



Next 20: Municipal Development Plan & Calgary Transportation Plan Review

Stakeholder Report Back: What We Heard – Stage 1 Focus Groups
April 5, 2019

Engagement Summary for Stage 1

This report is a summary of the engagement with key stakeholders from Stage 1 of the engagement. The stakeholders invited to participate were groups that represented: academic, targeted, business, industry, economic, community & population health, diversity, and accessibility interests/expertise.

This report is the themes and comments received through the four (4) in-person engagement for Stage 1 (March 1 to April 8, 2019) of the stakeholder engagement. At each of the sessions, participants were asked to talk about what makes a great city, and identify trends and policies specific to their areas of interest or expertise, that need to be noted and considered as we move forward into the next stages of the engagement.

Some common themes were raised in all focus group discussions. **Walkability** as it relates to health, inspiring neighbourhoods and how we get around the city; trends about **aging in-place** and how we should take care of a growing, older demographic in the future; and the evolution of **autonomous and electric vehicles**. Overall, the groups suggested that the challenge with the current Municipal Development Plan is not with the policy itself, but in the implementation of the policy and The City’s review and approval processes. The [summary of Input](#) can be found on page four (4), and the [discussion Notes](#) from all the sessions start on page seven (7).

Project Overview

The City is reviewing its [Municipal Development Plan \(MDP\)](#) and [Calgary Transportation Plan \(CTP\)](#). The MDP and CTP are The City’s long-range land use and transportation plans that look 60 years into the future, when Calgary’s population is expected to reach over two million people. These plans help shape how the communities where we live, work and play will develop and evolve over time. In order to support on-going evaluation and refinement of these important plans, a monitoring framework was created to periodically assess areas of successes and areas in need of improvement. This review of the MDP and CTP, referred to as Next 20, reflect its focus of medium-term actions (i.e. what needs to happen over the next 20 years) and supports the commitment to intentional implementation and continual improvement.



Stakeholder Engagement – Program Overview

The engagement approach developed to support this review has been designed to be both iterative and responsive. Our objectives include having opportunities for a diverse cross-section of stakeholders to



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provide input, through multiple opportunities, and collect ideas, perspectives and opinions that will help the project team better understand the values, interests, expectations, and priorities from those that the plans are designed to serve. The diagram below shows all of the stages of the engagement.



NEXT 20: MAKING LIFE BETTER

We're reviewing the Municipal Development Plan and Calgary Transportation Plan to make Calgary better for more people, over the next 20 years.

Engagement timeline



Stage 1 Engagement – Focus Group Engagement Overview

Stage 1 was about understanding trends. Before we went into detailed work we needed to understand if we were on the right path, and what we needed to consider in the next steps of work.

In March 2019, as part of this Stage 1 engagement, we hosted four (4) focus groups where we talked with representatives from industries across Calgary that deal directly with the different parts of the plan. The focus groups discussed the different Citizen Priorities through a facilitated discussion. A follow up survey was shared with the participants and those who could not attend for any additional comments.

Date	Stakeholder group(s)	Location	Number of participants
March 7, 2019	Academic & targeted interest	Andrew Davison	10



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March 11, 2019 A.M.	Business, industry & economics	Andrew Davison	4
March 11, 2019 P.M.	Community & population health	University of Calgary	4
March 19, 2019	Diversity & accessibility	Municipal Building	6

What we asked

The City of Calgary has four (4) citizen priorities: a healthy and green city, inspiring neighbourhoods, a prosperous city and a city that moves. In all four focus groups we asked participants to share what is currently working, what is a challenge, what trends they are seeing in their respective industries in each priority and what might look different in the next 20 years?

How the input will be used

This feedback, along with the input from the public engagement, will give The City of Calgary a reference point for what needs to be refined. It will give criteria, or goals, we will use throughout engagement to assess how we are doing with the policy recommendation. It will also be used to shape Stage 2 of the engagement. In Stage 2 we will talk about what it will take to get us to what we identified as a need in Stage 1. What trade-offs do we should consider in the many outcomes our plans are trying to achieve? What range of options and actions should we consider? In this stage we'll talk about the benefits, impacts, constraints and trade-offs needed to reach our vision of Calgary in 20 years.

Next steps

The focus groups, as well as the public, will be invited to participate in the next stage of engagement to provide input into areas of priority and discuss trade-offs and constraints in relation to their priorities. This engagement is expected to take place in spring 2019, and will assist the project team in developing scenarios for what a future Calgary could look like.

What we heard

In all of the sessions participants said that the challenge with the current plans is not with the policy itself, but in the implementation, The City's review and approvals processes.

In all discussions participants talked about:

- **Walkability** as it relates to health, inspiring neighbourhoods and how we get around the city
- **Aging in-place** and how we should take care of a growing, older demographic in the future
- **Autonomous and electric vehicles** and their evolution



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The following table are the key themes we heard in all four sessions.

A healthy and green city	Inspiring neighbourhoods
<ul style="list-style-type: none"> • Aging in place will continue to be important • Immigration will continue to increase • Provide more food security and access to healthy food • Community gathering spaces create healthy communities • Make advancements in alternate energy sources and support that industry • Green the city through gardens • Follow through on the Climate Resiliency strategy 	<ul style="list-style-type: none"> • Build more hubs, nodes and town centres • Provide street furniture and public washrooms • Relationships build resiliency and connectedness • Retrofit or revitalize established communities • Make better use of school yards and schools • Accommodate the aging population through a variety of housing stock • More multi-generational housing is needed • Simplify application processes • Provide more affordable and accessible housing
A prosperous city	A city that moves
<ul style="list-style-type: none"> • Oil & gas industry will continue to be important • Calgary has a large agriculture industry • Encourage and grow the technology industry • Fill office space downtown • Small businesses are struggling • Take advantage of other opportunities such as the recycling industry and pop-up businesses 	<ul style="list-style-type: none"> • Walkability is a high priority • Make Transit more attractive • Prepare for autonomous and electric vehicles • Wheelchairs and electric scooters will become more common

Summary of input

The focus groups were asked to share trends they are currently seeing in their respective industries and what might be different in the next 20 years. The conversation focused on four citizen priorities: a healthy and green city, inspiring neighbourhoods, a prosperous city and a city that moves. Below are key ideas discussed in each priority. For a full list of ideas that were shared, see the [Discussion Notes](#) section that starts on page seven (7).



Healthy & Green City

Theme	Sample of comments shared about the theme
Aging in place	<ul style="list-style-type: none"> • Population is getting older so aging in place will be more common and desirable • Need to support this group by ensuring walkability in their neighbourhoods and easy access to Transit • Need to attract care workers to Calgary to help look after this demographic
Immigration	<ul style="list-style-type: none"> • Calgary will continue to grow from both immigration from outside of Canada and migration from other Provinces



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	<ul style="list-style-type: none"> Typically see health declining among immigrants within 10 years of arriving in Canada
Food security	<ul style="list-style-type: none"> Difficult to take groceries on Transit Shopping centres do not all have grocery stores Desire for more access to local markets such as corner stores in a neighbourhood
Community gathering spaces	<ul style="list-style-type: none"> Connectedness and relationships are important factors in health Provide more indoor and outdoor gathering spaces (examples included outdoor gyms, picnic areas and gardening spaces)
Alternate energy sources	<ul style="list-style-type: none"> Businesses are willing to take steps toward alternate energy sources Consider micro-grids within neighbourhoods
Gardens and water	<ul style="list-style-type: none"> Consider green roofs Make it easier for builders/developers to construct rain gardens and consider a no net loss policy for stormwater
Climate	<ul style="list-style-type: none"> The Climate Resiliency Strategy is good Downsize housing as a means of environmental stewardship



Inspiring Neighbourhoods

Theme	Sample of comments shared about the theme
Build more hubs, nodes and town centres	<ul style="list-style-type: none"> Provide all essential services/resources to meet daily needs close to home Transit Oriented Developments are not acting as community hubs – main streets are a better focus
Provide street furniture and public washrooms	<ul style="list-style-type: none"> Promotes connectedness and relationships within a community, as well as walkability
Relationships build resiliency and connectedness	<ul style="list-style-type: none"> Need programs to support relationships
Retrofit or revitalize established communities	<ul style="list-style-type: none"> Not enough greenspace in established communities Improve walkability
Make better use of school yards and schools	<ul style="list-style-type: none"> Re-purpose space and/or allow for multiple uses in these spaces (e.g. weekend or evening uses could be different)
Housing to accommodate aging population	<ul style="list-style-type: none"> Seniors will be looking for amenities close to home Provide housing such as villas and bungalows Ensure this demographic is not geographically isolated
Multi-generational housing	<ul style="list-style-type: none"> Will accommodate immigrant families as well as families supporting parents as they age
Simplify application processes	<ul style="list-style-type: none"> Make it easier to apply for secondary suites and laneway housing Improve the application and approval process for using public buildings and spaces for alternate/secondary uses
Affordable and accessible housing	<ul style="list-style-type: none"> Will continue to be critical in the future More affordable and accessible housing is needed



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	<ul style="list-style-type: none"> • Current affordable housing does not accommodate large families, so large families don't have options • Accommodate youth if ownership is unattainable for future generations
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A Prosperous City

Theme	Sample of comments shared about the theme
Oil & gas industry will continue to be important	<ul style="list-style-type: none"> • Will continue to be an important economic driver
Calgary has a large agriculture industry	<ul style="list-style-type: none"> • Crops will change with climate change • Technology will be needed to support the industry – this is an opportunity for Calgary
Encourage and grow the technology industry	<ul style="list-style-type: none"> • Encourage businesses and employment in the technology industry • Automation is leading to internal retraining of employees • Heavy industry will become more high-tech
Fill office space downtown	<ul style="list-style-type: none"> • Re-purpose spaces • Incentivize businesses to lease out space to not-for-profits
Small businesses are struggling	<ul style="list-style-type: none"> • Small businesses are taking too much of the tax burden • Need equity • More shared workspace options
Other opportunities	<ul style="list-style-type: none"> • Recycling industry • Pop-up businesses • Businesses that send out finished products; not just raw materials



A City that Moves

Theme	Sample of comments shared about the theme
Walkability	<ul style="list-style-type: none"> • Leads to higher house values • Currently there are gaps in connections • Need more destinations and services within communities to promote walkability • Employment centres to focus on walkability • Linked to health outcomes
Transit	<ul style="list-style-type: none"> • Need to make it more welcoming/comfortable • Cost de-incentivizes short trips • Provide intra-urban transit; not just focused on getting people downtown • Improve safety on Transit
Autonomous and electric vehicles	<ul style="list-style-type: none"> • Need to plan for the infrastructure and connectivity now and decide how it will be paid for • Will have an impact on gas stations and car sales lots



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<p>Wheelchairs and electric scooters</p>	<ul style="list-style-type: none"> • Will see more of these in the future • The City should get involved in licensing these for use on sidewalks to improve mobility • There is currently a decline in wheelchair-accessible taxis
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Discussion Notes

Below are the notes from the four focus groups. The comments are not verbatim but reflect the discussion to the best ability of the note-taker.

March 7, 2019 Focus Group Input

- Where did the four topics come from? Why would you toss away the work of Imagine Calgary, etc.?
 - From Council’s One Calgary Plan
- What trends are we seeing as part of your research/area of expertise?
 - What do you mean by healthy? Population? Economy?
 - To what extent does walkability enter into this? Integrating evidence into greenfield development?
 - More walkable neighbourhoods have higher home values. (ex. Seattle)

Topic of Discussion: Connecting the City

Walkability

- Often, the walkable neighbourhoods are the older ones. Can you take that information and make urban neighbourhoods that are more walkable?
- Density plays a very important role. European cities are much denser – connectivity is much better, access to public transport. Needs to be supported by urban morphology. Need more destinations and services, needs to be more attractive.
- People were open to the idea of introducing new typologies, mix of uses/buildings, keen on being able to walk. Their experience is that there is a disconnect along the route (fencing, lack of sidewalks and destinations). There is a willingness for change in walkability (feedback from a specific event with students).
- Safety – deters people from wanting to go places. Anderson Station, 8 Ave Bridge. Accessibility, sidewalk conditions.
- Streets, furniture, more trees, frequency of signals, traffic calming – impacts walkability.
- Transit use encourages walking.
- CBD counts for 2018 – seeing shift towards transit, walking, biking. Have cycle infrastructure downtown – if you build it, they will come.
- As people see results of more cyclists, hard to dispute that it’s not working.
- Calgary is a car city – hard to change that.
- Brookfield in McKenzie Towne – would likely not do that again because of resistance to it.
- Developers are willing to make changes but making changes can be onerous. How do we make approval process easier?
- Traffic calming measures done in Europe – ex. sizing fire trucks to suit streets, not other way around.



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- Urban design is the key. There are some communities that don't have that connectivity, but some that do, i.e. Discovery Ridge. Meeting daily needs in neighbourhood is an issue of density.
- Is City willing to stick with policy to make walking and biking better?
- The more people walk, the lower their BMI and cardiovascular issues. Health is tied to walkability.
- What are some examples on smaller scale that have been effective in improving walkability (other than density)?
 - Having linear parks – recreation aspect.
 - Turn right of way into pathway/greenspace? Highline is more walking than cycling. Buskers, artwork, public gatherings.
 - Maybe implement strategic walking routes.
 - Animation of the space - people make it interesting as much as infrastructure.
 - Walkability can be more directed and integrated into everyday life.
 - Other employment centres need to focus on walkability (not just downtown). Industrial areas are difficult.
 - Have to have a destination. Where are you walking to? McKenzie Towne – examples of walkable urbanism.
 - City needs to look inwards. Departments fighting each other.
 - Calgary lacks well-defined neighbourhood centres. City needs to focus on town centres. Tremendous in-fighting within City departments.
 - Attitude within Calgary Transit has remained very anti-user. Crappy lighting, benches, etc. If we want people to use transit, let's make it user-friendly.
- If we're talking about MDP, let's talk about the goals and priorities, not these four topics.
- Why doesn't the LRT go to the airport? Any other city has transit connection.
 - That was politics, not money.
 - A lot of cities have very weak airport connection (ex. London)
 - Is an airport connection in the Calgary Transportation Plan? If it's not, it should be added.
- Why does Calgary Transit frequently change the bus schedule? Makes systems more inefficient. Bus system is not as reliable as LRT system. Like idea of real-time service – when the bus will come.
- There are simple solutions that make everybody better off (repainting lines for bikes).
- Looking more at built form. Trying to talk more about connection between built form and health.
- Coming from Europe where everybody uses transit and there is no negative perception of it, it would be worth pursuing changing the public perception of using Calgary Transit.

Topic of Discussion: Creating Great Communities

- People in Calgary add value to proximity to rail transit, people in Calgary don't add value to diverse TOD area design. Fish Creek Station – diversity index is high – different types of land use. Commercial area is filled with automobile businesses. People don't go to station area to do activities. TOD areas should play a role in increasing a sense of belonging, more different kinds of activities. Calgary has some really good TOD stations, but most in established areas are destinations, not community hubs.
- City should move towards being able to move without driving.
- We have a phenomenal LRT system for our size, but little transit-oriented development. City has to look to its own rules.
- Has City done that soul searching? Can the City give us info as to why this hasn't happened?



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- Part of the problem is that the stations are in the wrong place. Notion of TOD is over-rated. But TODs or transport hubs are not able to sustain that sort of impact. It works in Europe, but there are other factors supporting those hubs. It doesn't work on its own. Can't create it artificially.
- Can the City give us info to help us understand what the obstacles are that need to be overcome? What is holding us back from accomplishing more? Can the CTP and MDP do more? (Shawnessy, Crowfoot were meant to be more employment centres but that didn't happen.)
- We're falling behind in getting jobs into established areas, and City has fallen behind in transit investment and skeletal roads, ex. Ring Road. (Park and Ride – feedback is they want more parking. Anderson wants to pursue TOD but also wants to keep parking.)
- We have main streets we've started to invest in – investing in communities that already exist rather than trying to create new ones. Businesses are paying more property taxes – if we want industry to invest in public realm, maybe giving parking relaxations is a solution.
- Are main streets a better focus than LRT stations?
 - An LRT station isn't a community by itself.
 - Maybe a smaller scale version of high street? People want more local stuff happening, where they can meet and gather. More co-creation, more engagement, creating spirit around the community and local points of identification.
- Why don't you focus libraries, transit stations and social services in one place? They're not focused. Identify those town centres and define it – put 'Town Centre' definition in municipal plan.
- What makes a great community? Urban design. City doesn't really make urban design with new communities.
- Urban design can be hard to quantify. What is the best way to assess it? Panel?
 - The panel is not sufficient because other departments don't buy into it. Not a common goal.
- Putting responsibility back on City. Start with Things City can control.
- There are two conversations – one around what we've been able to accomplish with plans since 2009 and the length of time that development cycle takes. Take this conversation and apply to new communities and see if MDP is starting to accomplish these things. Also consider if we have plans that are driving that. Maybe we just haven't seen the results yet.
- Not necessarily that we don't have the policy, but the process isn't getting us there.
- I think the proof is already there – density is getting higher. Opposition to density by existing residents – there is an opportunity to educate people about benefits of densifying communities.
- City talks about education but tends to approach it like missionaries. It's actually a negotiation within a community. If City approached community with a negotiation, maybe they would get the sorts of things they want.

Topic: A Healthy City

- Food security and healthy food options. A lot of communities don't have density for a grocery store but encourage corner stores to put in fresh food.
- Adjusting bylaws and zoning to support that. Do not put fast food restaurants across from high schools. New York is an example. Often people who are food insecure don't have time for community gardens.
- City's promotion of farmer's markets is good, however it's hard to grow things here. Great way to include communities.
- Variety of housing. Aging in place, accessibility, avoiding social isolation, physical and mental capacity - housing plays a great role in that.



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- Stats show Calgary is very healthy city. Because of the booms, there is a huge transition in population age which is a major issue. Important for those people to be able to get around when they lose their license.
- Wealthy retirees are taken care of.
- Overall, aging in place is cheaper.
- Urban design group has been looking at Healthy Impact Assessment tool– 8 principles to scan for Nose Creek ASP. Can be used hand-in-hand with MDP.
- Proximity of clinics to shopping and businesses generates interesting interactions. People want to hang around.
- Barriers from planning perspective – parking is a big thing. Also, a bit of a privacy issue with connections onto the street.
- Another alignment problem – land-use bylaw. Developed before existing municipal plan. Going into second municipal plan with this old land-use bylaw. Should look at that bylaw before updating municipal plan. Problem is lack of alignment.
- Who makes that decision (on land-use bylaw)?
- Aging in place – are there specific City policies to address that? City could facilitate community gatherings – people can meet neighbours, see who might need help. City should have aging in place policies.
- Barriers to block parties – too much paper work, it's not made easy. City should support getting to know one another. Get rid of the paperwork. Can the City approach the Province for liquor licenses? This is where the City Charter comes in.
- Opportunity for City to connect aging in place and density. Communities built in 60s and 70s were denser, but that density has decreased as families grow. Adapt for needs of aging population.
- Look at backyard and nanny suites – make the water and sewer connections to the system.
- Bureaucracy looks for reasons that things shouldn't or can't happen – need to change that mindset.
- There's a prohibitive cost. What's practical and makes sense?

Topic: Greening the City

- Stormwater – objective is pre-development drainage. You put policy on top of policy. Example: If you create a rain garden, you still have to put sewer pipe in the street. No benefit other than environmental.
- If it's not in the engineering design book, they don't do it.
- Goes back to lack of alignment. Engineering standards are worse. City departments are still fighting about Garrison Woods.
- Brookfield tried to do rain gardens in Cranston Riverstone. City delayed it. Had to pay for it three times. Good example of rain gardens in Minneapolis.
- Rain gardens in Currie, Garrison has permeable asphalt. Got special dispensation for custom design standards.
- Rather than "should", use "must". Look at outcomes.
- What about existing areas? Why go crazy in new areas but ignore existing areas?
- Look at run-off rates. Rates of return are decreasing. Have a big problem as a City, but responsibility has been falling on developers. Need holistic solution.
- City should be looking at something like no net loss policy. Maybe people coming in later have higher requirements.



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- Green roofs would be interesting to look into. Retaining a lot of water and evaporating water. Offset could be feasible.
 - Does require some maintenance at some point, must be educated at some point, ongoing requirement.
- Is there a climate group dealing with extreme events?
 - City response: There is, we are engaging one stakeholder group right now.
- Most of GHG emissions are from transportation and built form.
- How do you get people to change modes?
- Climate Hub – very happy about Climate Resiliency Strategy. One key aspect is economics of it. Study by Leeds University – looked at economics of low carbon development. Tie MDP with overall policies and achieving those initiatives – the better off we'll be. Find out what things the City can do that are beneficial for City as well as being climate positive.
 - Density is the key to this. City can't grow any more. Densification has to be total focus of the City.
 - Mixed use is also important – more things happening on the same lot.
 - Clustering – destinations that are close so you don't have to go far.
- Older infrastructure is not efficient, and we are very downtown centric.
- LRT - full trains are frustrating, but also success story. Those cars aren't driving to their destinations. Incremental step.
- Autonomous vehicles – maybe feeders to LRT are an autonomous vehicle system.
- Could be radical and ban private motor vehicles within city.
 - The economic piece of that could be very negative.
- Make the 'last kilometre' a better option.
- Are there other focus groups?
 - City response: There are three other focus groups.
- Challenges of increasing number of units but not dramatically increasing population. Limit to number of people who want to live in that built form at any given time. Element of being thoughtful about how built form drives outcomes.
- Tolls - people will start shortcutting through neighbourhoods to avoid them.
- Hopefully we can get MDP for entire region, so everybody is playing by the same rule book.
- Can MDP or CTP have influence over that?
- It can acknowledge the fact that there is regional planning, which is currently missing.
- Current MDP is missing the impacts of ring road.

March 11, 2019 Business and Industry Focus Group Input

Introduction

- Is there criteria in mind for trade-offs?
 - City response: It will come out of this phase.
- It's important to come up with similar criteria. We'll all enter with our own criteria. The risk is with so many perspectives, we'll end up in no man's land.
- We'll probably mix the groups for the next round.
- Council has their 6 or 7 priorities, maybe we should draw from those.
- Helps sell it to Council.
- What might be difference in the future?



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- Depends on the climate, we can't compare to Vancouver. Vancouver is planning for autonomous vehicles; those will be a challenge here (i.e. snow).
- We won't be able to do what they do in the States.
- Probably more transit.
- Believe that greening will happen on mass transportation (transit).
- Developers are more interested in running pilots.
- Maybe you incorporate autonomous vehicles into transit lanes?
- Need electrical or alternatively powered vehicles but the cold is a challenge.
- Cities within a city – Seton, Mackenzie.
- Build more hubs, nodes.
- Enmax maybe can't support everyone driving electric cars.
- Not a red alert but Enmax is looking to understand and forecast. We need visibility of people planning to move in this direction.
- Similar to the situation with the internet and phone lines.
- Need to look at the systems on top of distribution – the possibilities, capping the rate of charging, higher tech solutions.
- Hope coal gets phased out. The question is what will replace it? So many possibilities for smaller generation opportunities (wind farms, etc.). Could enable community hubs. How do you manage these micro-grids that connect into the main grid?
- Idea – community batteries that charge overnight.
- Community looking into energy transition.
- Businesses willing to take steps but the technology and infrastructure isn't there yet.
- There is an appetite but how do we implement?
- Opportunity for green field communities that are not yet connected – how do we get them to consider alternate sources/grids?
 - Make them 'energy hubs' – example Saudi Arabia.
 - They shouldn't be fully isolated. Still connected, semi-independent.
- The issue with these hub communities is that they are pushing industrial way out.
- How do we get people there and back? (transportation)
- Industrial doesn't support remote work very well.
- Do we believe that remote work will change the way we do things?
 - Definitely think the trend will grow. Especially in digital industries.
 - There is the social component to be considered.
 - Chamber makes it very easy to work from home. Everything is digital.
- 1 person = condo, 1+1 = condo, 1+1+baby = condo, 1+1+child+baby = house
- Maybe two kid families want to go to the office and have daycare nearby.
- Calgary has a great pathway network.
- We should continue to support it and make connectivity for new communities.
- Keep working on bikeways, and continue to build for multi-modal.
- Most people already like transit, will it happen with bikes?
- Need to acknowledge that we will never leave the car behind.
- Keeping that balance is important.



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- Need to address the lack of green space in established communities.
- Make better use of school yards.
- Build schools up (multi-story).
- Lots of people stay indoors.
- Where do we lie on sports facilities? Are we using enough? Do we have enough?
- How do you re-purpose school space to be of better use? Evenings, weekends?
- The recreation centres are jammed.
- Would more facilities incentivize people?
- What about air quality?
- Find it very dusty. This might be a challenge to address.
- Some find the dryness is good for the health. But dust is an issue.
- How do we support the health of the aging population?
- You might think seniors would be down-sizing but they aren't moving. Staying to host Christmas/holidays and they're comfortable. Usually move when forced to.
- You'll see turnover happening in 10 years.
- There is housing debt for seniors (paying for kids), line of credits against the family home.
- When seniors do move, they want a villa. Everything on the main floor, bungalow, 1400 sq. feet.
- Montreal has more stacked housing, still all on one level. Here we think townhouses.
- The garden and yard can be a huge burden, reason to move. But they still want to see it – have a little backyard.
- Don't need to stay in same community. They look for amenities – recreation, hospital, bank, coffee.
- Seniors not doing apartments.
- In 20 years, what will the trend be for the younger generation?
 - There is an assumption that hipsters/Gen Ys would raise families' downtown but when babies come, they move to where they can afford.
 - They look 5 minutes beyond the downtown doughnut.
 - Established neighbourhoods have been renovated but are too expensive, so they push out again.
- The younger generation are part of the immigration wave, they like downtown but then go way out due to affordability. Risk averse. Not established.
- We see segregation of younger communities, immigrants drawn to new communities.
- Trend is to be risk averse.
- People are still coming into Calgary, so much choice.
- There was an assumption made with the current MDP that 'we need more units' but that doesn't translate to population trends. Missed multi-generational living – they make up a market for single-family homes.
- Need to be careful how we think about densification. Make sure to provide lots of choices.

Inspiring Communities

- Climate is not conducive to aging (snow, etc.) – off to BC. Some will stay but many will go.
- Will this offset our young population?
 - Will help keep the average steady.



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- Seniors will be different than in the past. They will work longer, be in much better shape, won't look the same.
- Look at 70 and up, may not stick around.
- They'll stay (maybe) if the product is here.
- Kamloops is going bananas.
- Talking about the doughnut...these are 60s, 70s, 80s, 90s era homes.
- People will start to renovate (like Haysboro).
- Need single-level apartment/condos, 1200 – 1400sq ft., with underground parking.
- What does inspiring communities even mean?
- School closures – what leads to this?
- Should neighbourhoods be geared to a certain age? Or will they become that? Will we continue to see blended communities?
 - Yes (to blended communities).
- Seniors want younger people. They want to volunteer.
- Some see hubs being inspiring communities – everyone contributes, there is a sense of ownership.
- Used to be that way (discrete communities with every service available) because of no transportation – wasn't a bad idea.
- A lot of what is being discussed is actually the communities that are happening. Livingston, Carrington.
- We got it right.
- The opportunity is really in refreshing those established neighbours. It's tough to retro-fit.
- How could we achieve this – somewhere like Haysboro?
- Need housing affordability.

A Prosperous City

- What will our economy look like?
 - It will be oil and gas, that's not going away.
 - Hopefully we'll enhance tech and become an exporter of it.
 - Should focus on renewable energy (we have the sunshine).
- Some have issues with wind farms, don't see the advantages.
- They are often not turning – need solar fields.
- Would this create issues for Enmax?
 - Enmax would be happy to if regulator would allow it.
- Climate change is happening.
- Crops are going to change.
- Love to see the tech and knowledge of agriculture be really important, prioritized.
- Oil and agriculture – our two bedrock industries.
- You can force diversification, but tech will grow from the bedrock industries.
- Is the Chamber seeing more tech companies?
 - Tech is becoming more and more prominent in all our member industries.
 - Trying to integrate more tech into process/systems.
 - Looking for home-grown tech solutions.



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- How will tech play with our existing industries? What about automation? Fear of job loss?
- Automation is coming but there is a long transition.
 - Don't anticipate widespread job loss.
 - It's always about re-training and re-skilling.
 - We don't have a lot of manufacturing; they will take the brunt of automation.
 - It would be better for us to send out more finished products.
 - There is a huge opportunity with forestry too.
- Need to find the markets. How do we incentivize? What's the gap? Should The City look into this?
- It's not just automation driving re-skilling but younger generations already shift and change.
- They are more willing to change industries, change careers, change roles.
- This goes against the notion of live/work/play in the same area.
- All this shifting makes establishing "hubs" more difficult. Social engineering can be tough.
- A big challenge is the empty downtown office space.
- How can we re-purpose/use/incentivize?
 - Enterprise district work – should we take this city-wide? Could be tough but maybe a good opportunity.
 - Pittsburgh faced similar challenges. They incentivized education facilities to come into downtown.
- Need to look at the barriers and what infrastructure will bring people and industry in.
- Some think it will sort itself out in 5 years.
- It's all price driven, downtown was so expensive.
- Need to take away barriers – provide needed infrastructure like fibre-optics to support business priorities, facilities, amenities (recreation).
- Do we see tourism playing a bigger role? Or will it continue how it has been?
 - There is interest in the Banff/Lake Louise train.
 - The mountains are really our only tourism draw.
 - We could try to draw in more conventions.
- There is the affordability element – it would be cheaper to fly or drive to Vancouver than take a train.
- Need to make it less high-end, more of a commuter train.
- Would need a financial model that give you access to the rail infrastructure.
- The Olympic vote shows that tourism isn't a priority.
- We've only got the Rockies, not like the west coast. It's just like how no one wants to travel to Toronto (although big conventions do go there).
- We need a new arena to support 2 types of tourism – local and international.
- Need East Village entertainment thing done.
- The challenge is in our inner-city offering – restaurants, bars, nightlife.
- This is not helping with convention tourism.
- The local population need to stimulate and sustain.
- The Telus Building is a good start.
- We have a cultural challenge – we are more family focused.
- Mission has done a good job but there are no locations beyond Mission that draw people out.
- Will it be different in 20 years?
- Cultural shifts are the hardest and can take 50 years and beyond.



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- Montreal lives for going out – there is not enough cultural richness in Calgary.
- It could take 20 years to build this richness.
- What constitutes downtown?
 - Some say Centre City and Beltline. Others include East Village. There isn't a common language.
 - Beyond downtown, the next ring is Beltline (then Marda Loop), Eau Claire (expensive, older).
- We should continue to support industrial development.
- We are an important inland port (transportation hub).
- We lost a lot to Balzac.
- Shouldn't disincentivize growth to industrial economy.
- These won't be stinky old smokestacks. The new stuff will be high tech, clean, environmental.
- Moving from raw to finished would support the industry, need to provide transportation.
- Need to re-define the industrial industry for the public.
- Need nice amenities for lunch, etc.
- There are trade-offs though – if you want nicer industrial areas, that makes the costs go up, higher levees, disincentivizes it.
- We can do better but it's a fine line. The City can't over policy it.
- There isn't enough education that "in your backyard" isn't so bad anymore.
- Industry affects the NE – close to train and airport.
- Area behind CrossIron is an example of good industrial area.
- Do commercial around industrial and then residential after that. (Industrial is 24hrs and not conducive to residents).
- Are people rejecting it or are they just not coming? The City has been creating the barriers against industry for a long time, not sure why.
- How do you incorporate it? More collaboration with surrounding counties – CMRB and others.

Transportation

- 20 years ago, there were big cars, now we've got smaller cars and SUVs.
- Cars today are smarter, hybrids.
- Artificial intelligence is amazing, need a 'made in Canada' solution for snow.
- Examples of autonomous car that hit barrier and killed pedestrian.
- They aren't truly autonomous yet, not even close. There will be limitations until technology catches up.
- The biggest barrier is risk adversity – enough safety, insurance.
- These cars will drive themselves, take the best route.
- There is a utility problem – it's a connectivity problem.
- The sensors and feeding of data will need heavy, long-term investment.
- Right now, the connectivity is in a bunch of different hands – who is going to own it?
- To see these vehicles in 20 years, we need to invest in them today.
- Electric vehicles and charging stations are less pervasive than the sensors would have to be and even they are not in place.
- You can't go halfway.
- If we worked out the tech, how would our city have to change?



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- Just like how cities changed when we went from streetcars to cars, the city structure will stay similar to how it is today. This is how people like things. It would just be changing the technology around it.
- It could work by having isolated areas that are fully automated. Public transit would take you to a node and your automated vehicle. This would be a bite-size approach to implementing.
- You might still need a car to leave neighbourhood.
- It would cut back on vehicle trips.
- 100 years ago, people were walking and riding bikes. Now, people like to walk and ride bikes. 20 years from now, we need to keep providing the opportunity and infrastructure to support these.
- Will autonomous travel increase people moving away from Calgary?
- In Toronto, yes. People are used to long commutes. In Calgary – the commutes are much shorter.
- In Toronto, people take the rail or subway. It's like cattle cars – you can't read or work.
- C-Train is also cattle cars on rails. Need to change this. Need to change this and it will change people's perspective of transit. How can it be comfortable or more pleasurable? LED screens?
- Will people pay more?
 - No, but there will be more people taking it.
- You would need higher frequency or more cars. This equals a rise in user fees or taxes.
- Example of enjoyable commute into New York. What were they doing right? Cheaped them and people stopped using them.
- Is anyone doing it right?
 - Montreal – people do it because it's what they know. The buses have some high-tech elements.
- Calgarians are used to the level of comfort of their cars, and it's very difficult to go backwards in comfort.
- We're spoiled. Need to be forced somehow.
- Calgarians will pay more money for more comfort (i.e. staying in their cars).
- It's hard to compare to Europe. The distances are so different.
- The closest comparable is Denver. Need to look at what has worked and what hasn't. Similar climates, the Rockies, people weren't living in downtown (dangerous) but they've changed that. Got rid of crime.
- How are we doing compared to Edmonton?
 - We've extended earlier and longer. They went underground first. Calgary is more uni-city. Edmonton is a regional city – there are not a lot of expressways. The transportation in Edmonton isn't great.
 - As we connect to the small municipalities around us, we should look at learning from Edmonton and Strathcona.
- Lots that lend themselves to main streets.

Wrap Up

- Many Chamber members are struggling to keep their doors open.
- Staff are hearing a call for more equity.
- The members are taking on too much of the burden, they feel like scapegoats for the gap in the tax base.
- Need more balance. There is more that needs to be done.
- Has to be 3:1 (right now it is 4:1).
- Need assurance/confidence that taxes won't be raised on them.
- Need a tax structure that doesn't inhibit growth in the commercial sector.



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- Would better taxes impact residential? Being studied, not done yet.
- Chamber isn't advocating shift back to residential tax base.
- Either raise residential taxes or decrease spending and lose all the things that make it a better city.
- The biggest portion of the City budget is wages so it is just the residential tax base.
- Need to keep it realistic. Can't have it all.
- The City should talk wages.
- They would have to talk to the unions and the unions support the councillors.
- You need business to employ people who will pay taxes.
- Maybe look at privatizing some services, some user-pay services.
- We will get into this in the trade-off discussion.
- Special interest groups will be vocal, not practical and myopic (condo board example).
- Chamber's focus is on education – impacts on the whole community means collective belt tightening.
- Housing choice + affordability = support strong economy.
- Need to live within our means. This economy means reduction in services.
- Doesn't help to burden one or the other.
- Need to dial back expectations (wages).

March 11, 2019 Community and Health Focus Group Input

A Healthy and Green City

- Health is not the absence of disease. It also includes prevention, healthcare, quality of health.
- Aging is a huge concern. We need jobs that support aging population, typically they don't pay well and aren't well organized.
- We need to work with community organizations that are aging into disability. How can we support them in accessing The City?
- The migrant population is new from the last MDP/CTP. People come to Canada 10 years healthier and a few years later, they are 10 years less healthy.
- There are issues of food security, access to transportation, fair entry (they can't fill out the forms).
- Policies need to be accessible – bring the services to where the people are.
- Travelling around is hard – the buses don't go where they need (i.e. Value Village). They end up having to use taxis/Ubers, and then they're not walking.
- Need new and creative ways of thinking who the population is now.
- There is less silo-ing of services in Calgary (compared to Toronto, Australia, etc.).
- Really good health care system – mental health is included in appointments, home visits, etc.
- Home visits are a good example of health professionals going to where people need them.
- Transport changes people's behaviour.
- Vienna – best public transport in the world.
- As a transit user in Calgary, I feel like I can't go anywhere.
- Moving people from cars into transit, onto bikes, walking.
- Need to find the sweet spot between best design and dollars.
- There is a stigma to public transit.



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- It's okay for commuters.
- Had to get a car, would never be able to get to where I need to go.
- There aren't good bus connections.
- Immigrants are finding new ways of getting around in cars – even though they didn't really want a car.
- Grocery shopping on transit is very difficult.
- Shopping centres often have no access to food, only fast food goes in.
- These infrastructure things are all tied into all of it.
- Bus to store, Uber back with groceries.
- Living in Kensington is a privileged place – access to butcher, cheese, etc.
- Taking food bank food home on the bus doesn't make sense.
- Uber needs a credit card.
- City's focus has (*not?*) been on densification but about housing. Should it be around accessing food?
- Smaller, more local food items and opportunities.
- In London, people buy groceries on a 2 – 3-day basis. Little groceries in every neighbourhood.
- May need to be intentionally designed as it doesn't seem to be happening organically.
- Transit and disability is a real problem.
- An existing issue for those with major disabilities but the aging population will increase this issue.
- Need to address the different types of populations. Those who want to move fast, those who want to move slow (i.e. milk run to Value Village).
- More efficient travel does result in the loss of other important elements, which is often tied to connectivity.
- If you want walkers, you need somewhere to sit.
- The question should be, "How sit-able is your city?"
- Benches can't be that expensive.
- Public washrooms – not everyone can spend \$5 at Starbucks to use the bathroom. It doesn't need to be glamorous. Important for pregnant, aging, families with kids, etc.
- Sweden – raised bike paths.
- A sense of community can be enhanced by having places to sit.
- 17th Avenue area is an example.
- We have to think about the homeless population. Be a more inclusive society. Some have nowhere to go to the bathroom, leading to them being ostracized further, creating a terrible cycle.
- How many homeless people are there in Calgary? In the cold, where do they stay?
 - About 3000
- Mobility isn't just walking – it's also scooters, Segways, motorized carts. There is going to be more and more mixed in with pedestrians and cars.
- Problems everywhere vs. those unique to Calgary.
- There are going to be real issues with work – artificial intelligence coming on-stream, downsizing of oil and gas. This is going to cause real stress.
- Need to address this through relationships. Programming and strategies beyond the built environment.
- Younger generations are more worried about amenities. Walkable, enjoyable, arts and culture. It's not so much about owning cars and housing.



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- Younger generations wonder what they're working for.
- Relationships always come up. Purposeful, intentional investment in building relationships – programs and infrastructure. This will increase resiliency.
- One of the Imagine Calgary themes was adaptability. Things are going to change and exponential change is coming. We need to be adaptable.
- People want to live and work where they are.
- People depend on cars because they need to get to work.
- Can Calgary actually sustain getting so big?
- Do people really want to live on the far fringes?
- How do you encourage them to use public transit? Maybe it's not possible.
- One bad transit experience and you never want to take it again.
- We have a different value set. Detached house with property is a major element of our value set. Different than Europeans.
- What do people want and what's good for them?
- What constitutes a neighbourhood?
- Very unique to Calgary, homogeneous neighbourhoods with very set boundaries and limited access.
- Mount Royal, Marda Loop, Forest Lawn – all have a sense of community, ownership.
- Is there space to retrofit outlying neighbourhoods with more amenities? Stores?
- Park spaces, need animation, people, washrooms, benches, BBQs, chairs to borrow or loan.
- Trial pop-ups weren't stolen or vandalized, they are something to be proud of.
- Project on the 4th Ave flyover seems to be going very well.

Housing

- We need to encourage sharing of vehicles in housing complexes. Make it easy.
- Stockholm – museum on urban planning, designed communities as hubs, essential services available.
- Tall condos are going up without the necessary services and supports. Could be ghettoized.
- Getting your child vaccinated using transit is impossible. There is no means to do it in the downtown.
- Some use 'car to go'. Some don't have licences.
- At first couldn't get a credit card because of no credit history.
- Essential services need to be grouped with housing.
- Ideally you should be able to access every service without leaving your community.
- Environmental stewardship requires downsizing our residences.

A Prosperous City

- One of the only growth job markets is care-giving. It is undervalued.
- Students study to enter into management of the care-giving sector – can the industry support that?
- Every student wants to be an occupational therapist.
- Aging population will drive healthcare industry.
- Research needs more attention/strength to grow.
- You have to attract these experts/renowned individuals. Top notch researchers that bring lots of money.
- Prospective students want to know about the experience, the culture.



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- Calgary has reputation for minimal culture.
- There has to be enough to do. Calgary has a “there’s nothing to do” reputation.
- Food quality is not good – foodie culture but doesn’t taste good.
- Farmers markets need to deliver.
- Deterrent is the remote-ness.
- Improved transportation would help.
- Transportation contributes to the ‘spirit of your city’.
- It’s really the heart and soul, means of connection, views, experience.
- Economic migrants who were well-employed and paid lots of money to come say they came to give their kids a better education, get away from blackouts.
- These experienced people end up in janitorial-type roles.
- We’re draining other places of their educated, knowledgeable people and then not using their potential.
- Some people come to thrive and they’re just surviving.
- Might be how we market Calgary to the world.
- Getting them to volunteer for experience can become exploitation.
- These families have a lot of kids – they’re the population that will be experiencing Calgary in 20 years.
- Need a space to engage newcomers.
- How is this project’s engagement meeting these hard to reach people?
- Issue of comprehensive community newspaper. There is a lack of local event coverage. There is stuff to do but we have to improve communication.
- Facebook is good for that.
- Some people refuse to use Facebook.

Transportation

- Autonomous cars and electrification, resulting infrastructure changes (less parking lots, car/vehicle sales lots). We’ll need a better traffic light system.
- Less greenhouse gas omissions.
- Less injuries and deaths.
- What do people choose to do with the time they save in travel (with autonomous vehicles)? Where and how do people spend their time?
- Research findings – people along pathways get more active, modest reduction in BMI, some people changed modes (stopped using cars).
- Benefits of technology go beyond reduction in collisions and stress.
- Program called Open Street – once a month they remove all the traffic.
- Closed street, no parking. People changed their perspective – wanted to continue with less parking and different street uses.
- It can be values but it’s also what people know.
- And what they can imagine. How do we help them imagine it?
- Chinook stopped the shuttle when the overpass opened. This does not serve those with accessibility challenges, aging, etc. Hasn’t been fully thought through.
- It can’t always be either/or.



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- Plus-15 are so hard to access – makes it exclusive. Signage is an issue.
- Lots of great ideas, pilots, trials seem to ‘fall off the cliff’ (fizzle out).
- Easy to do pilots, hard to get \$ for long term implementation.
- There are pathways that are beautiful, accessible, animated, different landscapes. Very well executed. Peace bridge to Inglewood.
- It’s about being connected. Connected within and then connected across.
- Having to pay to enter a food truck festival is a total missed opportunity.
- In London, up to 12 years of age is free on the tube.
- In Calgary, we all have to pay, both ways, but we can park downtown for \$5.
- Need a family pass – all weekend, anywhere.
- It’s expensive.
- If you are in public transit for the money, forget it. But the positive spin offs – health, community, connection – are huge.
- Why isn’t transit free? Make them pay downtown where they could walk, free from further away.
- Sometimes it’s faster to walk.
- Same price, no matter the length of the trip. Disincentivizes the short trips.
- Should be able to buy tickets online – declining balance card.
- Transit is looking at mobile payment systems.
- It costs ¼ as much to move goods by train than truck. Need to look at this.
- Need affordable train to Banff/Canmore – some would take it every two weeks.
- Mountains are inaccessible to those who don’t drive.
- Give Calgaryans discounts to get them into nature.
- Some people own cars to get to the mountains.
- There is the On It bus program.
- Transit does not accommodate taller people.
- How does our city impact health?
- Difficult to make policy changes.
- You see the impacts 20 years out.
- Very difficult. How can you monitor to get ahead of that?
- Don’t have to re-invent the wheel for measurements. Use existing established proof.
- Policies make assumptions about gender and family dynamics (i.e. half day kindergarten).
- Gender assumptions underpin prosperity.
- One of the social determinants of health is early education.
- Very difficult to find programs.
- Asset mapping. Where are the assets and how do you find them? Need to be centralized and realistic (half are full; half are inaccessible).



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March 19, 2019 Focus Group Input

Introduction

- How does The City define equity and inclusion?
 - City response: Utilize Report to Calgarians

A Healthy and Green City

- Community gathering spaces that are accessible – indoor and outdoor. Investing in community centres and green space around them. Hillhurst/Sunnyside is widely used, but Parkland is not used. Urban farming at community centres? Reassess the space that currently exists and decide if it's being used correctly - accessibility for more people. For someone who doesn't know how to access, it could be a nightmare (removing red tape).
- How do we optimize the use of space? Instead of single use space (they sit unused), how do you encourage multi-uses in the same space? Less impact on environment, less redundancy.
- Sometimes we have to book 10 months ahead of time in the northeast, and those facilities are not good for our needs. Need more of these spaces. Food brings people together. Indoor and outdoor space (can't trust weather). Must be transit accessible – most people don't have a car.
- Sandy Beach is predominantly occupied by white middle class (not ethnically diverse) because there is no transit access. It may not be easily accessible by wheelchair.
- Is there a lens of accessibility for development in current MDP/CTP? Always keep that in forefront and integrated into Healthy and Green.
- Greatest challenge is gardening. Enjoy seeing environment taken care of by government and not me. Always wished for a movement or encouragement/education for me to get out and garden. If the City is driven to make it into a beautiful garden city, we can all work together to make it happen.
- We've done guerilla gardening. If City would encourage guerilla gardening and provided seeds/seedlings, I think it would work very well. City could have a whole initiative on Neighbour Day.
- When you say healthy, do you mean green spaces or could you mean hospitals? Aging – improve health care/hospitals. (Ex. A healthy and thriving 70-year-old waiting for a hip replacement for 2 years becomes not so healthy and thriving.)
- Public exercise areas. Why can a community naysay things that are healthy? When you build a playground for children, build a playground for adults. Outdoor pools – how they're managed is strange and weird. City should be investing in those again.
- At new recreation centres, there is greater and greater accessibility. Often that is considered after the concrete is poured. As we retrofit, take accessibility into more consideration.
- Defining a community centre – Community Associations vs Resident's Associations. Equity.
- How do we revitalize the inner city community associations? Hard to retrofit and improve.
- Reverse engineer good examples of thriving community centres to see how we got there and recreate it.
- Residents can be very protective of space. Areas that have alleys – an initiative on the alley side to add gardens, etc.
- Simplify how you can do secondary suites, laneway housing. Holistic family model. Neighbours get a say, but not the whole say.



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A City of Inspiring Neighbourhoods

- New Canadians come from a family model – multiple families living together. Can't just be in northeast. Allow those models in all neighbourhoods. Zoning, applications are exclusive. Multiple choices for housing. How can I create that space?
- Encourage more aging in place – will help with inner city density.
- Who's doing things well? Vancouver Airport is one of the most accessible – how can we copy that? Kelowna laneway housing– look to other municipalities. Currie Barracks is another example. Nails down density and aging in place.
- Needs to be more public washrooms. Olympic Plaza – they lock them at night. Clean and accessible washrooms maintained by City. Issue of dignity.
- Need diversity. Some people want privacy and peace, others love vibrant streets. Maintain that diversity to appeal to broadest group. Mixed use – diversity of population living in community. Policies and standards that guide development to encourage diversity.
- Affordability – lack of affordable and accessible housing is critical. Impacts ability to generate income, limits where you can live. Can't set up specialized areas that ghettoize people.
- At least catch up to national average (6% - we are at 3). Is that on the radar?
- We need to recognize that impacts ripple across. It's all inter-related. Calgary Housing Affordability Collective's vision is to add 15,000 new affordable units. Affordable housing is priority for Calgarians. YYC Matters – these are the things that are important to Calgarians. Advocating with federal government as well. Need to have appropriate housing for all stages of life.
- City has too many silos. Hope that silos are talking to each other.
- Change to City budget is going to help with the silos. (Based on services rather than department.)
- What is the view of builders for need of broad spectrum of housing?
 - Strong recognition that accessibility is key, as well as aging in place. Home renovation piece to allow that. Just seeing results of new communities under MDP. Attempt to create smaller community centres so they are more walkable. How do we take those principles and wedge them into existing communities?
- Has to be a partnership with everybody.
- City should provide incentives for builders to increase density, etc.
- Immigrant families sometimes come with very big families so they don't have access to affordable housing. Have to wait for a long time to get into affordable housing. Families – sponsoring parents to come but don't have room in their house. Laneway housing could help.
- Homespace – none of them have been family based. Doesn't serve families that need that.
- Language barriers – parents have to live with children. When they can't, lots of mental health issues.
- Diverse perspective around food – brings people together.
- Youth not being able to afford housing. Don't want to be tied down. Maybe transition housing? Instead of stuck with a year-long lease. How are we preparing for them?

A Prosperous City

- Trying to make connections with employers in Balzac area – huge issue with shift work and transit access. Employees have to quit because of lack of transportation. Those are the places that are hiring but employees can't get there so they have to quit.
- A prosperous city is diversified. Need to find a way to attract IT, new business.
- Opportunities to make extra income, making it easier for small businesses. Modify taxation for economy.



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- Still 20-30% vacancy downtown. Can we repurpose that empty space or attract businesses so the space doesn't deteriorate?
- Incentivize businesses into giving extra space to non-profit organizations? Ways to support not-for-profits and give them stability.
- Think about the future of work. Artificial intelligence, technology – making city more attractive for those areas. Not depending on resources but on talent. Change is happening very fast.
- Companies like Amazon have specific criteria of what they're looking for.
- New Canadians are open to adapting (ex. entrepreneurs). Weather is a huge factor for immigrants choosing where to live.
- Incentivising home owners to look at options to move off the grid.
- Incentivize people upgrading their skills to move to renewable energy.
- Barriers to women starting social enterprises is lack of understanding of what resources there are, what spaces are available. Challenges for board members – how do we work with other agencies and City to support these women?
- Infrastructure to support technology that is coming in. Flexibility in space – can be configured from small storefront that can grow and change. That enables businesses and start-ups, and business starting in the home. Home space should be able to have offices and connectivity. Gives more opportunity for people to prosper.
- Maybe some shared workspaces in empty downtown offices?
- New library has great spaces but they are always booked – shows the need.
 - Could be community-based as well as in downtown core.
 - Transit access is key as well.
- Business licensing – need tiered fees. Step up or graduated options.

A City that Moves

- Like what they've done with cycle lanes. More walkability and pathways designed for multiple active modes.
- CTrain should be 24-hours. Have to have accessible transit 24/7. Same for Calgary Transit Access.
- Is there a threshold for ridership/population to go 24/7?
 - City response – most cities don't run trains 24/7. Most do a bus service at night.
- #1 Bus – could be 24/7. Goes across whole city.
- Don't take transit because of parking at transit stations. Even if you pay a fee for a parking spot you are not guaranteed one. Also buses can be full before they get to me. Every transit option added too much time to my trip.
- CrossIron providing its own bus – perhaps Amazon could provide its own bus. What's City's role in that?
- Pathways and paved pathways – currently it is illegal to operate motorized wheelchair/scooters. Asked Province to look at that.
- Autonomous vehicle to zoo – example of acceptable risk. Can't live in a city that accepts no risk. Asset management is a big thing.
- Sometimes Calgary doesn't feel very holistic. If I plant a tree on my private property and it affects city property, it's my responsibility and if I remove it, it affects drainage. Got ticketed for using skid steer to help dig out neighbour. Those processes take away from sense of neighbourhood/community.
- It's about a sense of belonging and space. Thinking about it as a citizen, not a taxpayer.



Next 20: Municipal Development Plan & Calgary Transportation Plan Review

Stakeholder Report Back: What We Heard – Stage 1 Focus Groups

April 5, 2019

- When Stoney Trail opened, it was two lanes in some places. Don't understand why it was planned to be bigger for many years and it still hasn't happened. Why does it take until 2019 to think about expanding Deerfoot?
 - City response – things change from the time it was designed. Population grows.
- Have to be careful of building infrastructure based on past growth and patterns. Pace of change (technology, how we move) – don't know how it will change. Building in flexibility and adaptability.
- City is unable to tell Uber to provide wheelchair accessible vehicles. Wheelchair accessible vehicles are handing in licenses because it is too expensive. City has to accept responsibly to move vulnerable people around.
 - Maybe there is an opportunity for City to incentivize – they control livery licences.
- Have to make it attractive to use. Train doesn't feel safe outside of certain hours (usually after 7 p.m.)
- City sometimes makes decisions with a ripple effect – pushed homeless population further out on train lines.
- When City makes decisions, going to change behaviour by providing infrastructure for something new. (Build it and they will come.) Right now they are just adding more space for cars. Took out walking path. Every time I try to use public transit, the ability hasn't been there. Would love to see a train from Calgary to Edmonton.
- Maybe more of a partnership – more engagement with business, City and community. Collaboration for development. Re-think the model.
- Newcomers – need a document that they don't have yet to get a discounted transit pass, need a letter from a social worker. Affordability.
- Calgary is too expensive to park in - limited and expensive accessible parking downtown.