



North Hill Communities Local Growth Planning – Multi-community Stakeholder Working Group

Terms of Reference

Please note that these are draft terms of reference that will be confirmed with the working group at the first session.

1. Project Background

The North Hill Communities Local Growth Planning initiative includes the communities of: Greenview Industrial, Highland Park, Mount Pleasant, Tuxedo Park, Winston Heights-Mountview, Crescent Heights, Renfrew, Rosedale, Capitol Hill.

Through the local growth planning process, we'll 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 and the Developed Areas Guidebook.

A new local growth plan(s) will fill gaps in communities where no local plan currently exists and replace other plans that are largely outdated.

Currently, the North Hill Communities area has ten local policy documents, each covering different portions of the area. These documents were originally created between 1977 and 2017 including:

- Highland Village Green Design Guidelines (2017)
- 16 Avenue North Urban Corridor Area Redevelopment Plan (2017)
- South Nose Creek Site Plan (2008)
- Winston Heights / Mountview Area Redevelopment Plan (2006)
- North Hill Area Redevelopment Plan (2000)
- Crescent Heights Area Redevelopment Plan (1997)
- Centre Street North Special Study (1989)
- North Bow Special Study (1979)
- Inner City Policy Plan (1979)
- North Bow Design Brief (1977)

(date in brackets indicates year of original adoption or when an entire new version was adopted)

Updating and consolidating policies in the above plans will provide a more comprehensive picture of where growth should occur in the future. This is particularly important for growth corridors such as Edmonton Trail NE, Centre St N, 16 Avenue N and 4 St NW that are within or adjacent to multiple communities. The City is preparing to invest in upgrades to the streets and sidewalks of Edmonton Trail NE and Centre St N to provide more options for safe travel by pedestrians and cyclists while still accommodating vehicle traffic. Further, identifying local growth opportunities along these corridors and within communities is important in order to support existing schools facing declining enrollment, retain and expand the variety of commercial and retail services and support recent and future investment in transit infrastructure, including the Green Line and North Crosstown Bus Rapid Transit services.

2. Purpose:

The purpose of these Terms of Reference is to ensure that members of the Multi-community Stakeholder Working Group on the North Hill Communities Local Growth Planning project are aware of expectations, commitments and their role in providing input into the project and the engagement processes.

3. Scope:

The Working Group will meet regularly (6) between November 2018 and September 2019 to add insight throughout the local growth planning process. Up to one additional session could be scheduled, as required. The local growth planning team will consider the Working Group, broader community and stakeholder feedback as we draft the plan. Once the Working Group and community input is taken into consideration, Administration anticipates bringing growth planning recommendations including the proposed local area plan(s), to Council in Q1 2020.

The specific topics for discussion and areas of input, will be outlined at future meetings and via the agendas. 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.

At a high-level those phases will be:

Phase 1B: DISCUSS (Fall/ Winter 2018)

This purpose of this phase is to gain a better understanding of the area from the public, reconfirm previous engagement finding and initiate conversations to help increase the understanding of local assets, issues, opportunities and trends.

Working Group Session One: Project Introduction and Local Growth Planning 101

Working Group Session Two: Vision and Core Ideas

Phase 2: ENVISION (Winter 2019)

The purpose of this phase is to discuss the future vision for growth, gather input into key opportunities and ideas and identify future topics related to growth that will require further analysis by the project team as we focus plan content.

Working Group Session Three: Opportunities and Big Ideas

Phase 3: EVALUATE (Spring 2019)

The purpose of this phase will be to evaluate the recommendations and alternatives that have been developed by the project team and to discuss the outcomes of growth.

Working Group Session Four: Identifying and Prioritizing Outcomes

Working Group Session Five: Reviewing the Draft Plan

Phase 4: REALIZE (Fall 2019)

The purpose of this phase is to share the final proposed plan and tell the engagement story – what we have heard and what we did prior to the plan being presented to Council.

Working Group Session Six: Reviewing the Final Plan

The scope of work for the working group includes:

- Participating in the Working Group sessions and providing input into the local growth planning process;
- Reviewing the local growth planning project information, examining the benefits and trade-offs of growth, and providing input into solutions that meet community needs for growth;
- Acting as liaisons to their respective stakeholder groups and the broader community to help ignite broader community interest, gather input and share information about the project.

4. Principles and Guidelines

Working Group members will join with City Administration in good faith to help determine the best local growth planning outcomes that balance the needs of the communities with existing policies. The Working Group will consult with Administration on public values around future growth and development and provide input to the local growth plan creation process. The Working Group will review the opportunities and outcomes identified from the broader community feedback, help Administration distill and prioritize feedback and help examine the benefits and trade-offs of growth from the community perspective.

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 stakeholder groups to communicate project information and processes and help collect input. Working Group members are encouraged to help keep the community and stakeholders informed on the project process and upcoming opportunities for participation. The City will support this communication to the stakeholder groups and provide content as the project progresses.

The Working Group is advisory to The City. City Administration will consider Working Group input and public feedback in each of the phases, highlighted above, and will use this input to help inform the final draft plan that is created. 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 Council report.

5. Roles and Responsibilities

Multi-community Stakeholder Working Group

- 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 on a voluntary basis.
- Members must be prepared to work constructively to address areas of mutual interest.
- Members will provide input on future growth and redevelopment 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 city stakeholders is important.
- Group members will follow through on specific tasks as agreed to throughout the project timeframe.
- Where possible, members will act as a liaison to their respective stakeholder groups to communicate project information and processes and help collect input.

The City of Calgary

- Ensure that the meetings are facilitated.
- Provide an agenda (via email) for each meeting at least one week prior to the meeting date.
- The City will act as the designated media spokesperson.
- Provide the Group with balanced and objective information.
- Makes the engagement promise to *consult* with Working Group members wherever possible to develop the draft local growth plans for the North Hill Communities. In [The City of Calgary's engagement policy](#) "consult" (pg. 5) means The City promises to "consult with stakeholders to obtain

feedback and ensure [your] input is considered and incorporated to the maximum extent possible. We will advise [you] how [your] consultation impacted the decisions and outcomes.”

- Provide all the necessary information for 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 Council.
- Support Group members to act as engagement and communications liaison to members’ own communities/stakeholder groups.

Shared Responsibility:

- All information about members of this Working Group is under protection of Freedom of Information and Protection of Privacy FOIP legislation. Participant names might be published in future reports.
- All meetings of the CAG 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.

6. Composition of the Group

An ideal composition of the Group may include representative(s) from:

- 15 – 18 members representing a balance of;
 - Residents in the plan area;
 - Businesses owners within in plan area;
 - Students within the plan area;
 - Citizens who work within the plan area.
- 9 members from:
 - Community Associations in the plan area.
- 1 member from:
 - Business Improvement Association in the plan area.
- 2 members from:
 - Representatives of the Development Industry.

The optimal number of members is between twenty seven (27) to thirty one (31) members.

7. Meeting Schedule

- Approximately six meetings are anticipated between November 2018 and September 2019 as follows:

November 2018	December 2018	March 2019	April 2019	June 2019	September 2019
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- Dependent upon the engagement outcomes in each phase, up to one additional session, may be scheduled.
- Exact meeting dates will be confirmed at a later time.
- Each meeting will last approximately 3 hours and occur on weekday evenings or Saturdays.
- Meetings will normally take place at an accessible location within the plan area, to be discussed at the first meeting.

8. Meeting Agendas and Notes

The City of Calgary facilitator will:

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

- Facilitate each meeting.
- Record meeting summary notes.
- Prepare meeting notes for distribution in advance of the next scheduled meeting. Notes for a meeting will be sent via email to group members within 5 business days and members can provide corrections via email or at the next meeting.

9. Communication and Respect

- Communications from the Working Group to the City project team should be through the Facilitator – or as otherwise advised.
- All members will participate in respectful conversations. This includes:
 - Allowing opportunity for everyone to contribute to conversations and idea generation;
 - Valuing different opinions;
 - Being polite and courteous;
 - Treating others equitably and fairly;
 - 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](#).

10. Authority of the Working Group and over the Project

- The Working Group does not have an approving role for the new local growth plan. Rather, it serves as an advisory group, 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 of Council such as; Calgary Planning Commission and/ or Standing Policy Committee on Planning and Urban Development lies with The City.
- The final decision making with the local area plan lies with City Council.

11. 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.