

Growth and Servicing Plan

Calgary Metropolitan Region Board

Date: Monday, October 28, 2019

Subject: Preliminary Internal and External Stakeholder Engagement Plan

This memo provides a first draft of the plan for internal and external stakeholder engagement to support the CMRB's Growth and Servicing Plan. Public engagement will be addressed separately.

The Internal and External Stakeholder Engagement Plan is a living document, and will be amended as necessary to reflect specific needs and evolving priorities as the Growth and Servicing Plan is developed.

This Plan builds on the framework created by CMRB administration in Phase 1 of the Growth and Servicing Plan, which focused on informing stakeholders of the CMRB's mandate as identified in the Calgary Metropolitan Region Board Regulation and confirming the vision and values of the Board. The goal of the Internal and External Engagement Plan is to enhance the CMRB Growth and Servicing Plan through stakeholder engagement. It defines how the team will provide clear, timely and effective communication for stakeholders.

Objectives

The objectives of the Internal and External Stakeholder Engagement Plan are:

- To inform stakeholders about the project, including the impacts and the outcomes, using plain language
- To partner with the internal stakeholders to develop project goals, create alternative scenarios and finalize the preferred scenario for the Growth Plan and Servicing Plan
- To work with external stakeholders to review alternative scenarios and give input on the preferred scenario for the Growth Plan and the Servicing Plan
- To report back on what was heard during engagement events and how that input was considered after each phase of engagement

Internal Stakeholder Engagement

Internal stakeholders include:

- CMRB Board
- Land Use Committee (LUC) and Intermunicipal Servicing Committee (ISC)
- CMRB Administration
- Land Use and Intermunicipal Servicing Technical Advisory Groups

In addition to the groups noted above, we recommend the creation of an additional technical

advisory group comprised of communication and engagement staff from the member municipalities. This could be an informal group that can help provide input on key communication and engagement issues in their respective communities, and can assist in identifying advertising opportunities and other local support resources for engagement. Table 1 summarizes the roles of these stakeholders.

Table 1: CMRB Internal Stakeholders

Group	Composition	CMRB Role	Growth Plan Role and Interaction
Board	Mayors and Reeves or their alternates	Decision-making	<ul style="list-style-type: none"> - Progress updates every month as part of regular meetings - Approval of interim deliverables - Final acceptance of the plan
LUC and ISC	Elected Officials	Advisory / Recommendations	<ul style="list-style-type: none"> - Direct input to the plan development through monthly discussions regarding policy and 2 Workshops - Discussion of interim deliverables and recommendation of interim deliverables to the Board for approval
Administration	CMRB Staff	Project Management and support services	<ul style="list-style-type: none"> - Project management - Weekly updates and formal progress meetings - Various forms of ongoing informal communication
Land Use TAG Servicing TAG	Expert staff from member municipalities to provide input on matters related to the drafting of the Growth Plan and Servicing Plan	Expert Advisors	<ul style="list-style-type: none"> - Updates at TAG meetings - 4 workshops through the plan development - Draft policy review
Communication and Engagement TAG (Recommended)	Expert staff from member municipalities to provide input on communication and engagement related to the development of the Growth Plan and Servicing Plan	Expert Advisors	<ul style="list-style-type: none"> - Updates at all TAG meetings

CMRB Board

Role: Overall direction and decision-making

Engagement Strategy: Engagement with the CMRB Board will be in the form of project updates, delivered by the Growth Plan Consultant representatives at regular Board meetings. Interim deliverables and the draft Growth and Servicing Plan will be presented to the Board by the project team (HDR | Calthorpe and CMRB Administration) for their approval.

Meetings and Workshops:

Meeting or Workshop	Date	Growth and Servicing Team Involvement	Key Focus
Board Meeting	Oct. 18, 2019	None	
Board Meeting	Nov. 22, 2019	Update via project manager	<ul style="list-style-type: none"> Background document review and Workshop 1 Summary
Board Meeting	Dec. 13, 2019	None	
Board Meeting	Jan. 24, 2019	None	
Board Meeting	Feb. 21, 2020	Update via project manager	<ul style="list-style-type: none"> Scenarios generated
Board Meeting	Mar. 19, 2020	None	
Board Meeting	Apr. 24, 2019	None	
Board Meeting	May 22, 2020	Update via project manager	<ul style="list-style-type: none"> Scenario evaluation summary
Board Meeting	June 26, 2020	None	
Board Meeting	July 17, 2020	Update via project manager	<ul style="list-style-type: none"> Preferred scenario selection and supporting policy
Board Meeting	Sept. 18, 2020	None	
Board Meeting	Oct. 16, 2020	Presentation by project team	<ul style="list-style-type: none"> Draft Plan
Board Meeting	Nov. 20, 2020	None	
Board Meeting	Dec. 18, 2020	Presentation by project team	<ul style="list-style-type: none"> Final Plan Approval

Meeting Preparation: All materials for inclusion in Board Agendas will be provided to the CMRB project managers 10 days in advance of the Board meeting date.

Land Use and Intermunicipal Servicing Committees

Role: Discussion, direction and recommendation to the Board

Engagement Strategy: Engagement with the LUC and ISC will be primarily via workshops that provide direct input to the Growth and Servicing Plan and at Committee meetings. In addition, project updates will be provided at other meetings in the form of a presentation to the applicable committee.

Phase 1: Visioning and Issues Workshop (Completed on October 3, 2019)

Description: A combined workshop of the LUC and ISC will be held to confirm goals and

identify issues and challenges. The workshop will introduce the project team and allow them to listen and better understand the CMRB's vision, goals, objectives, issues, and challenges. A summary of the CMRB's visioning process to date will be presented. The workshop will include a high-level discussion of the Growth and Servicing Plan, regional existing conditions, the scenario modeling approach, and an interactive game with CMRB members as part of the place-types discussion.

Audience: The target audience are members of the Land Use Servicing Committee (LUC) and Intermunicipal Servicing Committee (ISC) and senior municipal staff. We recommend participation by two elected officials and two staff members from each municipality, for an approximate total of 45 attendees.

Format: The format will be a series of presentations of background material, breakout groups to discuss previously developed objectives, followed by an interactive activity in the form of a game. Participants will be seated at six tables (six to seven participants per table).

How Input Will be Used: Input from the workshop will be used to refine the objectives for the Growth and Servicing Plan, while the discussion on these objectives will be used as further input to the regional vision. The interactive game will be used to help the team understand current growth plans, and general aspirations an early input to scenario development. The discussion around the tables during the game will provide the team with important context and understanding of the growth issues, including areas of alignment and difference among CMRB members. An engagement report will be provided.

Phase 2: Regional Scenario Development Workshop

Description: A combined workshop with the LUC and ISC will be held to develop two alternate scenarios.

Audience: The target audience are members of the Land Use Servicing Committee (LUC) and Intermunicipal Servicing Committee (ISC). We recommend participation by two elected officials and two staff members from each municipality, for an approximate total of 45 attendees.

Format: A presentation will share the base case scenario with the workshop audience. This base case will have been developed as part of Phase 1 with involvement from the TAGs. Following the presentation, participants will be split in half with one group using one set of parameters given to them by the project team and the other group using another set of parameters to each develop an alternate scenario. The format will be similar to the interactive game in the first workshop, but the locations and types of development (place types) will be more specific and tied to a total regional growth threshold. The groups will share their scenario development.

How Input Will be Used: The two scenarios developed in the workshop will form the basis for two of the three scenarios to be evaluated (the third being the business as usual). The project team will use the scenarios generated in the workshop, and further develop them to a level that will allow them to be evaluated.

Phase 3: Preferred Scenario Review Workshop

Description: A combined workshop with the LUC and ISC will be held to undertake a detailed review of the preferred scenario, including sufficient resolution of outstanding issues to allow

recommendation of the preferred to the Board upon completion of any outstanding refinements.

Audience: The target audience are members of the Land Use Servicing Committee (LUC) and Intermunicipal Servicing Committee (ISC). We recommend participation by two elected officials and two staff members from each municipality, for an approximate total of 45 attendees.

Format: The workshop will initially include a presentation reviewing the scenario generation and evaluation process, including the rationale for the preferred scenario. In breakout groups, participants will identify questions, concerns and necessary clarifications associated with the preferred scenario. Following a reporting back, potential solutions to outstanding issues will be identified through a facilitated discussion.

How Input Will be Used: The workshop will identify final issues and refinements to the preferred scenario that will be required. Discussion throughout the workshop will help to shape implementing policy, particularly policy required to ensure the preferred scenario can be implemented as intended. An engagement report will be provided.

Meetings and Workshops

Meeting or Workshop	Date	Growth and Servicing Team Involvement	Key Focus
LUC/ISC Combined Workshop	Oct 3, 2019	Workshop facilitation	<ul style="list-style-type: none"> • Vision, goals and issues
LUC/ISC Separate Meetings	Nov 7, 2019	Presentation/Update	<ul style="list-style-type: none"> • Background reports and context
LUC/ISC Combined Meetings	Dec 5, 2019	Presentation/Update	<ul style="list-style-type: none"> • Approach to policy development
LUC/ISC Combined Workshop	Jan 16, 2020	Workshop facilitation	<ul style="list-style-type: none"> • Scenario development
LUC/ISC Combined meeting	Feb 6, 2020	Presentation/Update	<ul style="list-style-type: none"> • Refined scenarios
LUC/ISC Combined meeting	March 5, 2020	Presentation/Update	<ul style="list-style-type: none"> • Scenario evaluation update
LUC/ISC Combined meeting	April 2, 2020	Presentation/Update	<ul style="list-style-type: none"> • Scenario evaluation outcomes
LUC/ISC Combined meeting	May 7, 2020	Presentation/Update	<ul style="list-style-type: none"> • Public engagement results review
LUC/ISC Combined meeting	June 11, 2020	Presentation/Update	<ul style="list-style-type: none"> • RapidFire preliminary results review
LUC/ISC Combined workshop	July 2, 2020	Presentation/Update	<ul style="list-style-type: none"> • Preferred scenario review
LUC/ISC Combined meeting	Sept 3, 2020	Presentation/Update	<ul style="list-style-type: none"> • Preferred scenario recommendation and implementing policy review
LUC/ISC Combined meeting	Oct 1, 2020	Presentation/Update	<ul style="list-style-type: none"> • Draft plan presentation

LUC/ISC Combined meeting	Nov 5, 2020	Presentation/Update	<ul style="list-style-type: none"> • Draft plan refinements and response to comments
LUC/ISC Combined meeting	Dec 3, 2020	Presentation by project team	<ul style="list-style-type: none"> • Final Plan for recommendation to Board

Workshops will be facilitated by HDR | Calthorpe staff. For meetings, HDR | Calthorpe staff will provide appropriate background information and presentations.

Meeting Preparation: All materials for inclusion in Committee Agendas will be provided to the CMRB project managers 10 days in advance of the Committee meeting date.

Technical Advisory Groups

Role: Expert technical advice and input.

Engagement Strategy: The Land Use and Servicing TAGs and their subcommittees will be engaged with through several methods. For many meetings, HDR | Calthorpe’s role will be to listen and learn. There are two workshops dedicated to TAG input. Participating TAG members should be senior staff members who typically participate in the LUC/ISC workshops.

Phase 2: Regional Scenario Review Workshop

Description: This workshop will provide an opportunity to review two of the scenarios in detail prior to public engagement, including input on the evaluation process. This workshop will be a combined workshop.

Audience: The target audience are members of the Land Use TAG and Servicing TAG. We anticipate separate Land Use and Servicing TAG meetings to allow for focused technical discussion.

Format: The workshop will initially include a presentation on the scenario outcomes. Participants will be provided an opportunity to ask questions. In breakout sessions, specific issues will be identified, and TAG members will be encouraged to identify potential solutions to issues identified. HDR | Calthorpe subject matter experts will participate in-person or potentially via live streaming. Following the workshop, TAG members will give their comments via either hard copy or an online platform for consideration by the project team.

How Input Will be Used: The input from the TAG will be of critical input to refinement of the scenario and selection of the preferred scenario. This input will also serve as input to the policy development to provide guidance on how each scenario could be implemented.

Phase 3: Preferred Scenario Review Workshop

Description: Host a face to face and live streaming session to review the scenarios and identify technical issues, constraints and opportunities. In particular, we will challenge TAG members to identify possible solutions for technical issues.

Audience: The target audience are members of the various TAGs. This is expected to be a

combined session so that issues of common interest can be explored.

Format: The project team will present the preferred scenario and the rationale for the recommendation. In breakout groups that combine members of all TAGs, specific issues and challenges associated with the preferred scenario will be identified, along with potential solutions.

How Input Will be Used: The TAG input will be directly used to refine the preferred scenario to account for technical and implementation challenges. This input will allow the HDR | Calthorpe team to develop a preferred scenario that is most likely to gain approval from the Committees and Board.

Meetings and Workshops

Meeting or Workshop	Date	Growth and Servicing Team Involvement	Key Focus
Land Use / Servicing TAG Combined Meeting	Nov 15, 2019	Presentation/Update	<ul style="list-style-type: none"> • TAG future role and expectations
Land Use / Servicing TAG Separate Workshops	Mar 2, 2020	Workshop facilitation	<ul style="list-style-type: none"> • Scenario evaluation and technical issues
Land Use / Servicing TAG Combined Workshops	June 26, 2020	Workshop facilitation	<ul style="list-style-type: none"> • Preferred scenario refinement
Land Use / Servicing TAG Combined Workshops	July 3, 2020	Presentation/Update	<ul style="list-style-type: none"> • Preferred scenario recommendation and implementing policy review

Other TAG Involvement

All of the Committee workshops allow for attendance beyond LUC and ISC members to include senior staff participants. It is expected that these staff participants will generally be TAG members.

It is also expected that the TAGs will be consulted through the Plan development and that additional meetings to solicit input may be added as appropriate.

External Stakeholder Engagement

The primary vehicle for external stakeholder engagement is expected to be the External TAG. The terms of reference for the external TAG is attached as Appendix A. The proposed membership, subject to Committee review and Board approval, of the external TAG includes:

- Alberta Transportation
- Alberta Environment and Parks
- Alberta Municipal Affairs
- Western Irrigation District
- BILD Calgary Region

Role: Expert technical advice and input.

Engagement Strategy: The External TAG will be engaged with through update meetings and involvement in the Preferred Scenario Refinement Workshop.

First Nations

The Calgary region is within traditional Treaty 7 territory. Within the boundaries of the CMR are located two of the five Treaty 7 First Nations (Tsuut'ina and Stoney Nakoda First Nations). There is also an urban Indigenous population comprised of Métis, Inuit, and First Nations community members who call the Calgary region their home and may have an interest in the Growth and Servicing Plan. Our approach to Indigenous Engagement for the Growth and Servicing Plan, is to offer culturally appropriate communication and engagement activities with Indigenous stakeholders (First Nations within Calgary region, all Treaty 7 Nations, the urban Indigenous community, and other interested indigenous communities). These engagement activities will reflect their desired level of involvement in the development of the Growth and Servicing Plan.

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