



# North Hill Communities Local Growth Planning Project

## Final Engagement & Communications Summary

Stakeholder Report Back – Winter 2020

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### Executive Summary

The North Hill Communities Local Growth Planning project executed an integrated communications and engagement program that provided the opportunity for citizens to participate in meaningful engagement. We also ensured the program created allowed citizens to effectively navigate and access information on local area planning to raise their capacity to effectively contribute to the project.

Objectives that influenced our overall engagement and communications program included; raising the capacity of the community, increasing participation and diversity, better aligning the work of The City and clear stakeholder reporting.

Engagement and communications occurred for this project from September 2018 through to March 2020 over three phases of engagement and one phase of information sharing.

Throughout our project we engaged with: residents and community members at-large, community associations, business improvement areas, local business owners, students, Ward offices and the development industry.

We employed a variety of engagement and communications tactics including: developing a stakeholder working group, online engagement, pop-up events, workshops, community tradeshow, meetings, open houses, online information session, postcards, signage, social media, paid advertisements and media interviews.

At project launch, Administration employed a recruitment process where 32 members of the broader community, community associations and development industry were selected to join the project’s multi-community stakeholder working group. This innovative approach brought together community members from different backgrounds to participate in dialogue of the broader planning interests of the entire plan area. The working group participated in eight sessions where they brought their unique perspectives and viewpoints to the table and provided detailed input to help create the Plan.

During the project engagement Administration looked to better serve citizens, communities, and customers through a cohesive, collaborative and integrated approach that worked together as “One” for “Calgary”. Administration ensured coordination and collaboration with other City departments and active projects in the area to ensure a One City/ One Voice approach. Notably, this included collaboration with the City-wide Policy & Planning team and testing the use of the Guidebook to create the local area plan in addition to partnering with the Established Areas Growth and Change Strategy on the engagement for chapter three of the Plan.

Throughout the entire project, we held 53 in-person events and meetings, three online surveys and one (1) online presentation for the broader public and targeted stakeholders. In total over 800,000 people were made aware of the project through our communications program and we connected with over 19,750 participants online or in-person and received over 6,800 ideas and contributions across all phases. Please note that the metrics above are not inclusive of phase four, as phase four is still underway at the time of this report and will be updated to reflect participation.

## **Project Overview**

The North Hill Communities Local Growth Planning project includes the communities of Highland Park, Mount Pleasant, Tuxedo Park, Winston Heights-Mountview, Crescent Heights, Renfrew, Rosedale, Capitol Hill, Thorncliffe - Greenview (south of McKnight Blvd) and the Greenview Industrial Area.

Through the local growth planning process, we collaborated with locals to create a future vision for how land could be used and redeveloped in the area – building on the vision, goals and policies outlined in Calgary’s Municipal Development Plan and the Guidebook for Great Communities.

The Local Area Plan (LAP) will fill gaps in communities where no local plan currently exists and replace other plans that are largely outdated.

### **The pilot project**

The North Hill Communities Local Growth Planning project was a pilot project for The City’s planning department. This included:

- Testing a new approach to how Local Area Plans are created by undertaking local growth planning processes with multiple communities at one time, and grouping communities based on their physical boundaries, shared connections and experiences. By grouping communities together based on their shared experiences and spaces, we were able to discuss how to ensure a more complete community and able to provide a clear and comprehensive vision for growth and change at a local level across our city.
- Developing a new way of engagement and communications for the creation of multi-community LAPs that ensured a consistent and predictable approach, where the tactics and tools for delivery of the process were customized to the local context of the plan area. The engagement and communications framework piloted through this project will be utilized for future local area policy plans throughout the city.
- Partnering with the [Guidebook for Great Communities](#) and integrating the City-Wide Policy team in our processes, to test the tools and policies outlined in the proposed Guidebook at the local area plan level.

## Communications and engagement program overview

The integrated communications and engagement program created provided the opportunity for citizens to participate in meaningful engagement where we sought local input and used it to successfully achieve city-wide planning goals at the local level. We also ensured the program created allowed citizens to effectively navigate and access information on local area planning to raise their capacity to effectively contribute to the project.

Throughout this pilot project we employed an iterative approach to our engagement, under the philosophy of constant improvement, where we amended our strategy based on lessons learned through each phase and tested out new tactics and techniques to have a more meaningful experience. The lessons learned have also been used to adapt the framework for future Local Area Plans.

Some of the other considerations that influenced our overall communications and engagement approach are broken out below.

### Phased program

The engagement process was designed as a multi-phased approach where we collected input and shared information at key intervals throughout the planning process.

#### **Phase 1: Discover & Discuss (Fall to Winter 2018)**

Phase one was about looking to get a better understanding of the local area and your communities. Gaining a better understanding of everything that makes your community tick helped the project team proactively explore ideas with your aspirations, concerns and viewpoints in mind. The feedback from this phase help inform visioning with the working group where we developed Guiding Principles for the project.

#### **Phase 2: Envision (Winter to Spring 2019)**

Phase two was about collecting feedback connected to big ideas and beginning to identify focus areas and topics that required further exploration to inform our land use concepts and draft policies.

This input collected was be used to inform conversations with the project working group where we did a deeper dive into technical planning matters to develop draft concepts and ideas.

#### **Phase 3: Evaluate (Summer to Winter 2019)**

Phase three was about sharing the draft Local Area Plan and gathering feedback to help evaluate the draft. The feedback collected helped identify gaps and opportunities and was used to refine the final proposed plan.

#### **Phase 4: Realize (Winter 2020)**

Phase four was about sharing the final proposed plan, connecting the dots between what was heard and what was done, and closing the loop with stakeholders.

## Raising the capacity of the community

Prior to starting formal engagement we started the project with an educational focus to increase peoples' knowledge about planning and development to enable participants to effectively contribute to the process. This included starting the conversation with why growth and redevelopment is important and how local area planning fits into our city-wide goals. We also took a plain language and transparent communications approach and made a customized video for the project.

In some of our engagement sessions, we also offered "Planning 101" to help increase citizens capacity to participate.

## Increasing participation and diversity

Recognizing that planning can be a difficult subject matter to navigate, we employed different tactics and approaches to increase participation in the project. We also recognized that the North Hill Communities are made up of a unique and diverse population and the sections below outline how we customized our approach to ensure we removed barriers to allow for a diversity of participation.

### Local context considerations

Prior to kicking off the project, the project team conducted background research on the North Hill communities and noted the following unique local context factors:

- Higher than average seniors population;
- Higher than average Chinese and Spanish speaking populations;
- Higher than average rental population;
- 18 schools within the area, including SAIT;
- Some communities are experiencing higher redevelopment rates than others;
- Cultural considerations such as; Centre Street as an extension of Chinatown, and the area known as "Little Italy," and;
- The area is a regional destination with many people travelling through the area on high-traffic corridors or visiting destinations such as the Zoo or TELUS Spark.

These factors were taken into consideration as we selected different tactics throughout the project.

### Inclusive process

Throughout our engagement we worked to ensure an inclusive engagement process that considered the needs of all stakeholders and sought to remove barriers for participation. We did our best to make public engagement accessible and welcoming to all, despite resource levels or demographics that might prevent them from being included in the process. We ensured that, at the very least, all citizens in the area were aware of the opportunity to participate and knew that we were interested in hearing from them.

For this project some of the inclusive measures we took included:

- Hosted pop-up events throughout the community at existing events to bring information more directly to people in their communities and meet people where they were at
- Worked with our internal City partners such as our Neighborhood Partnership Coordinators, Community Social Workers and Calgary Housing to share information with harder to reach populations
- Ensured all public events were held at accessible venues
- Provided children's activities at public sessions to create a family-friendly environment,

- Hosted sessions across a variety of different hours and days of the week to accommodate different schedules
- Provided easily accessible information online, with the ability to provide feedback and ask questions, for those that couldn't attend an in-person session
- Offered translation services in Mandarin, Cantonese, and Spanish at in-person sessions
- Contacted seniors housing facilities in the area and offering a project presentation.
- Gave citizens the opportunity to request additional accessibility accommodations in advance of sessions through 311

### **Participation interests & intensity**

Our engagement program was designed to cater to the different participation interests and intensity that stakeholders are willing to commit to a project. This includes having a variety of communications and engagement tactics available for involvement so that people are able to get involved at the level that best suits their needs. We selected a variety of tactics to correspond with the different interest needs of the North Hill communities.

One of the foundational pieces for our framework included the development of a multi-community stakeholder working group, designed to cater to those with more committed interests and more time to offer to the project, where we could have a more technical conversation, deeper dive into planning matters and build off the knowledge gained at each session.

#### *North Hill Communities Working Group*

Through a recruitment process, 32 members of the broader community and development industry were selected to participate in dialogue of the broader planning interests of the entire area. The working group participated in eight (8) sessions where they brought different perspectives and viewpoints to the table and acted as sounding board for The City as we worked together to create a Local Area Plan.

### **Grassroots conversations**

Throughout our engagement we took more of a grassroots approach to create a sense of community, positive advocacy, and grassroots community participation. We achieved this by empowering stakeholders to have conversations and ignite interest about growth and redevelopment with their fellow community members. This was enabled by employing two-way conversational tools online and having discussion pieces available through Public Engagement Sounding Boards located in the community. In addition, through our pop-up events, we engaged with citizens while they were out at various destinations or events in the community to help ignite interest about planning with citizens that might not regularly attend an open house or workshop session.

### **Better aligning the work of The City**

During our engagement we looked to better serve citizens, communities, and customers through our Program approach in a way that is cohesive, collaborative and integrated, and works together as “One” for “Calgary.” Where timelines and resources allowed, we ensured coordination and collaboration with other City departments and projects to ensure a One City/ One Voice approach.

This included partnering with projects and departments such as: Liveable Streets, Parks, Recreation, Calgary Housing, Real Estate & Development Services, Water Resources, City-Wide Policy (specifically the [Guidebook for Great Communities](#)), Transportation Planning and Transit and the Green Line project.

We also recognized that significant engagement had occurred in these communities prior to the start of our project, and ensured that past project feedback was also used as an input and considered throughout our process. Specifically this included past work on the [Main Streets projects](#) and the [Green Line Station Area Charrettes](#).

### Clear stakeholder reporting

A goal for this project was to achieve transparency through clear stakeholder reporting and ensuring that we made connections between the input being sought and how this input would be used to inform decisions throughout the entire process. In each phase of engagement, we ensured to report back on how the previous phase’s engagement and input informed and was considered in project decision making.

## What did we do and who did we talk to?

Throughout the entire project, we held 53 in-person events and meetings, and one (1) online presentation for the broad public and targeted stakeholders. In total over 800,000 people were made aware of the project through our communications program and we connected with over 19,750 participants online or in-person and received over 6,800 ideas and contributions across all phases.

### Phase 1: Discover & Discuss (Fall/Winter 2018)

<b>Highlights:</b>	
<ul style="list-style-type: none"> <li>• 18 in-person events or meetings for the public &amp; targeted stakeholders in addition to broad online engagement.</li> <li>• 300,000 people made aware of this phase through a communications program.</li> <li>• We connected with over 6,300 participants online or in-person.</li> <li>• A total of over 1,300 contributions were received.</li> </ul>	
<b>In-person public engagement</b>	<b>Metrics</b>
<b>Pop-up events</b> <ul style="list-style-type: none"> <li>• The project team set-up at high-traffic destinations to share project information, answer questions and collect feedback.</li> <li>• Locations for pop-up events included: Beacon Heights Safeway (2), North Hill Co-op (2), Mount Pleasant Sportsplex, Renfrew Recreation Centre.</li> </ul>	<ul style="list-style-type: none"> <li>• 8 events</li> <li>• 200 + participants</li> <li>• 100 ideas and contributions</li> </ul>
<b>Online engagement &amp; communications</b>	<b>Metrics</b>
<ul style="list-style-type: none"> <li>• Three (3) weeks focused on increasing knowledge of local area planning and igniting interest in the project, and recruiting applications for the working group.</li> <li>• Six (6) weeks focused on community conversations and collecting input to inform the project.</li> <li>• Ability to ask the project team questions about the project.</li> </ul>	<ul style="list-style-type: none"> <li>• 6,000+ online participants</li> <li>• 10 questions answered</li> <li>• 90 working group applications</li> </ul>

	<ul style="list-style-type: none"> <li>1,000+ ideas and contributions</li> </ul>
<b>Targeted Stakeholder Engagement</b>	<b>Metrics</b>
<b>Community Associations</b> <ul style="list-style-type: none"> <li>Met with each community association in the plan area to introduce the project. Including: Highland Park, Mount Pleasant, Tuxedo Park, Winston Heights - Mountview, Crescent Heights, Renfrew, Rosedale, Capitol Hill, Thorncliffe – Greenview.</li> </ul>	<ul style="list-style-type: none"> <li>9 community association meetings</li> <li>60 participants</li> </ul>
<b>North Hill Communities Working Group</b> <ul style="list-style-type: none"> <li>We held one (1) workshop session with the working group. This was an introductory session that was focused on Planning 101 and introducing the Local Area Plan process.</li> </ul>	<ul style="list-style-type: none"> <li>1 session</li> <li>32 members</li> <li>100 + ideas and contributions</li> </ul>
<b>Communications campaign</b>	<b>Metrics</b>
<ul style="list-style-type: none"> <li>The City employed a communications campaign to build awareness and get people involved throughout phase one.</li> <li>We used Facebook, Twitter, street signs and informational displays, mailed postcards, community newsletter ads, and email updates.</li> </ul>	<ul style="list-style-type: none"> <li>300,000 individuals made aware</li> </ul>

**Phase 2: Envision (Winter/ Spring 2019)**

<b>Highlights:</b>	
<ul style="list-style-type: none"> <li>20 in-person events or meetings for the public &amp; targeted stakeholders in addition to broad online engagement.</li> <li>800,000 people made aware of this phase through the communications program.</li> <li>We connected with over 4,600 participants online or in-person.</li> <li>A total of over 2,800 contributions were received.</li> </ul>	
<b>In-person public engagement</b>	<b>Metrics</b>
<b>Pop-up events</b> <ul style="list-style-type: none"> <li>The project team set-up at high-traffic destinations to share project information, answer questions and collect feedback.</li> <li>Locations for our pop-up events included: Thorncliffe Greenview Community Association, Winston Heights Family Day Celebration, Central Landmark Chinese Market, Renfrew Recreation Centre, SAIT, the bus stop at Centre Street &amp; 18 Avenue North and Lina’s Italian Market.</li> </ul>	<ul style="list-style-type: none"> <li>8 events</li> <li>200 + participants</li> <li>100 ideas and contributions</li> </ul>
<b>North Hill Communities Tradeshow</b>	<ul style="list-style-type: none"> <li>1 event</li> </ul>

<ul style="list-style-type: none"> <li>• Unique opportunity to learn specifically about the North Hill Communities project and provide feedback;</li> <li>• Opportunity to learn about other City projects and services active in the North Hill Communities area in a <i>one-stop shop</i>.</li> <li>• “Planning 101” educational opportunity for all attendees where we hosted a recurring 30-minute presentation that aimed to demystify City planning.</li> </ul>	<ul style="list-style-type: none"> <li>• 300 tradeshow participants</li> <li>• 100 planning 101 attendees</li> <li>• 250 ideas and contributions</li> </ul>
<b>Online engagement &amp; communications</b>	<b>Metrics</b>
<ul style="list-style-type: none"> <li>• Three (3) weeks focused on sharing updated project information, reporting back on what was done with previous input and collecting input and feedback to inform this phase of the project.</li> </ul>	<ul style="list-style-type: none"> <li>• 4,000+ online participants</li> <li>• 800+ ideas and contributions</li> </ul>
<b>Targeted Stakeholder Engagement</b>	<b>Metrics</b>
<p><b>Community Associations</b></p> <ul style="list-style-type: none"> <li>• Offered to meet with all of the community associations in the plan area to provide an update to their boards of directors on the project and our progress.</li> <li>• Attended six (6) meetings with: Highland Park, Mount Pleasant, Tuxedo Park, Winston Heights-Mountview, Renfrew, and Rosedale. We connected with 42 participants through these meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• 6 community association meetings</li> <li>• 42 participants</li> </ul>
<p><b>North Hill Communities Working Group</b></p> <ul style="list-style-type: none"> <li>• We held three (3) separate workshop sessions with the working group.</li> <li>• The topics at these sessions included: Community Assets &amp; Amenities, Street Level Activity, and Function &amp; Scale</li> </ul>	<ul style="list-style-type: none"> <li>• 3 sessions</li> <li>• 32 members</li> <li>• 1000 + ideas and contributions</li> </ul>
<p><b>Main Streets Business Owners &amp; Landowners</b></p> <ul style="list-style-type: none"> <li>• We held one (1) workshop for business owners and landowners along the four Main Streets in the plan area to discuss current challenges and future opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• 55 participants</li> <li>• 500 + ideas and contributions.</li> </ul>
<p><b>Greenview Industrial Area Business Owners &amp; Landowners</b></p> <ul style="list-style-type: none"> <li>• We held one (1) workshop for business owners and landowners in the Greenview Industrial Area to discuss current challenges and future opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• 31 participants</li> <li>• 200 + ideas and contributions.</li> </ul>
<b>Communications campaign</b>	<b>Metrics</b>
<ul style="list-style-type: none"> <li>• The City employed a communications campaign to build awareness and get people involved throughout phase two.</li> <li>• The tactics we used included: Facebook, Twitter, street signs and informational displays, community newsletter ads and editorial content, Councillor communication channels, posters at high traffic community destinations, digital online banner advertisements, mailed letters, advertisements translated into simplified and traditional Chinese in Sing Tao and Trend Weekly newsletters, news</li> </ul>	<ul style="list-style-type: none"> <li>• 800,000 individuals made aware</li> </ul>

spots on Global, CTV, CBC news, Country 105 radio, and Livewire online news blog and email updates.	
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**Phase 3: Evaluate (Summer / Fall 2019)**

<b>Highlights:</b>	
<ul style="list-style-type: none"> <li>• 13 in-person events or meetings for the public &amp; targeted stakeholders in addition to broad online engagement.</li> <li>• 500,000 people made aware of this phase through a communications program.</li> <li>• We connected with over 3,950 participants online or in-person.</li> <li>• A total of over 2,700 contributions were received.</li> </ul>	
<b>In-person public engagement</b>	<b>Metrics</b>
<b>Pop-up events</b> <ul style="list-style-type: none"> <li>• The project team set-up at existing community events in the summer to share project updates.</li> <li>• Locations for our pop-up events included: Highland Park Stampede BBQ and the Mount Pleasant Stampede breakfast.</li> </ul>	<ul style="list-style-type: none"> <li>• 2 events</li> <li>• 100 + participants</li> </ul>
<b>Draft plan review sessions</b> <ul style="list-style-type: none"> <li>• We held two (2) draft plan review sessions in phase three where we shared the draft plan and collected feedback.</li> <li>• These sessions were held at Renfrew Community Association and Highland Park Community Association.</li> </ul>	<ul style="list-style-type: none"> <li>• 2 events</li> <li>• 150 participants</li> <li>• 250 ideas and contributions</li> </ul>
<b>Online engagement &amp; communications</b>	<b>Metrics</b>
<ul style="list-style-type: none"> <li>• Two (2) weeks focused on sharing updated project information, including the draft plan, reporting back on what was done with previous input and collecting input and feedback to inform changes to the draft plan.</li> </ul>	<ul style="list-style-type: none"> <li>• 3,600 + online participants</li> <li>• 1,000 + ideas and contributions</li> </ul>
<b>Targeted Stakeholder Engagement</b>	<b>Metrics</b>
<b>Community Associations</b> <ul style="list-style-type: none"> <li>• We held two (2) presentations for Community Association board members to attend and review the draft plan.</li> </ul>	<ul style="list-style-type: none"> <li>• 2 meetings</li> <li>• 8 community associations</li> <li>• 22 participants</li> </ul>
<b>North Hill Communities Working Group</b> <ul style="list-style-type: none"> <li>• We held three (3) separate workshop sessions with the working group.</li> <li>• The focus of these sessions were on reviewing draft components of the plan and refining policies and concepts.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 sessions</li> <li>• 32 members</li> <li>• 1,000 + ideas and contributions</li> </ul>
<b>Main Streets Business Owners &amp; Landowners</b> <ul style="list-style-type: none"> <li>• We held one (1) workshop for business owners and landowners along the four Main Streets in the plan area to review the draft plan.</li> </ul>	<ul style="list-style-type: none"> <li>• 18 participants</li> <li>• 100 + ideas and contributions.</li> </ul>
<b>Greenview Industrial Area Business Owners &amp; Landowners</b>	<ul style="list-style-type: none"> <li>• 12 participants</li> </ul>

<ul style="list-style-type: none"> <li>We held one (1) workshop for business owners and landowners in the Greenview Industrial Area to review the draft plan.</li> </ul>	<ul style="list-style-type: none"> <li>50 + ideas and contributions.</li> </ul>
<b>Development Industry</b> <ul style="list-style-type: none"> <li>We held one (1) workshop for members from the Development Industry to review the draft plan.</li> </ul>	<ul style="list-style-type: none"> <li>18 participants</li> <li>100 + ideas and contributions.</li> </ul>
<b>Youth Engagement</b> <ul style="list-style-type: none"> <li>In addition to providing youth engagement opportunities at the tradeshow, we held a session with the GradeSix students at Rosedale School.</li> </ul>	<ul style="list-style-type: none"> <li>35 students</li> <li>200 + ideas and contributions</li> </ul>
<b>Communications campaign</b>	<b>Metrics</b>
<ul style="list-style-type: none"> <li>The City employed a communications campaign to build awareness and get people involved throughout phase two.</li> <li>The tactics we used included: Facebook, Twitter, street signs and informational displays, community newsletter editorial content, Councillor communication channels, digital online banner advertisements, mailed postcards and email updates.</li> </ul>	<ul style="list-style-type: none"> <li>500,000 individuals made aware</li> </ul>

**Phase 4: Realize (Winter 2020)**

<b>Highlights:</b> <ul style="list-style-type: none"> <li>2 in-person meetings for targeted stakeholders</li> <li>1 online presentation and information sharing</li> <li>Frequently asked questions and final closing of the loop on the engagement process.</li> <li>No contributions as the purpose of this phase is information sharing.</li> <li>100,000 people made aware of this phase through a communications program.</li> <li>We connected with over 4,900 participants online or in-person.</li> </ul>	
<b>Online information sharing</b>	<b>Metrics</b>
<b>Online presentation</b> <ul style="list-style-type: none"> <li>A presentation providing an overview of the project and final plan was provided online for stakeholders to watch.</li> <li>Frequently asked questions were updated and provided on the project website, in addition to the final engagement summary and proposed plan.</li> </ul>	<ul style="list-style-type: none"> <li>547 presentation views</li> <li>4,400 website visitors</li> </ul>
<b>Targeted Stakeholder Engagement</b>	<b>Metrics</b>
<b>Community Associations</b> <ul style="list-style-type: none"> <li>We held one presentation for Community Association board members to attend and review the final plan.</li> </ul>	<ul style="list-style-type: none"> <li>1 meetings</li> <li>9 community associations</li> <li>20 participants</li> </ul>
<b>North Hill Communities Working Group</b> <ul style="list-style-type: none"> <li>We held one session with the Working Group.</li> </ul>	<ul style="list-style-type: none"> <li>1 session</li> <li>32 members</li> </ul>



<p>Communities. Comments identify a variety of heights and building uses appropriate for specific focus areas and want to ensure that a variety of redevelopment will support a diverse population in terms of their needs and preferences.</p>	<p>supported through social and physical investment.</p> <ul style="list-style-type: none"> <li>• The North Hill Communities project has identified strategic areas where future growth should be focused. These include: along Main Streets, within transit station areas and activity centres. The plan also envisions continued incremental growth in primarily residential areas through low-density housing such as single-detached, semi-detached, and row housing. A key principle of the plan is to provide for a variety of housing types to meet the needs and preferences of a diverse population.</li> <li>• The scope of work for the Local Area Plan does not include land use rezonings.</li> </ul>
<p><b>Theme: Pedestrian and bike access</b></p>	
<ul style="list-style-type: none"> <li>• Citizens expressed desire for improved pedestrian and bike infrastructure to promote a reduction of car use in the area and improve alternate mobility choices.</li> <li>• Citizens value a walkable and accessible community and want to see enhancements to pedestrian and cycling infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Through the local area planning process, the project team has worked with area residents and internal city departments to identify opportunities for improving pedestrian and bike infrastructure. This provides area residents greater mobility options beyond the private automobile. This includes things such as: identifying missing pedestrian/cycling connections or links, as well as considering improving east-west cycling connections.</li> <li>• The plan identifies high-level goals related to these specific types of mobility improvements that will help inform future investments and improvements in the area.</li> </ul>
<p><b>Themes: Amenities and local business</b></p>	
<ul style="list-style-type: none"> <li>• Citizens expressed a desire for more local businesses and a diversity of retail offerings in their communities.</li> <li>• Citizens value many of the existing services and businesses in the area and would like to see redevelopment that helps strengthen these as well as the creation of new businesses and complementary uses that make North Hill a vibrant community for residents, and a destination for visitors.</li> </ul>	<ul style="list-style-type: none"> <li>• Local businesses and amenities require a certain population base to be viable and successful. By accommodating for additional residents in our communities, the draft plan helps support a greater number and broader diversity of retail and commercial businesses. This includes along the area’s Main Streets, neighbourhood activity centres, and near existing and future transit.</li> </ul>

<b>Theme: Parks, Open Space and Trees</b>	
<ul style="list-style-type: none"> <li>• Citizens value green space and have a desire to increase, preserve and protect current green and open spaces in the area. Citizens also shared strong value for mature trees and tree-lined streets and want to see these maintained and protected through redevelopment.</li> </ul>	<ul style="list-style-type: none"> <li>• The plan recognizes the importance and role parks in the area play not only for local area residents but also the wider city. The draft plan identifies parks based on their general use and function within the North Hill Communities. For example, large regional parks and facilities such as Confederation Park and the Renfrew Athletic Fields and Aquatic Centre provide recreation opportunities for residents of all the North Hill Communities and beyond, while parks such as Munro Park and Tuxedo Park serve a more local function.</li> <li>• In addition, the draft plan includes policies that seek to retain existing street trees, particularly on heritage boulevards.</li> </ul>
<b>Theme: Community and character</b>	
<ul style="list-style-type: none"> <li>• Citizens value the unique community feel and character that exists in their communities and want to ensure this is recognized and/or maintained as the area grows and evolves.</li> </ul>	<ul style="list-style-type: none"> <li>• Community character is a complex concept with many layers and individual interpretations.</li> <li>• From an urban planning perspective, the draft plan considers aspects of community character connected to the future natural and built form. Specifically, the draft plan outlines: what types of buildings make sense where; the building scale that is appropriate in different locations; policy direction for locations with unique conditions, circumstances or characteristics; goals for supporting growth in the area.</li> <li>• Community character is often associated with building character – primarily the building architecture/deign or natural building character that is developed over time. It is ultimately up to each property/landowner to determine if/when they want to revitalize or replace a building. The City has heritage preservation tools for buildings that are legally protected and are on the heritage resource inventory list.</li> </ul>

	<ul style="list-style-type: none"> <li>• Although new development will alter the aesthetics of the community, it is incremental and over time today's new buildings will become reflections of a past architectural period and inherently grow character as they age.</li> <li>• There are portions of the North Hill Communities that have concentrations of heritage assets that warrant additional study and planning. Heritage assets are privately owned structures, typically constructed prior to 1945, that significantly retain their original form, scale, massing, window/door pattern and architectural details or materials</li> <li>• Heritage Planning Areas have been applied in areas that have high concentrations of heritage assets and these areas are conceptually shown in Appendix C of the Plan. In addition to identifying where concentrations of heritage assets are located, the Heritage Planning Areas are intended to allow for the future application of policy tools to encourage heritage retention and preservation as well as more contextually compatible development.</li> </ul>
<b>Theme: Green Line</b>	
<ul style="list-style-type: none"> <li>• Citizens identified Green Line as an exciting opportunity for these communities and citizens want to ensure that it is thoughtfully integrated into the community.</li> </ul>	<ul style="list-style-type: none"> <li>• The Green Line project team is evaluating stage 1 design and is committed to building this stage within our approved budget of \$4.9 billion. This work will help determine how the Green Line will integrate within the communities.</li> <li>• The North Hill Communities local area plan envisions how new development along the Green Line can best integrate into the community while also ensuring the benefits associated with improved transit mobility and access are maximized for locals and businesses in the area. A key focus of the draft plan is the type and scale of development surrounding transit stations, noted primarily through the maps.</li> </ul>
<b>Theme: Transit Access</b>	

<ul style="list-style-type: none"> <li>• Citizens felt transit has improved access to the North Hill communities and specifically the Greenview Industrial area, and there is potential to grow and increase vibrancy in the area.</li> </ul>	<ul style="list-style-type: none"> <li>• Through investment such as the recent MAX Orange BRT as well as Green Line LRT, mobility options in these areas are expected to improve.</li> <li>• An important principle of the plan is to provide greater housing options for people to live near varied mobility options including transit. Greater transit ridership helps support the transit network and service.</li> </ul>
<p><b>Theme: Parking and Traffic</b></p>	
<ul style="list-style-type: none"> <li>• Citizens shared that solutions are needed to address both parking concerns and traffic congestion within the area. This was raised as a critical item necessary to support current and future businesses in the area, as parking and traffic is a big issue along the Main Streets and in the Greenview Industrial Area.</li> </ul>	<ul style="list-style-type: none"> <li>• The plan does not directly respond to parking and traffic issues; however, the plan has identified goals for supporting growth in the area that can be reviewed and may be implemented by other City departments.</li> <li>• The Transportation Department reviews the plan to determine what upgrades to the transportation network may be required to support the vision set out in the plan.</li> </ul>
<p><b>Theme: Draft Plan Comments – Chapter 1 (Vision &amp; Maps)</b></p>	
<ul style="list-style-type: none"> <li>• Citizens suggested revisions to the vision and guiding principles to recognize the uniqueness of the North Hill Communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Revisions have been made to the vision statement and core ideas (formerly guiding principles) of the draft plan. The vision statement has been reworded to be future focused and include more affirmative and aspirational language to describe how growth will be accommodated over the next 30+ years. The guiding principles have been renamed core ideas to align more closely with terminology used in other local area plans. These core ideas have been edited to include additional local context to make them more specific to the North Hill Communities.</li> <li>• The vision statement and core ideas are intended to be the overarching guidance for the entire policy document. They are planned to support the strategies of the policy, represent the goals for the community, and reflect the city-wide vision of the Municipal Development Plan and the Guidebook for Great Communities. By their nature these sections are intended to be high level</li> </ul>

	objectives and not include a lot of detail.
<ul style="list-style-type: none"> <li>• Revise the history section to better reflect the unique history of this area including references to important historic elements in the communities.</li> </ul>	<ul style="list-style-type: none"> <li>• The project team completed further research of the history of the area. In response, some additional local specific content was added to this section with emphasis on the significance of this area. The intent of the History section is to provide a general historical overview for North Hill highlighting events that have shaped the communities.</li> </ul>
<ul style="list-style-type: none"> <li>• Citizens suggested changes to consider a 'more nodal, and less linear', land use concept.</li> </ul>	<ul style="list-style-type: none"> <li>• The project team has completed their investigation of different land use options in response to comments received from the North Hill Working Group and the broader public. An evaluation of all feedback gathered during Phase 3 Engagement indicated that there were many different perspectives to consider. Comments from the North Hill Working Group generally supported nodal intensification; however, other community stakeholders were more supportive of a pattern which followed existing intensification areas and respecting the existing context.</li> <li>• Based on this analysis minor changes have been made to maps 3 (Urban Form) and 4 (Building Scale). The future growth concept is intended to build upon the existing development pattern and focuses intensification along main streets, activity centres, and adjacent to future LRT stations.</li> <li>• There are areas of the plan where a nodal development pattern is envisioned. These areas include major intersections and transit planning areas, such as the intersection of 16 Avenue N and Centre Street N.</li> </ul>
<b>Theme: Draft Plan Comments – Chapter 2 (Development Policies)</b>	
<ul style="list-style-type: none"> <li>• Citizens made suggestions to include policies that help mitigate the impact of higher scale development on lower scale development such as along 8th, 12th, and 20th Avenues N.</li> </ul>	<ul style="list-style-type: none"> <li>• The Plan includes policy which seeks to mitigate the impacts of higher scale redevelopment when located in a lower scale context by requiring buildings to stepback at or below the fourth storey. This would be in</li> </ul>

	<p>addition to the contextual rules of the land use bylaw and the policies of the Guidebook for Great Communities. Exceptions to this rule would only be considered where development demonstrates an appropriate transition through other design tools.</p>
<ul style="list-style-type: none"> <li>• Citizens shared concerns about City-initiated land use rezonings.</li> </ul>	<ul style="list-style-type: none"> <li>• The North Hill Local Area Plan when presented to Council for adoption will not be proposing any city-initiated land use rezonings as part of our project.</li> <li>• Landowners determine if and when to propose to rezone their land. If a land use rezoning (redesignation) were brought forward for a parcel within the North Hill Communities area it would be reviewed for alignment with the North Hill Communities Local Area Plan, once the plan is adopted by Council.</li> </ul>
<p><b>Theme: Draft Plan Comments – Chapter 3 (Supporting Growth)</b></p>	
<ul style="list-style-type: none"> <li>• Citizens provided feedback to help us define supporting growth objectives and implementation options that would help achieve those objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• The Chapter 3 goals and objectives support the vision set out in the plan. These goals were drafted based on working group and community feedback, city departmental input and review, as well as the direction of the Municipal Development Plan. In response to additional information gathered, three additional objectives were added as well as numerous implementation options (found in the Appendix).</li> <li>• The North Hill Communities project team has been working closely with The Established Areas Growth and Change Strategy team and feedback gathered to date will also assist that project to define tools to realize the objectives and implementation options.</li> </ul>

**Participant demographic breakdown**

Below is the comprehensive breakdown of demographics for all that responded to our demographic survey across all phases.

<b>What community do you reside in?</b>	
Capitol Hill	8%
Crescent Heights	13%
Mount Pleasant	23%
Tuxedo Park	7%
Winston Heights-Mountview	9%
Highland Park	10%
Thornccliffe-Greenview	4%
Renfrew	17%
Rosedale	3%
Other	6%

<b>How would you classify your relationship with the plan area?</b>	
I live here	65%
I work here	9%
I play here (recreate, worship, shop, eat, etc.)	19%
I go to school here	5%
Other	2%

<b>How long have you lived in the area?</b>	
Under 1 year	4%
1 – 2 years	9%
3 – 5 years	21%
6 – 10 years	12%
11 – 20 years	36%
20+ years	28%
I don't live here	2%

<b>Do you own or rent your home?</b>	
Own	85%
Rent	15%

<b>How old are you?</b>	
Under 18	10%
18 – 24	7%
25 – 34	14%
35 – 44	20%
45 – 64	26%
65+	26%

<b>What gender are you?</b>	
Male	35%
Female	58%
Other	2%
Prefer not to say	5%

## Engagement summaries & what we heard reports, by phase

To review the detailed engagement summaries and what we heard reports created for each phase of engagement, in addition to an overview of the working group engagement activities, please visit the links provided below.

- **Phase One: Discover & Discuss**
  - [Detailed What We Heard Report](#)
- **Phase Two: Envision**
  - [Detailed What We Heard Report](#)
- **Phase Three: Evaluate**
  - [Detailed What We Heard Report](#)
- **North Hill Communities Working Group**
  - [Summary of Activities](#)

## Engagement program evaluation

In each phase of engagement we asked participants both in-person and online to answer the following series of questions to help evaluate our engagement program. Please see the overall responses for all phases broken out below.

	Strongly Agree	Somewhat Agree	Neither Agree or Disagree	Somewhat Disagree	Disagree
<b>This was a good use of my time.</b>	55%	29%	6%	6%	5%
<b>I have received enough information about the project to provide input.</b>	51%	28%	10%	7%	3%
<b>I am satisfied with this opportunity to participate and provide input.</b>	53%	28%	8%	5%	5%
<b>I understand how my input will be</b>	35%	32%	15%	9%	9%

<b>used.</b>					
<b>The format was an effective way for The City to collect input.</b>	53%	26%	9%	5%	7%