



## Engage Resource Unit

Research and Engagement Library // Document Overview

### Document Overview

Project Name: **Developer-funded Area Structure Plan (ASP) Pilot Project (NE & SE ASPs)**

Document Type: **Engagement Plan or Strategy**

What is an <b>Engagement Plan</b> or <b>Strategy</b> ?	What is a <b>What we Heard Report</b> ?	What is a <b>Final Summary Report</b> ?
<i>A document that outlines the objectives for conducting engagement, who we planned to engage with and what engagement activities were planned.</i>	<i>A document that outlines the feedback that was heard through an engagement process.</i>	<i>A document that describes the purpose for engagement, who we talked to, and how their input was used by The City to help make decisions.</i>
Why are we engaging?	To develop an Area Structure Plan in alignment with relevant legislation, policy direction and corporate initiatives.	
What stakeholders are involved?	The City of Calgary TAC, Landowners/ Agents, Civic Organizations, Adjacent Communities, Government (Provincial and Federal) Agencies, Resource Lease Holders, General Public	
What are we talking to stakeholders about?	Input on the Plan Area; to contribute to development of Community and Neighbourhood Structure, Land Use Concept.	
When did this engagement happen?	August 2013 – July 2014	



## **Developer-funded Area Structure Plan (ASP) Pilot Project**

**NE & SE ASPs**

**November 4, 2013**

WORKING DRAFT

# Engagement Plan



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## Strategic Approach and Process Overview

Engagement for the developer-funded (NE & SE) ASP pilot project will link to project milestones and objectives, in alignment with relevant legislation, policy direction and corporate initiatives. Engagement will use a values and principles-based approach, exploring the possibilities and challenges of land utilization as an important part of a complete and vibrant community.

<p><b>IMAGINE</b></p> <p><b>Transforming Planning – (imagine):</b></p> <p>Project initiation</p> <p><b>Major Activities:</b></p> <p>Project Plan &amp; Charter Terms of Reference Project Team Identification Regular TAC and Landowner Meetings</p> <p><b>Stakeholders:</b></p> <p>City of Calgary TAC Landowners/ Agents</p>	<p><b>EXPLORE</b></p> <p><b>Transforming Planning – (explore):</b></p> <p>Early design discussion to examine shared priorities, principles</p> <p><b>Major Activities:</b></p> <p>Public Engagement Determined Data/Information Gap analysis conducted Vision/Goals and Principles established Regular TAC and Landowner Meetings/ Workshops External Stakeholder Meetings</p> <p><b>Stakeholders:</b></p> <p>City of Calgary TAC Landowners/ Agents Civic Organizations Adjacent Communities</p>	<p><b>INPUT</b></p> <p><b>Transforming Planning – (input):</b></p> <p>Data, research, concepts and stakeholder comments are used</p> <p><b>Major Activities:</b></p> <p>Draft ASP is developed in collaboration with stakeholders Regular TAC and Landowner Meetings External Stakeholder Meetings</p> <p><b>Stakeholders:</b></p> <p>City of Calgary TAC Landowners/ Agents Provincial/ Federal Gov't Agencies Resource Lease Holders</p>	<p><b>ANALYZE</b></p> <p><b>Transforming Planning – (analyze):</b></p> <p>The draft ASP is circulated to City staff and external stakeholders' comments from INPUT is incorporated</p> <p><b>Major Activities:</b></p> <p>Draft ASP is circulated to stakeholders Public engagement event(s) Refine Draft into Proposed ASP, ready for decision-making</p> <p><b>Stakeholders:</b></p> <p>City of Calgary TAC Landowners/ Agents Civic Organizations Adjacent Communities Provincial/ Federal Gov't Agencies Resource Lease Holders</p>	<p><b>OUTPUT</b></p> <p><b>Transforming Planning – (output):</b></p> <p>A decision is rendered on the ASP</p> <p><b>Major Activities:</b></p> <p>ASP reviewed at Calgary Planning Commission Required advertising, review and deliberation of ASP by City Council at a Public Hearing</p>
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# Engagement Plan



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## Goals/Objectives

During the engagement in support of the ASPs, the project team is looking to:

- a) develop and implement the stakeholder engagement process in an open, transparent and accountable way
- b) gather insights that will be used in drafting recommendations for the path forward and decision-making
- c) engage a broad range of interested and affected stakeholders with diverse perspectives
- d) implement multiple opportunities for meaningful dialogue and values-based discussion
- e) use a value and principles-based approach where common ground and collective wisdom are the lens through which we discuss differences and diversity
- f) take away and implement lessons learned to apply to future ASP engagement processes

The areas for input will include:

- 1) identifying shared priorities, developing the guiding vision and principles for the ASP
- 2) development of a draft ASP; and,
- 3) confirmation of the proposed ASP

## Project Background

Council directed Administration to initiate a Pilot Project for two developer-funded Area Structure Plans (ASPs) starting Q4 2013. The Pilot Project pulls together many aspects of Council's 2012 December Motion Arising including; identifying the resources required to undertake developer-funded ASPs; a framework to create shorter, more streamlined ASP; and a process to provide Council control over when and where new development should occur.

The practice of creating and developing a new community in Calgary is an exciting and challenging prospect. It is about building communities that are healthy, vibrant, sustainable, respect the natural environment, honour local history, and establish a compelling vision of the future. However, it is also about reconciling provincial statutes, municipal bylaws, business, practice, policies and procedures within the plan along with citizen and industry expectations and the challenges this brings with it. Applicants, stakeholders and the City are asked to consider their role in creating and developing complete communities that contribute to Calgary's natural environment, social and cultural capital, economy, and overall quality of life.

## Engagement Background

By their December 3, 2012 Motion Arising to Report PUD2012-0670, Council directed that Administration implement a program for developer-funded ASP's while ensuring a fair process to all stakeholders and in the context of Growth Management; and, to pilot a project to fund two ASPs within the LUPP 2013 Corporate Work Program under a developer-funded program.

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## Risks/Sensitivities/Impacts

### Time

The highly condensed project timelines for delivering a CPC-ready document by May 2014 significantly constrains the type, amount and depth of engagement that can be undertaken in support of the project goals and deliverables.

### Relevance

Not engaging stakeholders during the development of the ASPs would considerably increase the likelihood that the resultant ASPs would arrive at CPC and Council with unresolved differences and unmet stakeholder expectations. Should that be the case, there is a risk that the project goal of a streamlined ASP process would not be met.

### Mitigation

To ensure that engagement is still meaningful it will need to be highly focused, collaborative, time-sensitive and require a format that reduces the number of recurrent post-engagement activity documentation reviews.

## Alignment

This engagement plan was developed in alignment with recent Council direction, corporate policies and elements of the project workplan as illustrated below.

### Council Direction

PUD2012-0670:  
12-DEC-03 Motion  
Arising

Municipal  
Development Plan  
(MDP)

MDP: New  
Community Guide

### Corporate Policies & Initiatives

Framework of Growth  
and Change

NE & SE Regional  
Policy Plans

CS009 engage! Policy

\*Other applicable  
policies & initiatives

### Project Workplan

Project Communication Plan

Developer-funded ASP  
Terms of Reference

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## **\*Other applicable policies & initiatives, including but not limited to:**

- Wetland Conservation Plan
- Urban Forestry Plan
- Watershed Management Plan
- Cycling Strategy
- Transforming Planning
- Entranceway Guidelines
- Open Space Plan
- Complete Streets Guide
- Inter-municipal Development Plan
- Triple Bottom Line Policy

## **Developer-funded ASP Terms of Reference**

The Developer-funded ASP Terms of Reference sets out the information requirements, scope and process for the development of an Area Structure Plan. This engagement plan has been written in support of these objectives, timelines and processes.

## **Northeast ASP Engagement Plan Stakeholders**

The following list comprises known stakeholders at the time of writing. It is subject to change through the course of the project.

### **City Council**

*Input sought: Plan review and comment.*

- Ward Councillor
- Members of Council

### **City of Calgary Technical Advisory Committee**

*Input sought: Technical expertise and review. Collaborative plan development.*

- City Business Unit representatives, e.g.: Parks, Urban Development, Transportation, etc..

### **Landowners/ Agents**

*Input sought: Regional expertise. Principals and vision development. Collaborative plan development.*

- Dr. D. Brar
- Mr. Burcevski
- Mr. R. Chahal
- IBI Group
- Stantec
- Ms. A. Thai
- Walton
- Westcreek Development

### **Adjacent Communities, Municipalities and Industry Associations**

*Input sought: Regional expertise. Impact considerations.*

- Rockyview County
- Saddleridge Community Association
- Skyview Ranch
- Calgary Airport Authority

### **Provincial and Federal Agencies**

*Input sought: Joint Use Site information. Regulatory and policy compliance review.*

- Calgary Catholic School District
- Calgary Board of Education
- Alberta Culture & Community Spirit
- Alberta Health Services
- Alberta Infrastructure
- Alberta Energy Regulator
- Alberta Environment
- Alberta Transportation

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- Altalink
- Nexen
- ATCO
- Shaw
- Enmax
- Telus

Calgary Economic Development  
Chamber of Commerce

- All Calgarians

The table below outlines the engagement plan timelines and objectives.

**engage@calgary.ca**

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		October	Super-TAC	Meetings as required
		October	Provincial Government	Email; meetings as required
		October	Utility providers	Email; meetings as required
	Determine EOS delineation	October	EOS super-TAC	Meetings as required
		October	Landowners	Discuss at landowner meetings
<b>Analysis Phase 1 (November 2013)</b>	Feedback and Refinement of Land Use Concept	November	Landowners; Civic groups; Provincial Government; TAC	Email initial land use concept with review questions
		November	General Public	Comments on project website; email to subscribers
	Sustainability Appraisal	November	TAC	Appraisal facilitated by Office of Sustainability
	Introduce Project TOR to Council	November	Ward Councillors / Council	Individual Meetings
	Introduce Project TOR to CPC	November	Calgary Planning Commission	Possible agenda item
<b>Input Phase 2 (January 2014)</b>	Provide input on Population and Employment Projections	TBD	Geo-demographics	Send Data
	Provide input on school, park, and community facility distribution	TBD	School Board, FCC, Landowners	Circulate projections and calculations; workshop/ meetings if refinements are necessary
<b>Analysis Phase 2 (February 2014)</b>	Feedback and Refinement of the above	TBD	School Board, FCC, TAC, Landowners, General public (through email update list)	Circulation due date February 15
<b>Input Phase 3 (March-April 2014)</b>	Transportation Modeling . Master Drainage Plan, Servicing Studies	Due April 15	None required	
	Development of draft policies	TBD	Civic groups and key informants as necessary	Individual meetings
		TBD	TAC; Landowners	(Bi-) Weekly meetings
<b>Analysis Phase 3 (May 2014)</b>	Feedback and refinement of policies and on draft ASP (review and comment)	TBD	Landowners	(Bi-) Weekly meetings
		TBD	Civic groups; General public; Provincial Government; Utility providers; Council	Circulation with discussion questions or invited Survey; Open House
		TBD	Adjacent municipalities	Above and presentation at IMC
<b>Output (June-July 2014)</b>		TBD	Adjacent communities, municipalities; Civic groups; General public; Landowners/Agents; Utility providers/Leaseholders	Opportunity to provide letter to Calgary Planning Commission and/or Council



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## SE Engagement Plan Stakeholders

The following list comprises known stakeholders at the time of writing. It is subject to change through the course of the project.

### City Council

*Input sought: Plan review and comment.*

- Ward Councillor
- Members of Council

### City of Calgary TAC Team

*Input sought: Technical expertise and review. Collaborative plan development.*

- City Business Unit representatives, e.g.: Parks, Urban Development, Transportation, etc..

### Landowners/ Agents

*Input sought: Regional expertise. Principals and vision development. Collaborative plan development.*

- Brookfield Residential
- Ollerenshaw Ranch
- Danube Farming Ltd.
- Trafford Family

### Adjacent Communities, Municipalities and Industry Associations

*Input sought: Regional expertise. Impact considerations.*

- M.D. Rockyview
- M.D. Foothills #31
- Auburn Bay
- Mahogany
- Cranston
- Cranston South

### Provincial & Federal Agencies

*Input sought: Joint Use Site information. Regulatory and policy compliance review.*

- Calgary Catholic School District
- Calgary Board of Education
- Alberta Culture & Community Spirit
- Alberta Health Services
- Alberta Infrastructure
- Alberta Energy regulator
- Alberta Environment
- Alberta Transportation

### Utility Providers, Railway Companies & Resource Lease Holders

*Input sought: Regional expertise. Asset identification/ locations.*

- Altalink
- ATCO
- Canadian National Railway
- Canadian Pacific Railway
- Compton
- Enmax
- Shaw
- Telus

### Civic Groups

*Input sought: Triple Bottom Line perspective on principles and vision development. Subject expertise.*

*Plan review and comment.*

#### Social

- Federation of Calgary Communities
- Civic Camp
- Strong Neighbourhoods

#### Environmental

- Bow River Basin Council
- Calgary River Valleys

#### Social/ Environmental

- Green Calgary
- Sustainable Calgary
- Calgary Parks Foundation

#### Economic

- Calgary Economic Development
- Chamber of Commerce

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## General Public

Input sought: Plan review and comment

- All Calgarians

## SE Engagement Plan Timeline

The table below outlines the engagement plan timelines and objectives.

(Denotes Landowner/Agent-led Engagement Event)

Phase	Engagement Needs/ Objective	Timeline	Target Audience (s)	Tool/Technique
<b>Imagine</b> August-September 2013	Project Initiation and introductions	<b>19-Sep-13</b> <b>03-Oct-13</b>	City- Subject Matter Experts a.k.a Technical Advisory Committee	Bi-Weekly TAC meetings
			Landowners Landowner Agents/ Consultants	Letter Tara and Nicole one on one. Large group meeting
		<b>20-Sep-13</b>	Adjacent landowners and Community Associations	Letter
			Mineral rights owners	Letter
<b>Explore</b> September 2013	Confirmation of priorities and principles.	<b>16-22-Sep-13</b>	Civic Groups	Meetings E-mail Questionnaire
		<b>17-Sep-13</b>	Landowners	Bi-Weekly Meetings
		<b>17-Sep-13</b>	TAC	<b>Design Co-opetition Event #1</b>
			School boards (Establish method in writing)	Meetings
		<b>16-Sep-13</b>	General Public (Provide information on project)	Project website launch Create email updates subscription
			Adjacent Municipalities	Inter-municipal Committee Meeting
<b>Input Phase 1</b> October 2013	Provide input on Plan Area; contribute to development of Community and Neighbourhood Structure, and Land Use Concept.	<b>1,15-Oct-13</b> <b>30-Oct-13</b> <b>5,19-Nov-13</b>	Landowners	Request studies (Bi-) weekly meetings <b>Design Co-opetition Event #2</b> Ext. Land-Use Concept Collaboration Workshops
		<b>10,17-Oct-13</b> <b>5,19-Nov-13</b>	TAC	(Bi-) weekly meetings Distribute minutes Int. Land-Use Concept Collaboration Workshops Ext. Land-Use Concept Collaboration Workshops
		<b>5,19-Nov-13</b>	Civic Groups	Ext. Land-Use Concept Collaboration Workshops
		TBD	Provincial Government (input only)	Email Meetings as required
		TBD	Utility providers (input only)	Email Meetings as required

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Phase	Engagement Needs/ Objective	Timeline	Target Audience (s)	Tool/Technique
<b>Analysis Phase 1</b> November 2013 (2 weeks)	Determine EOS delineation.	TBD	Civic Groups - Environmental TAC (Parks sub-committee)	Workshop
		<b>21-31-Oct-13</b>	Landowners	(Bi-) weekly Meetings
	Feedback and Refinement of the above.		Landowners Civic Groups Provincial Government TAC Team	Email initial land use concept with review questions
	Feedback and Refinement of the above.		General Public	Comments on project website E-mail to subscribers
	Sustainability Appraisal	<b>26-Nov-13</b>	TAC	Sustainability Appraisal facilitated by Sustainability Office
<b>Input Phase 2</b> January 2014	Introduce Project to Council	TBD	Ward Councillors/Council	Individual Meetings
	Provide input on Population and Employment Projections	TBD	Geodemographics	Send data
<b>Analysis Phase 2</b> February 2014	Provide input on school, park and community facility distribution	TBD	School Boards Federation of Calgary Communities TAC (Parks Sub-committee) Landowners	Circulate projections and calculations Workshop/meetings if refinements are necessary
	Feedback and Refinement of the above.	TBD	School Boards Federation of Calgary Communities TAC Public (email update list) Landowners	Circulation due date February 15
<b>Input Phase 3</b> March – April 2014	Transportation Modeling and Master Drainage Plan and Servicing Studies due April 15		None Required	
	Development of draft policies	TBD	Civic Groups and Key informants as necessary	Individual meetings.
		TBD	Landowners	(Bi-) weekly meetings
<b>Analysis</b>	Feedback and Refinement of	TBD	Landowners	(Bi-) weekly meetings

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Phase	Engagement Needs/ Objective	Timeline	Target Audience (s)	Tool/Technique
<b>Output</b> August & October 2014	Policies and on draft Area Structure Plan (review and comment)	TBD	Civic Groups Public Provincial Government Utility Providers Council	Circulation (emailed review) with discussion questions or invited survey and Open House
		TBD	Adjacent Municipalities	Above and presentation at IMC
		TBD	Adjacent communities, municipalities Civic Groups General Public Landowners/ Agents Utility Providers/ Lease Holders	Opportunity to provide letter to Calgary Planning Commission
		TBD	Adjacent communities, municipalities Civic Groups General Public Landowners/ Agents Utility Providers/ Lease Holders	Opportunity to provide a letter or presentation to Council

## Evaluation

A successful engagement plan will endeavour to allow for early identification of issues of concern, conflict and/or opportunity before they impede progress; utilize stakeholder time as efficiently as possible; incorporate stakeholder input to the most extent possible; and, provide a timely two-way exchange of information that will assist in the creation of the ASP.

During the engagement sessions with Rocky View County staff, the Project Team will continuously review the process to ensure it is still meeting their needs. Ultimately, we will ask you to evaluate the process to provide feedback to the Project Team on what worked well and what could use improvement. This will help the next ASP project team in their engagement strategy.

## NE & SE ASPs 'What We Heard' Reporting

Engagement Activity: TAC (Bi-) Weekly Meetings.

- Meeting notes will be taken at each meeting, circulated to TAC Members and reviewed at subsequent meetings. A summary of decisions will be made available at [www.calgary.ca](http://www.calgary.ca)

Engagement Activity: (Bi-) Weekly Landowner Meetings.

- Meeting notes will be taken at each meeting, circulated to Landowners and Agents and reviewed at subsequent meetings. A summary of decisions will be made available at [www.calgary.ca](http://www.calgary.ca)

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Engagement Activity: Workshops, Presentations, Open Houses, and written submissions.

- As needed the results of these engagement activities will be summarized and available on the project website at [www.calgary.ca](http://www.calgary.ca)

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