Stations**
- » **Online engagement** open for feedback
- » **Working Group** Applications accepted

September 20, 2023:

Community Association Meeting – Phase 1 (Virtual)

September 25, 2023:

Community Association Meeting – Phase 1 (Marda Loop Communities Association)

October 3, 2023:

Public Engagement Session (Virtual)

October 11, 2023:

Public Engagement Session (Scarboro Community Association)

October 23, 2023:

Public Engagement Session (Virtual)

December 12, 2023:

Working Group Engagement Session #1: Asset Mapping (Marda Loop Communities Association)

January 23, 2024:

Working Group Engagement Session #2: Vision & Core Values (Virtual)

January 31, 2024:

Heritage Working Group Engagement Session #1: Key Values and Character Defining Elements (cSPACE Marda Loop)

February 7, 2024:

Development Industry Session #1 (Virtual)

February 28, 2024:

Heritage Working Group Engagement Session #2: Refining Character Defining Elements and Heritage Guideline Area Boundaries (Virtual)

March 5, 2024:

Working Group Engagement Session #3: Focus Areas for Growth (The Military Museums)

April 16, 2024:

Development Industry Session #2 (Virtual)

What We Heard

This phase was focused 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?

- Indigenous History
- Historical Significance
- Heritage Homes / Buildings

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

- Green Spaces/ Tree Canopy
- Access to Amenities/Services
- Single Family Home Community
- Heritage Elements

PRESENT: What are the challenges your area is facing and why?

- Affordability/ Housing Options
- Density
- Safety/Crime/Unhoused Population/Drug Use
- Traffic Safety/Parking

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?

- Green Spaces/Tree Canopy
- More Amenities/Services/ Community Spaces
- Low Density
- Housing Affordability/ Housing Options
- Climate Resilience/ Sustainability
- Connectivity



The recreation is the BEST, we waited 2 years for the right house/location to come onto the market. I'm never moving again. Love the amenities here including the walking trails and dog park.
- Participant



How Feedback Was Actioned

Key Changes Made

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 and 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 West Elbow Local Area Plan (Plan) based on feedback included:

1. West Elbow Communities' Plan boundary has been amended

The West Elbow Communities' Plan boundary has been amended to remove the West Village lands located in the community of Sunalta. These lands will be incorporated into the Greater Downtown boundary as part of the Calgary Plan. This was done in recognition of the current and future opportunities for the West Village lands, as a subject for transit-oriented development emphasized by its proximity to the Greater Downtown, Bow River, and Main Streets.

2. Historic home retention, heritage and housing diversity

We heard the public values the retention of historic homes and the need for new development to respect existing historic blocks. The draft core value: Housing for All, emphasizes the need for diverse housing options comprised of both newer and older homes, through providing opportunities for the retention of historic homes. As this local area plan is developed, policy tools including Heritage Guideline Areas will be explored to guide development in respect to surrounding historic blocks and properties. The engagement process for this Plan also includes a Heritage Working Group, made up of volunteer members from the community, representatives from community associations, heritage advocacy group representatives and members of the development industry, to contribute to the development of the Heritage Guidelines for the West Elbow Communities.

3. New approach to mapping

From lessons learned from other local area plans, we heard that when proposed growth areas were first presented, this information was difficult to interpret as the maps provided did not provide enough information regarding the building scale of potential growth. This Plan is taking an updated approach by using three categories of

potential focus areas for growth maps, that present more detail including existing and proposed heights, to guide more meaningful conversations. These potential focus areas for growth maps will inform the development of the draft urban form category and building scale maps to be developed through Phase 2.

4. Develop a Draft Vision and Core Values to reflect key considerations in the Plan Area

We heard considerations unique to the Plan's study boundary and applicable to all the West Elbow Communities. This included expanding the open space network and improving safety in public spaces to encourage more social connections. From this feedback, we developed a draft vision and core values to reflect these plan wide ideas. Further, we heard mention of specific areas, corridors and networks with development or investment opportunities or gaps. This included Main Streets, transit station areas and the Elbow River Valley. These locations have also been reflected in the draft vision and core values, and policy and investment opportunities will continue to be explored.

5. Support sustainable housing options and increase housing affordability

We heard that sustainable housing options and increasing housing affordability are important to the West Elbow Communities. In response, the draft Plan includes Housing for All as a draft core value which emphasizes the demand for diverse housing options to meet people's unique needs. The draft Plan also includes Climate Adaptation and Resiliency as a core value which supports developments built and operated sustainably, including reducing per capita greenhouse gas emissions. The project team will continue to explore policies to encourage climate friendly design and incentives to increase housing affordability.

Engagement Summary

Phase 2: Explore

This phase focused on exploring where and how growth and change could happen in the area. Engagement took place with the general public from May 28 - June 24, 2024, and with targeted groups from May through to September 2024.



Awareness building, education and engagement resulting in:

Total **ADS DISPLAYED**
692K+

Total **INVOLVED**
7,300+

Total **ENGAGED**
1,300+

Total **CONTRIBUTIONS**
2,000+



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/WestElbowPlan](https://calgary.ca/WestElbowPlan).

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.
- 16 Engagement Stations were utilized to raise awareness and provide additional education and engagement booklets to community members.
- 18 large-format street level signs located in high-traffic areas.
- Two waves of geo-targeted social media ads (Facebook, Twitter, Instagram, Nextdoor).
- Geo-targeted ads on high-traffic websites and YouTube.
- Full page advertisement in six local community newsletters.
- 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 creation and refinement of the second chapter of the Local Area Plan. Engagement was focused on where and how growth and change could happen in the area.

- **The Draft Vision and Core Values** — the big ideas, hopes and priorities for the area's evolution.
- **Potential Focus Areas for Moderate-to Large-Scale Growth** — where homes and businesses that are 4+ storeys might fit best.
- An Initial Draft of **CHAPTER 2** of the local area plan was also available for review and feedback.

I believe that making the West Elbow Communities a destination that promotes social connections, housing for all, and preserving natural areas is great.

– 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 16 Engagement Stations through 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 — two opportunities to meet the project team online, ask questions and provide feedback.

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


Heritage Guidelines working group sessions — one session for the working group to provide feedback on Heritage Guidelines so that new development complements identified heritage assets within the West Elbow area.

Community association sessions — two sessions for community association members to learn more, ask questions and provide feedback.

Conversation Series — two sessions to provide additional opportunity to connect with the project team to learn more about the project and ask questions.



We cannot plan to eliminate parking, or add infrastructure without the adequate amount of parking for residents and visitors.
— Participant



Perhaps if this area became more developed it could be transformed into protected cycle tracks to ensure that people on bikes don't have to give up their space.
— Participant



Engagement Timeline

Phase 2: EXPLORE

This plan lacks ambition and will not go far enough in addressing housing supply needs. Specific areas that worry me: I think the nodes and corridors are well placed, but 3-6 storeys is not even remotely tall enough for those areas.
– Participant



May 7, 2024

- » Community Association Meeting – Phase 2 (Virtual)

May 9, 2024

- » Community Association Meeting – Phase 2 (Sunalta Community Association)

May 28 to June 24, 2024

- » Engagement Booklets mailed to residents and businesses
- » Engagement Booklets available for pick up at 16 Engagement Stations
- » Online engagement open for feedback

May 30, 2024

- » Heritage Working Group Engagement Session #3: Review Updated Draft Heritage Guideline Area Maps and Policy Direction (cSPACE Marda Loop)

June 4, 2024

- » Public Engagement Session (Virtual)

June 5, 2024

- » Working Group Engagement Session #4: Urban Form and Building Scale (Virtual)

June 12, 2024

- » Public Engagement Session (Elbow Park Residents Association)

June 18, 2024

- » Public Engagement Session (Virtual)

June 25, 2024

- » Working Group Engagement Session #5: Key Areas for Urban Form and Building Scale Maps (cSPACE Marda Loop)

July 23, 2024

- » Working Group Engagement Session #6: Urban Form and Building Scale Maps; Implementation Options (Marda Loop Communities Association)

September 9, 2024

- » Conversation Series #1 (The Military Museums)

September 16, 2024

- » Conversation Series #2 (The Military Museums)

What We Heard and How Feedback Was Actioned

Key Themes Heard

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

TOPIC 1: Vision & Core Values


- Some participants are not supportive of the draft vision and core values and seek further refinement to reflect the West Elbow Communities. Other participants requested more clarity around the vision and core values.
- Some participants are generally supportive of the draft vision and core values as they are presented.
- Participants indicated they would like to see the area's history and importance of heritage more clearly reflected in the draft vision and core values.

TOPIC 2: Potential Focus Areas for Growth

- Participants expressed traffic, parking, and mobility concerns when talking about moderate to large-scale growth as proposed within the Plan area.
- Participants noted location-specific concerns with moderate to large-scale growth as proposed within the Plan area.
- Participants indicated opposition to the Plan and increased density.
- Participants noted concerns around the ability of current infrastructure and services to be expanded to handle increased density.
- Participants are concerned about potential effects increased density, growth and change could have on their neighbourhood.

Draft Chapter 2

- Participants are concerned with potential inequitable distribution of density across the Plan area.
- Participants expressed location-specific comments related to the draft chapters.
- Participants indicated opposition to the Plan and increased density.



I do believe this entire area will need improved mobility improvements (protected bike lanes, every 10 minute bus service) to support this growth.
– Participant



Key Changes Made

How Feedback Was Actioned

Key changes made to the draft West Elbow Local Area Plan (Plan) based on feedback included:

1. Refined Areas for Growth Around Strategic Locations

Areas of moderate-to-large scale growth were revised in various locations throughout the Plan area based on feedback received through engagement in Phase 2. Additionally, select areas previously considered for moderate- to large-scale development (four storeys or more) have been reduced to allow for development up to three storeys. For example, locations along Elbow Drive SW and Richmond Road SW previously proposed for four to six storeys have since been modified to allow for development up to four storeys, and other areas such as 10 Street SW and Carleton Street SW have been removed from higher density considerations and will remain to allow for development up to three storeys. The draft Urban Form and Building Scale maps shown in Phase 3 maintain moderate-to-large scale growth in strategic locations such as along Main Streets, around transit station areas, and along community corridors such as 26 Avenue SW and 16 Street SW.

2. Identified Desired Mobility Improvements

The project team received public feedback regarding desired mobility improvements throughout the Plan area. The Plan's draft Chapter 3, which focuses on community improvements, builds off the Plan's six draft core values, including the core value 'Safe and Convenient Mobility', which explores opportunities to improve mobility corridors. These improvements reflect key themes heard, including the need for better east-west connections, addressing missing links in the pathway network, and improving transit station areas. Phase 3 engagement will focus on opportunities to provide additional feedback on community improvements and investment priorities.

3. Developed Heritage Guideline Areas and a Heritage-focused Core Value

Heritage Guideline Areas have been drafted in areas of concentrations of heritage assets. New development within identified Heritage Guideline Area precincts will be required to contribute to the ongoing historic nature of those areas by requiring new development to be contextual and sensitive to surrounding historic buildings. Further, the draft core value 'Historic Places and Spaces' has been added to reflect the importance of heritage in the Plan area.

I believe the city should continue to invest in transit networks an infrastructure in this area to help manage increasing density.
- Participant



4. Identified Opportunities for Small-Scale Commercial

The project team has received feedback that some areas would benefit from allowing small-scale commercial interior to communities and along community corridors, allowing people to access amenities closer to home. In response, policies have been added to Chapter 2 that enable small-scale commercial throughout the communities of Bankview, South Calgary, Mission and Cliff Bungalow. Other locations and opportunities for well-integrated commercial uses will continue to be explored in Phase 3.

The map is ambitious and shows a responsible, yet visionary approach for this area.
- Participant



Sustainable, smart growth is critical: growth should not come at the expense of greenspaces, history, safety, or the environment.
- Participant



5. Drafted Shadowing Policy for Main Streets

The project team has received feedback about the importance of solar exposure along Main Streets such as 17 Avenue SW and 33 Avenue SW, particularly in areas with high amounts of pedestrian traffic. Draft Chapter 2 includes policy that may require building heights to be modified to meet shadowing policy requirements. For example, sites south of 17 Avenue SW and south of 33 Avenue SW are proposed to have a modified height maximum that reflects shadow studies to protect the adjacent Main Streets from shadowing at specified times.



What We Did

Additional information about key changes made can found within the **Phase 2 What We Did Report** at calgary.ca/WestElbowPlan

Engagement Summary

Phase 3: Refine

This phase was focused on refining the Draft Plan and confirming community improvement ideas. In addition to broad public outreach and engagement, meetings and engagement took place with the general public from September to October 2024, and with targeted participants from September to December 2024.



Awareness building, education and engagement resulting in:

Total **ADS DISPLAYED**
701,500+

Total **INVOLVED**
7,100+

Total **ENGAGED**
900+

Total **CONTRIBUTIONS**
1,100+



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/WestElbowPlan

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.
- 16 Engagement Stations were utilized to raise awareness and provide additional education and engagement booklets to community members.
- 18 large-format street level signs located in high-traffic areas.
- Two waves of geo-targeted social media ads (Facebook, Twitter, Instagram, Nextdoor).
- Geo-targeted video ads on YouTube.
- Geo-targeted audio ads on Spotify.
- Full page advertisement in six local community newsletters.
- 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.

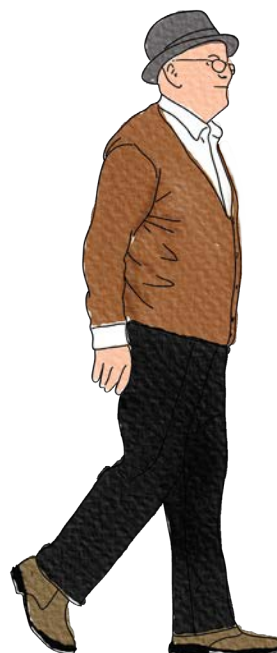
Topic 1: Heritage Guidelines

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 Plan were also available for review and feedback.

"I think the city needs to very much reinforce expansion of the tree canopy across the city, including in these neighbourhoods."
– 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 16 Engagement Stations through 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.

Working group sessions – one session where the working group and project team were able to dig deeper into discussions about the draft Urban Form and Building Scale Maps and ideas for potential future community improvements for the Plan area.

Heritage guidelines working group sessions – one session for the heritage working group to provide feedback on Heritage Guidelines so that new development complements identified heritage assets within the West Elbow area.

Community association / development industry / post-secondary institutions sessions – several sessions for community association, developers or industry representatives, and post-secondary students, to learn more, ask questions and provide feedback.

Community conversation series – two sessions to connect with the project team to learn more about the project and ask questions.

“I think we should be more strict about new developments in Heritage Areas when it comes to the design of these new homes.”

– Participant

“For this plan to work, we need improved public transit. We also need to continue to improve our bike and walking pathways, and to maintain them. It is important that bike pathways are a priority for snow removal in the winter. If we are going to have increased density, then we need to have less reliance on cars. I hope this plan goes forward.”

– Participant



Engagement Timeline

Phase 3: REFINE

(Refining the Plan and confirming the community improvement ideas.)

"Consider allowing the high-rise on the streets behind these flagship roads. Make very wide sidewalks mandatory so that café is an outdoor space for shops is available."

– Participant



- **September 4, 2024**
 - » Heritage Working Group Engagement Session #4: Review Draft Heritage Guideline Policy and Maps
- **September 10, 2024**
 - » Community Association Meeting – Phase 3 (Virtual)
- **September 12, 2024**
 - » Community Association Meeting – Phase 3 (Cliff Bungalow – Mission Community Association)
- **September 17 to October 15, 2024**
 - » Engagement Booklets mailed to residents and businesses
 - » Engagement Booklets available for pick up at 16 Engagement Stations
 - » Online engagement open for feedback
- **September 26, 2024**
 - » Public Engagement Session (Virtual)
- **October 2, 2024**
 - » Public Engagement Session (Marda Loop Communities Association)
- **October 3, 2024**
 - » Development Industry Session #2 (Virtual)
- **October 9, 2024**
 - » Public Engagement Session (Virtual)
- **November 5, 2024**
 - » Urban Calgary Students Association Session (Earth Sciences Building, The University of Calgary)
- **November 13, 2024**
 - » Pop-up session (Wyckham House, Mount Royal University)
- **November 21, 2024**
 - » Working Group Engagement Session #7 (Virtual)
- **November 25, 2024**
 - » School of Architecture Planning and Landscape Session (City Building Design Lab, University of Calgary)
- **November 28, 2024**
 - » Pop-up session (MacEwan Hall, University of Calgary)
- **December 9, 2024**
 - » Conversation Series #1 (The Water Centre)
- **December 12, 2024**
 - » Conversation Series #2 (The Water Centre)

What We Heard and How Feedback Was Actioned

Key Themes Heard

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

TOPIC 1: Heritage Guidelines

- Participants felt the Guidelines are too restrictive and did not encourage development.
- Participants felt the Guidelines do not go far enough, lacked prescription or the means for enforcement.
- Participants commented on the equitability of distribution of designated Heritage Guideline Areas across communities, and the omission of certain areas and buildings of certain ages from the Guidelines
- Participants made specific comments around the development of multi-residential and multistorey buildings in designated Heritage Guideline Areas
- Participants commented on design features and provided location- and building- specific feedback

Topic 2: Draft Urban Form and Building Scale Maps

- Participants provided location-specific feedback and suggestions across the West Elbow Communities LAP Plan area when talking about the proposed urban form and building scale growth maps as proposed (for example feedback on commercial use in Rideau/Roxboro and building heights in Erlton and the Holy Cross Centre site).
- Participants highlighted the importance of preserving neighbourhood tree canopy and green spaces.
- Participants expressed concerns around traffic and parking in their communities.
- Participants commented on their perception of inequitable distribution of density across the Plan area.
- Participants voiced concern about the potential effects of growth on privacy, shadowing and property values.
- Participants commented on the level of readiness of infrastructure in the Plan area to accommodate growth.

Topic 3: Community Improvements

- Participants would like to see more walking and wheeling (Calgary's Pathway and Bikeway Network) connections throughout the Plan area.
- Participants suggested enhancements to the neighbourhood tree canopy, parks and green spaces.
- Participants commented on the need to consider traffic calming enhancements, sidewalk improvements and safety in general in the Plan area.
- Participants commented on the level of readiness of infrastructure in the Plan area to accommodate growth.
- Participants made location-specific comments and suggestions for community improvements.

**"I live in Mission, and something I hear from my neighbours all the time is that they love the proximity and variety of commercial areas, and the pedestrian and cyclist focus of the area. Being able to walk or bike to my daily needs means I don't need to use public transit so much, and they are the top reason I moved to this area and continue to enjoy living here."
– Participant**



What We Heard

Additional information can be found within the **Phase 3 What We Heard Report** at calgary.ca/WestElbowPlan

Key Changes Made

How Feedback Was Actioned

Feedback was used to refine the Plan, specifically refinements to the draft Urban Form and Building Scale maps and policies in Chapter 2. 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 West Elbow Communities Local Area Plan based on feedback included:

1. Refinement to Building Scales and Urban Forms in Areas Adjacent to Main Streets

Comments received from Phase 3 engagement noted that building scales and urban form categories along Main Streets could be refined to better align to the surrounding context. We heard that in some of these areas there are inconsistencies in urban form and building scales that should be reconsidered. In response, Map 3: Urban Form and Map 4: Building Scale have been updated to better reflect barriers and opportunities along Main Streets in the Plan area, while recognizing that Main Streets are envisioned as high-activity areas that generally support higher densities than adjacent neighbourhoods.

Feedback included comments that some areas adjacent to Main Streets commercial and mixed-use opportunities should be focused closer to or directly on the Main Street. In response, map refinements have been made along 17 Avenue SW, between 14 Street SW and Crowchild



Trail SW as well as along 14 Street SW, south of 17 Avenue SW, where maximum building scales and commercial uses have been decreased and concentrated to orient toward the Main Streets. Other map amendments have been made to provide more consistency in building scale and urban form along Main Streets. This includes areas such as Marda Loop, particularly along 34 Avenue SW, and in Cliff Bungalow between 4 Street SW and 5 Street SW.

These refinements support higher-scale development in areas near Main Streets and support businesses along Main Streets, while allowing for transitions to adjacent residential areas.

2. Higher Intensity Near Transit Station Areas

We heard feedback that there is opportunity in and around select Transit Station Areas to accommodate higher building scales. In response, building scale recommendations in areas around LRT and BRT stations have been further considered and refined. This includes the area south of Sunalta LRT Station, where building scales on the south side of 11 Avenue SW have increased from Mid Scale (up to 12 storeys) to High Scale (up to 26 storeys), and the north side of 12 Avenue SW increased from Low Scale (up to 6 storeys) to Mid Scale (up to 12 storeys). These refinements support higher density development within proximity to transit stations, supporting public transit ridership and transit-oriented development.

3. Garrison Woods Special Policy Area

We heard that people value the military history of the Canadian Forces Base (CFB) East area, comprising the community of Garrison Woods today. People feel that future developments should respect the area's history. Until 1998, CFB East served as the Private Married Quarters (PMQs) for the military base, many of which were renovated as part of the redevelopment of CFB East into the Garrison Woods community. A special policy area has been drafted in Chapter 2, which identifies blocks in the Garrison Woods community with PMQs that have been retained and renovated. These policies will inform new developments to take inspiration from surrounding PMQ housing and reflect the historic nature of residential development in the area.

4. Policy Guidance for Park and Open Space Improvements

We heard a range of perspectives from the public confirming ideas for better connecting the parks and open space network throughout the Plan area and opportunities for specific park improvements. In response, community improvements and investment priorities in draft Chapter 3 have been refined to include policies to support the provision of new parks and open spaces. These policies prioritize new park opportunities in communities that are below parks provision targets and developing green corridors that better connect existing parks and open spaces.

Feedback we heard for specific park improvements, including for South Calgary Park, Glenmore Athletic Park, and Lindsay Park, identified current challenges and suggestions on how to better balance uses to best serve all park users. This informed policies to guide future improvements to each park unique to their context, including opportunities for new civic facilities, improving access to parks, and green infrastructure recommendations to improve and protect park ecological functions. These revisions aim to improve the park and open space network in the Plan area to meet the evolving needs of residents and all park users.

5. Refinements to Heritage Guidelines

We received input informing the draft Heritage Guidelines, including recommendations for refinements and additional policy suggestions. In response, refinements have been made to plan wide and area specific Heritage Guideline policies. These refinements include advancements to general policies around site design, landscape (such as discouraging artificial turf), and building design (such as discouraging vinyl siding), as well as new policies specific to Heritage Guideline Area precincts. Further, a supplemental Heritage Guidelines Implementation Guide will be drafted to provide a concise document to support policy implementation and use of these Guidelines in practice.

"I had a really hard time finding a place to live, so I think there should be more of a commitment to student housing."

- Participant



What We Did

Additional information about key changes made can found within the **Phase 3 What We Did Report and Summary of Map Changes** at calgary.ca/WestElbowPlan

Participation Summary

Phase 4: Realize

This final phase of the project was focused on sharing the final draft Plan with the public, community associations, Business Improvement Area representatives, students, development industry members and the working groups. and bringing the proposed Plan forward to Committee and Council for review and decision.

Engagement Timeline

- **December 4, 2024**
 - » Heritage Working Group Engagement Session #5: Final draft Heritage Guidelines (Scarboro Community Association)
- **January 7, 2025**
 - » Community Association Meeting – Phase 4 (Scarboro Community Association)
- **January 9, 2025**
 - » Community Association Meeting – Phase 4 (Virtual)
- **January 14 to February 4, 2025**
 - » Information Booklets mailed to residents and businesses
 - » Information Booklets available for pick up at 16 Engagement Stations
 - » Final draft Plan available online
- **January 16, 2025**
 - » Working Group Engagement Session #8: Final draft Plan (Elbow Park Residents Association)
- **January 21, 2025**
 - » Public Information Session (Virtual)
- **January 28, 2025**
 - » Public Information Session (cSPACE Marda Loop)
- **February 3, 2025**
 - » Public Information Session (Virtual)
- **February 25, 2025**
 - » Conversation Series #1 (MNP Community & Sport Centre)
- **March 3, 2025**
 - » Conversation Series #2 (MNP Community & Sport Centre)
- **March 18, 2025**
 - » Pop-up Session (Wyckham House, Mount Royal University)
- **March 20, 2025**
 - » Pop-up Session (Earth Sciences Building, University of Calgary)

“We love the idea of additional businesses in our already vibrant neighbourhood. We support population density to intern support these businesses.”
– Participant



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?



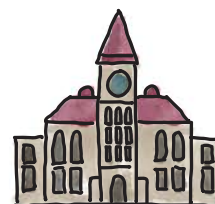
Participant Input

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



Professional Expertise

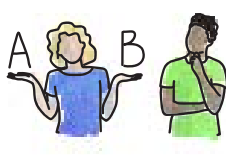
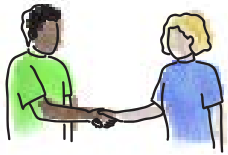
What are the urban planning best practices, what is economically feasible and technically possible?



City Policies

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

Creating the Local Area Plan



Phase 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.



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 West Elbow Communities Local Area Plan was informed by input provided by thousands of participants over multiple phases and multiple years.

Plan sets the vision for 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 West Elbow Communities Local Area Plan, please review the following What We Heard & What We Did reports.

[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 Heard Report](#)

[Phase 3 What We Did Report](#)