



Westbrook Communities Local Growth Planning – Multi-community Stakeholder Working Group

Terms of Reference

1. Project Background

The Westbrook Communities Local Growth Planning project includes the communities of: Wildwood, Spruce Cliff, Westgate, Rosscarrock, Shaganappi, Glendale, Killarney/Glengarry, Glenbrook and the portions of Upper Scarboro/ Sunalta West and Richmond that are west of Crowchild Trail.

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local area plan will fill gaps in areas where no local plan currently exists and replace other plans that are largely outdated.

Currently, the Westbrook Communities area has six local policy documents, each covering different portions of the area. These documents were originally created between 1977 and 2014 including:

- Glamorgan/ Glenbrook Design Brief (1977)
- Sunalta Area Redevelopment Plan (1983)
- Killarney/ Glengarry Area Redevelopment Plan (1986)
- Richmond Area Redevelopment Plan (1986)
- Westbrook Village Area Redevelopment Plan (2009)
- Shaganappi Point Area Redevelopment Plan (2014)

(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 key growth areas such as our Main Streets (17 Avenue and 37 Street) and primary transit corridors such as the Blue Line and BRT, in the plan area. 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.

2. Purpose:

The purpose of these Terms of Reference is to ensure that members of the Multi-community Stakeholder Working Group on the Westbrook 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 (seven times) between November 2019 and September 2020 to add insight throughout the local growth planning process for the Westbrook

communities. Up to one additional session could be scheduled, as required. Administration will consider the Working Group, broader community and all other stakeholders' feedback as we draft the plan. Once the Working Group and community input are taken into consideration, Administration anticipates bringing growth planning recommendations including the proposed local area plan(s), to Council in Q1 2021.

The scope of engagement with the working group will be for 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 discussion related directly to this project and the specific topics for discussion and areas of input will be outlined before each meeting via clearly outlined 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 1: ENVISION (Fall & Winter 2019-2020)

The 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. The working group will 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 work to develop plan concepts.

- Working Group Session One: Local Growth Planning 101 and Guiding Principles
- Working Group Session Two: Current & Future Amenities (Asset Mapping)
- Working Group Session Three: Personal Mapping & Street Activity
- Working Group Session Four: Function & Scale

Phase 2: EVALUATE (Spring / Summer 2020)

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 Five: Deeper Dive
- Working Group Session Six: Review the Draft Plan

Phase 3: REALIZE (Fall/ Winter 2020)

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 Seven: 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 and is not an approval authority for the final plan. 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 proposed 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.

The Working Groups 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 stakeholders to gather information to influence 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 stakeholders 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 stakeholders;
- **Responsive** acknowledging citizen and stakeholder concerns;
- **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

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 voluntary but it is a membership that 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 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.
- Group members may be assigned homework throughout the project that will be expected to be completed prior to sessions.
- Group members will have access to a member-only online forum. Group members are not to share their login information for the online forum.
- 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 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.
- Provide an online forum that is accessible only by the working group, where project information and assignments will be regularly updated.
- Makes the engagement promise to *consult* with Working Group members wherever possible to develop the draft local growth plans for the Area 31 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 the protection of Freedom of Information and Protection of Privacy FOIP legislation. Participant names will 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.

6. Composition of the Group

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

- 18 - 22 general community members from Wildwood, Spruce Cliff, Westgate, Rosscarrock, Shaganappi, Glendale, Killarney/Glengarry, Glenbrook and the portions of Upper Scarboro/ Sunalta West and Richmond/Knob Hill that are west of Crowchild Trail that will be representing a diversity of backgrounds and a balance of;
 - Residents in the plan area;
 - Businesses owners within the plan area;
 - Students within the plan area;
 - Citizens who work within the plan area.
- Nine assigned members from:
 - Community Associations in the plan area (Wildwood, Spruce Cliff, Westgate, Rosscarrock, Shaganappi, Glendale, Killarney/Glengarry, Glenbrook, Richmond)
- Three – five members from:
 - Representatives of the Development Industry.
- The optimal number of members is up to 35 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 growth and redevelopment. The recruitment window will be open for a minimum of two weeks. The City will analyze each application received and make efforts to select members that represent a broad range of perspectives and interests. The general community member spots will be distributed per community based on population distribution for the entire area. Based on the applications received we will work to ensure the group includes;

- both renters and owners
- a balance of male and female participants
- a diverse range of ages
- student, family and single professional perspectives
- business owners and those that work in the area
- both new and long term residents

Community Association Representation

- Community Associations in the plan area include: Wildwood, Spruce Cliff, Westgate, Rosscarrock, Shaganappi, Glendale, Killarney/Glengarry, Glenbrook and Richmond.
- The above community associations will be asked to nominate one member from their Board of Directors to participate in the working group.
- There will be a max of nine community association representatives.
- Community Association representatives will be expected to be a conduit back to their Board of Directors by regularly sharing information provided by The City.
- Community Association representatives will be expected to provide input on behalf of their applicable Community Association.
- Community Association representatives will be expected to host one of the working group sessions at their facility throughout the project process.

Development Industry Representation

- Development industry representatives will be recruited through a separate application process.
- There will be a max of three development industry representatives
- Development Industry representatives will be expected to be a conduit back to their respective industry organizations by regularly sharing information provided by The City.
- Development industry representatives could include but are not limited to: professional planners, developers, architects, engineers or employees of industry member-based organizations (ex: BILD, NAOIP, ULI etc.)
- Development industry representatives with active applications in the plan area will have to declare potential conflicts of interest to the working group.
- Development industry representatives are asked to bring a perspective to redevelopment for the entire area and not focus on specific parcels.

Unlike a research-based focus group, this group is not meant 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 ultimately responsible for reviewing all submitted applications and deciding on which applicants are selected as working group members.

8. Meeting Schedule

- Approximately seven meetings are anticipated between November 2019 and October 2020 as follows:

Nov 2019	Dec 2019	Jan 2020	Feb 2020	March 2020	June 2020	Oct 2020
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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 and could be subject to change from what has been identified above.

- Each meeting will last approximately 3 hours and could 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.

9. Meeting Agendas and Notes

The City of Calgary facilitator will:

- Be the main point of contact for the Working Group
- 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.
- Record meeting summary notes.
- Provide access to an online portal for the Working Group

10. Communication and Respect

- Communications from the Working Group to the City project team will occur through the Facilitator as one main point of contact.
- 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](#).

11. 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.

12. Conflict of Interest

- Members must declare conflicts of interest prior to the discussion of issues, or at any time a conflict of interest or potential conflict of interest arises.
- 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
 - Working Group declares their intention to run for political office during the project duration

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.

14. Working Group Contacts

- Project Sponsor: Teresa Goldstein, Manager Community Planning
 - Project Lead: Jenna Dutton, Planner
 - Working Group Facilitator: Stephanie Lake, Engagement Planner
- Email address:** Westbrook.Plan@calgary.ca

15. Declaration

I, the undersigned, agree to participate in the Westbrook Communities Local Growth 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: _____