



## South Shaganappi Communities Local Area Planning Project – Interested Party Working Group

### Terms of Reference – April 2023

#### 1. Project Background

The South Shaganappi Communities Local Area Planning Project includes the communities of Banff Trail, Montgomery, Parkdale, Point McKay, St. Andrews Heights, University of Calgary, University District, University Heights and Varsity.

Through the local area planning process, we will work together 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. The South Shaganappi Communities Local Area Plan (LAP) will outline a future vision for the area, provides guidance on what growth makes sense where, and includes development direction that residents, landowners, builders and developers, city planners and Councillors can commonly refer to.

The South Shaganappi Communities currently have six approved statutory local area policy documents and four non-statutory policy documents. The existing policies were initially approved by Council between 1994 and 2013.

#### Statutory policy documents:

- Montgomery Area Redevelopment Plan (2005)
- Banff Trail Area Redevelopment Plan (1986)
- Banff Trail Station Area Redevelopment Plan (2013)
- Brentwood Station Area Redevelopment Plan (2009)
- Stadium Shopping Centre |Area Redevelopment Plan (2013)
- Parkdale Neighbourhood Activity Centre Area Redevelopment Plan (2013)

#### Non-statutory policy documents:

- South Shaganappi Communities Area Plan (2011)
- Varsity Design Brief (1974)
- Varsity Land Use Study (2007)
- Parkdale Special Planning Study (2004)

(Date in brackets indicates the year of original adoption or when an entirely new version was adopted)

There is a stage in each community’s life cycle when the choice to rebuild or redevelop homes and buildings becomes more frequent. A lot of change within a short time can start to feel unpredictable or overwhelming. It is at this redevelopment life cycle stage where it can be helpful to have a plan in place to guide decisions about how and where change and redevelopment makes sense in communities. Creating a plan to help guide change within communities ensures that there’s flexibility (for people looking to make changes), direction (to

help guide development when change is proposed), and certainty (for residents to know how their community may change in the future).

## Map of South Shaganappi Communities Plan Area



### 2. Purpose:

The purpose of this document is to ensure that members of the Working Group on the South Shaganappi Communities Local Area Planning Project are aware of expectations, commitments, and their role in providing input into the project and the broader engagement processes.

### 3. Scope:

The Working Group will meet regularly (approximately nine times) between 2023 and 2025 to add insight throughout the local area planning process for the South Shaganappi communities. One or two additional sessions could be scheduled, as required. There are many ways for that input to be gathered as the plan is being drafted. Administration will consider the Working Group, broader community, and all other interested parties' feedback as we draft the plan.

Administration anticipates taking the LAP recommendations, including the proposed Local Area Plan, for decision in Winter 2025.

The scope of engagement with the Working Group will be topics directly related to this project. If other projects arise in the area, Working Group members will be made aware of additional opportunities, and their attendance at those sessions will be optional. All Working Group sessions will focus on having discussions and providing input related directly to this project. The agenda for each meeting will outline the specific topics for discussion and input scopes. Many aspects of the input that will be requested from Working Group members will be determined by the group's and/or public's input at previous phases of the project and cannot be defined more specifically until that previous stage of the project is complete.

The development of a local area plan includes four phases (Phase 1-4) and a pre-project launch phase (Phase 0).



The schedule for the local area plan project and Working Group sessions is as follows:

### ***Phase 1: Envision (Spring – Fall 2023)***

Public Phase 1 Launch (April 2023)

**Working Group Session Pre-work (online):** Local Growth Planning 101 (Self-directed Online Tutorial) (June 2023)

**Working Group Session #1 (in-person):** Asset Mapping/Core Values (June 2023)

**Working Group Session #2 (online):** Validate Vision & Core Values (September 2023)

**Working Group Session #3 (online):** Key Growth Areas (September/early October 2023)

### ***Phase 2: Explore (Winter – Summer 2024)***

Public Phase 2 Launch (November 2023)

**Working Group Session #4 (online):** Intro to Small-scale homes (March 2024)

**Working Group Session #5 (in-person):** Small-Scale homes; Intro to Urban Form and Building Scale Maps (April 2024)

**Working Group Session #6 (in-person):** Urban Form and Building Scale Maps; Implementation Options (May 2024)

**Phase 3: Refine (Fall 2024)**

Public Phase 3 Launch (September 2024)

**Working Group Session #7 (online):** Refine Plan (September/early October 2024)

**Working Group Session #8 (online/in-person):** Additional session for outstanding issues (October/early November 2024)

**Phase 4: Realize (Winter 2025)**

**Working Group Session #9 (in-person):** Key Changes and Final Draft Plan (January 2025)

Public Phase 4 Launch (January 2025)

Phases	Working Group Sessions	Online/In-person	Topic	Schedule
<b>Phase 1</b> (Spring – Fall 2023)  Public Launch (April 2023)	Pre-work	Online	Local Growth Planning 101 (Self-directed Online Tutorial)	June 2023
	Session #1	In-person	Asset Mapping/Core Values	June 2023
	Session #2	Online	Validate Vision & Core Values	September 2023
	Session #3	Online	Key Growth Areas	September/early October 2023
<b>Phase 2</b> (Winter – Summer 2024)  Public Launch (November 2023)	Session #4	Online	Key Growth Areas; Intro to Small-scale homes	March 2024
	Session #5	In-person	Small-Scale homes	April 2024
	Session #6	In-person	Urban Form and Building Scale Maps; Implementation Options	May 2024
<b>Phase 3</b> (Fall 2024)  Public Launch (September 2024)	Session #7	Online	Refine Plan	September/early October 2024
	Session #8	Online/In-person	Additional session for outstanding issues	October/early November 2024

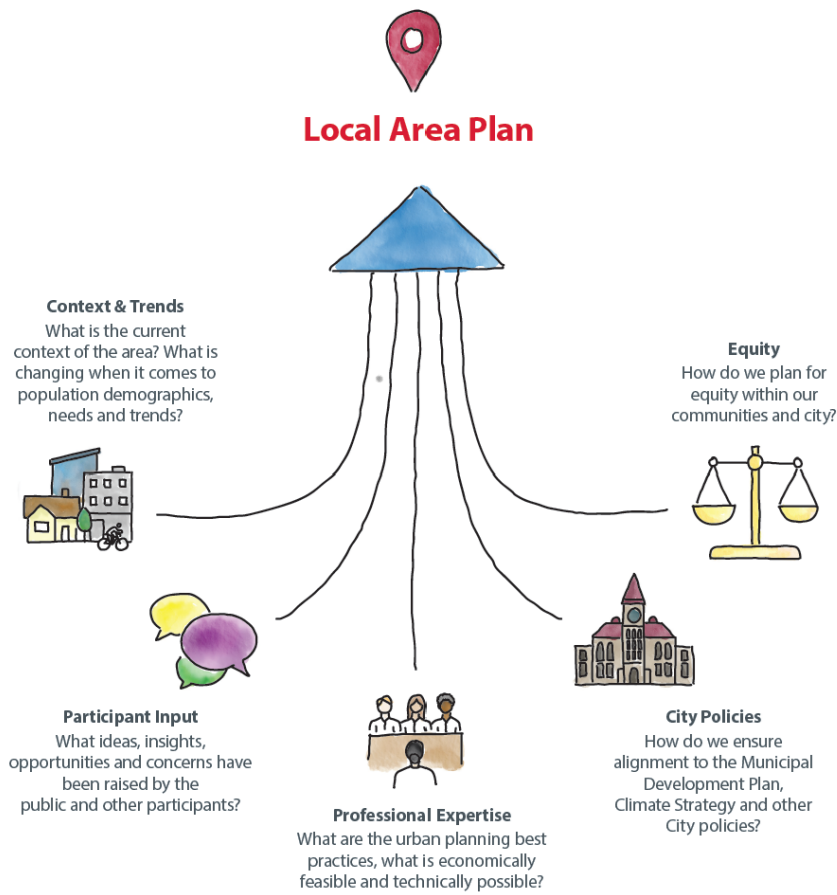
Phase 4 (Winter 2025) Public Launch (January 2025)	Session #9	In-person	Key Changes and Final Draft Plan	January 2025
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#### 4. Working Group Principles and Guidelines

Working Group members will work with City Administration in good faith to help determine a comprehensive approach to local growth and change that balances the needs of the communities. The Working Group will consult with Administration on the benefit to the general public including current and future users. The Working Group will review opportunities and outcomes identified from broader community feedback, help Administration distill and prioritize feedback, and help examine the benefits and trade-offs of growth and change from multiple community lenses.

Where possible, Working Group members will also be a community link, with members acting as engagement and communication liaisons to their broader communities and respective interested party groups, to communicate project information and processes and help collect input. Working Group members are encouraged to help keep the community and interested parties informed on the project process and upcoming opportunities for participation by sharing complete and unbiased information with the groups they represent. The City will support this communication to the interested parties and provide content as the project progresses.

The Working Group is **an advisory body to The City and is not an Approval Authority** for the final Local Area Plan. City Administration will explore and consider Working Group input and public feedback in each of the four phases and will use this input to help shape the final draft plan that Council will make a final decision on as the Approval Authority. The Working Group will function as one engagement input as a range of engagement approaches will be used to reach a wide range of people and demographics. As shown in the graphic below, feedback from all engagement channels will be considered in development of the plan.



City Administration will place an emphasis on collaborative planning methods and mutually agreed outcomes with the Working Group; however, consensus across the Working Group may not be achievable and as such, City Administration will work diligently to understand all views as part of the policy development process.

A summary of the input from the Working Group will be included in all engagement reports created and will also be included in Administration's report to Council on the South Shaganappi Communities Local Area Plan. The Working Group's primary purpose is for project engagement, and as such all activities will align with [The City's Engage Policy](#). At The City of Calgary, engagement means purposeful dialogue between The City and interested parties to gather information to support decision making.

Engagement is:

- **Citizen-centric** - focusing on hearing the needs and voices of both directly impacted and indirectly impacted citizens;
- **Accountable** - upholding the commitments that The City makes to its citizens and interested parties by demonstrating that the results and outcomes of the engagement processes are consistent with the approved plans for engagement;
- **Inclusive** - making best efforts to reach, involve and hear from those who are impacted directly or indirectly;

- **Committed** - allocating sufficient time and resources for effective engagement of citizens and interested parties;
- **Responsive** - acknowledging citizen and interested party concerns; and,
- **Transparent** - providing clear and complete information around decision processes, procedures, and constraints.

The City's commitment to transparent and inclusive engagement processes is outlined in the [Engage Policy](#).

## 5. Roles and Responsibilities

### ***Working Group***

Working Group members participate collaboratively with The City's project team in good faith. They will help The City ensure that the South Shaganappi Communities Local Area Plan project balances the needs and desires of the community with considerations for future residents and City policies and corporate objectives.

- Group members are asked to advise and provide insight, based on their personal, professional, local, and cultural knowledge.
- Group members must be prepared to invest the time and energy to attend all meetings, review information provided by The City, including email correspondence, and provide timely feedback and input on components of the project.
- If unable to attend a meeting in case of an emergency or significant reason, an alternate may be assigned to attend on a member's behalf. It is a member's responsibility to ensure their alternate is current on the information required to attend/provide input. If no alternate is provided and it is reasonably possible, The City will try to provide the opportunity for you to provide your input after the meeting, but for many meetings that require informed feedback, it may not be possible to ask for your input without the context of the meeting.
- Group membership is voluntary but requires commitment and time from its members for the entire duration of the project.
- Members must be prepared to work constructively to address areas of differing perspectives. Consensus is not a given, and members must be willing to empathize and understand different perspectives and opinions in a safe and constructive way.
- Members will provide input on future growth and change that includes their individual experience and values, but that also reflect public good, which is a key factor in the ultimate decisions being made. Individual members' ability to learn about and consider the values and experiences of a wide range of interested parties is important.
- Group members will follow through on specific tasks as agreed to throughout the project timeframe.
- Group members may be assigned homework throughout the project that will be expected to be completed prior to sessions.
- Where possible, members will act as a liaison to their respective interested party groups to communicate project information and processes and help collect input.
- If a member is to withdraw from the Working Group, they are to notify the LAP team via email. Community members are not required, and are asked not to, appoint a replacement if they are unable to fulfil the remainder of Working Group duties.



- Community Association members are to appoint a replacement, while development industry representatives may suggest a replacement as possible.
- If an appointed Community Association working group member steps away from the Board of Directors, and is no longer a member of their respective board, they will no longer be eligible to remain on the working group.

### ***The City of Calgary***

- The City will facilitate all sessions.
- The City will provide meeting topics (via email) for each meeting at least five days prior to the meeting date.
- The City will act as the designated media spokesperson.
- Provide the Group with timely, balanced, and objective information.
- Makes the engagement promise to consult with Working Group members as the plan is developed for the South Shaganappi Communities. In [The City of Calgary's Engage Policy](#) "consult" (pg. 5) means The City promises to consult with interested parties "*obtain feedback and ensure their input is considered and incorporated to the maximum extent possible. We undertake to advise how consultation impacted the decisions and outcomes.*"
- Provide all the necessary information for Working Group members to participate in a meaningful way.
- Inform the Group about opportunities to participate in public engagement activities.
- Inform the Group about opportunities to speak or provide input to Administration and Committee and/or Council.
- Support Group members to act as engagement and communications liaison to members' own communities/interested party groups.

### ***Shared Responsibilities***

- All information about members of this Working Group is under the protection of Freedom of Information and Protection of Privacy (FOIP) legislation. Participant names may be published in future reports.
- All meetings of the Working Group will be run under the Chatham House Rule, which is as follows: when a meeting, or part thereof, is held under Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.
  - Note: Any information that is deemed proprietary or confidential will be stated at the beginning of each meeting and will not be able to be shared outside the Working Group. If it is discovered that Working Group members are recording discussions without consent of the entire Working Group and City staff or conducting themselves in a way that does not support a safe and respectful workplace, individuals may be removed from the Working Group.

### **6. Composition of the Group**

An ideal composition of the Group may include representatives from:

- 24 – 32 general community members representing a diversity of backgrounds, chosen to balance representation amongst the communities based on community population. General community members, business owners, and non-residential property or land owners.

- 12 assigned members from Community Associations in the plan area
- Three (3) members from representatives of the Development Industry.
- The optimal total number of Working Group Members is between 40 to 47 members.

Unlike a research-based focus group, this group is not required to be statistically representative of the area, but best efforts will be made to ensure broad demographic representation and range of perspectives are included based on the applications that will be submitted.

The City is responsible for reviewing all submitted working group applications and deciding on which applicants are selected as Working Group members.

## 7. Working Group Selection Process

### ***General Community Members***

The City will conduct a communications campaign to promote and recruit applicants for the Working Group. Applicants will be required to submit an application outlining their background, experience and interest in community growth and redevelopment. The recruitment window will be open for a minimum of three weeks. To facilitate objective decision making and avoid unconscious selection biases, City staff will be presented with a list of anonymized applicants that have no personally identifiable information associated with them, with the exception of the following criteria being considered below. Applicant selection will be made to create a Working Group that represents a broad range of perspectives, interests, and reflects the [Four Cs of the City's Culture](#) (Character, Competence, Commitment & Collaboration).

Based on the applications received, the applicant selection criteria will ensure alignment with the [Four Cs of the City's Culture](#) and will aim to create a Working Group with a balance of the following considerations:

- Both renters and owners;
- Both new and long-term residents;
- A range of genders;
- A diverse range of ages;
- Students;
- People living in a family unit, with roommates and alone;
- Specialized expertise groups;
- Business and industry owners, operator, and those that work in the area; and
- Proportionate representation from each of the Plan Area communities, where possible.

If a community member is no longer able to commit to the requirements of the Working Group – we will only pursue replacement membership through the established application/recruitment process if the total group drops below 50% of the original number of members or if there is no representation from a community – this decision would be at the discretion of the project team.

### ***Community Association Representation***

Community Associations in the plan area include: Banff Trail, Montgomery, Parkdale, St. Andrews Heights, University Heights and Varsity.

- Each Community Association will be asked to nominate **two** members from their Board of Directors to participate in the Working Group: **one** lead working group member and **one** backup working group member from each Community Association. Both appointed CA reps can attend the sessions together if that is the Community Association's preference.
- There will be a maximum of 12 Community Association representatives in the working group.
- Community Association representatives should present, to the best of their abilities, the opinion(s) of their respective boards.
- Community Association representatives will be expected to provide input on behalf of their respective Community Association.
- Community Association representatives will be expected to regularly share information provided by The City back to their Board of Directors.
- Community Associations are asked not to lead or facilitate any public engagement on behalf of the Local Area Planning Project.
- Community Association are asked to promote and spread awareness about the City-led public engagement and the opportunities to provide feedback on their respective Local Area Plan.

### ***Development Industry Representation***

- Development Industry representatives will be recruited through a separate application process.
- There will be a maximum of three Development Industry representatives.
- Development Industry representatives will be expected to share information provided by The City back to their respective industry organizations.
- Development Industry representatives could include but are not limited to: professional planners, architects, engineers or employees of industry member-based organizations (ex: BILD, NAOIP, ULI etc.).

The City is ultimately responsible for reviewing all submitted applications and deciding on which applicants are selected as Working Group members.

### **8. Meeting Schedule**

- Approximately nine meetings are anticipated between 2023 and 2025.
- Dependent upon the engagement outcomes in each phase, one or two additional sessions may be scheduled.
- Exact meeting dates will be confirmed later and could be subject to change.
- Each meeting will last at least 90 minutes and up to 2.5 hours, depending on the in-person or online format.

### **9. Working Group Meetings**

The City of Calgary project team will:

- Create and distribute meeting agendas, presentations and supporting materials in advance of each meeting.
- Host each meeting, including venue logistics and refreshments.
- Facilitate each meeting.

### **10. Communication and Respect**

<https://engage.calgary.ca/shaganappi>

Communications from the Working Group to the City project team will via the project email, as one main point of contact.

- All members will participate in respectful conversations. This includes:
  - Allowing the opportunity for everyone to contribute to conversations and idea generation;
  - Valuing different opinions;
  - Being polite and courteous;
  - Practice empathy;
  - Treating others equitably and fairly; and
  - When reviewing others' ideas or suggestions, identifying what is positive about the proposal as well as where it can be improved.
- All Working Group members are expected to abide by [The City's Respectful Workplace Policy](#).

## 11. Authority of the Working Group and over the Project

- The **Working Group does not have an approving role for the new Local Area Plan**. Rather, it serves as an advisory body, representing a cross-section of opinions and interests, to assist in setting policy direction for the new Local Area Plan. The City project team will try and accommodate the direction of the Working Group whenever possible, but City policy, budgetary, and technical considerations will be factored into the decision-making process.
- The final decision regarding content to be presented to Committees and/or Council such as Calgary Planning Commission and/ or Infrastructure and Planning Committee lies with The City.
- The final decision-making with the Local Area Plan lies with City Council.

## 12. Conflict of Interest

- Members must declare conflicts of interest at the beginning of each session, prior to the discussion of issues, or at any time a conflict of interest or potential conflict of interest arises. Any conflicts of interest are to be declared prior to the start of the Working Group session(s).
- A conflict of interest refers to situations in which personal, occupational or financial considerations may affect or appear to affect the objectivity or fairness related to the committee activities.
- A conflict of interest may be real, potential or perceived in nature.
- Individuals must declare potential conflicts to the entire Working Group and must either absent themselves from the discussion or put the decision to the Working Group on whether they should absent themselves.
- Examples of conflict of interest could be (but are not limited to):
  - Working Group member has an active development application under review with The City within the plan area; and/or
  - Working Group member declares their intention to run for political office during the project duration.

- Working Group member is part of a committee also related to Planning matters (i.e. Calgary Planning Commission)

### 13. Escalation Process

This escalation process is intended to outline the Working Group escalation procedures, in the event that misinterpretation of information, concerns over project policy direction or decision making, or concerns about meeting conduct or communications are realized.

- First level concerns should be directed to the Group Facilitator.
- In the event that the Facilitator does not adequately address or respond to the issue; the Project Lead should be advised of the situation.
- The Project Lead is the conduit to The Project Sponsor and The City's Senior Leadership Team – and will either address the situation directly, or forward to the Leadership team for further discussion.
- If required, documentation will be provided to members of the working group about conduct and or behaviour that goes against the Terms of Reference, which could result in removal from the working group (and notice sent to Community Association president, for Community Association working group representatives).

### 14. Working Group Contacts

- Project email: South.Shaganappi@calgary.ca
- Working Group Facilitator: Stephanie Lake, Engage Planner
- Project Lead: Heloisa Ceccato Mendes
- Project Planner: Scott Thompson
- Local Area Plan Coordinator: Breanne Harder
- Project Sponsor: Kevin Froese, Local Area Planning Manager

### 15. Declaration

*I, the undersigned, agree to participate in the South Shaganappi Communities Local Area Planning Project Working Group and agree to abide by processes, principles and values as set out in these Terms of Reference.*

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

