**Greater Forest Lawn Communities Local Area Planning Project–
Stakeholder Working Group**

Terms of Reference

1. Project Background

The Greater Forest Lawn Communities Local Area Planning project includes the communities of Albert Park / Radisson Heights, Applewood Park, Dover, Erin Woods, Forest Heights, Forest Lawn, Forest Lawn Industrial, Penbrooke Meadows, Red Carpet, Southview, 09Q, and a portion of Golden Triangle.

The Greater Forest Lawn Communities were prioritized because of increasing public investment and private development interest in the area and a desire to support communities experiencing growth and change equally across all city quadrants.

Through the local area 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. The Greater Forest Lawn 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 reference as new development ideas are proposed by property owners and landowners in the area.

The Greater Forest Lawn Communities currently has six approved statutory local policy documents and five non-statutory policies. The existing policies were originally created between 1974 and 2018, including:

Statutory Documents:
- Eastfield Area Structure Plan (1978)
- Applewood Park Area Structure Plan (1985)
- Albert Park / Raddisson Heights Area Redevelopment Plan (1988)
- Forest Lawn / Forest Heights / Hubalta Area Structure Plan (1995)
- Rocky View / Calgary Intermunicipal Development Plan (2012)
- International Avenue Area Redevelopment Plan (2018)

Non-Statutory Documents:
- Dover Design Brief (1974)
- Forest Lawn Design Brief (1975)
- Southeast Policy Plan (1980)
- 52 Street SE Special Study (1988)
- Dover Special Study (1995)

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

There's a stage in each community's life cycle when the choice to rebuild or redevelop homes and buildings becomes more and more frequent. A lot of change within a short time can start to feel unpredictable or overwhelming. It's 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 Greater Forest Lawn Communities Plan Area
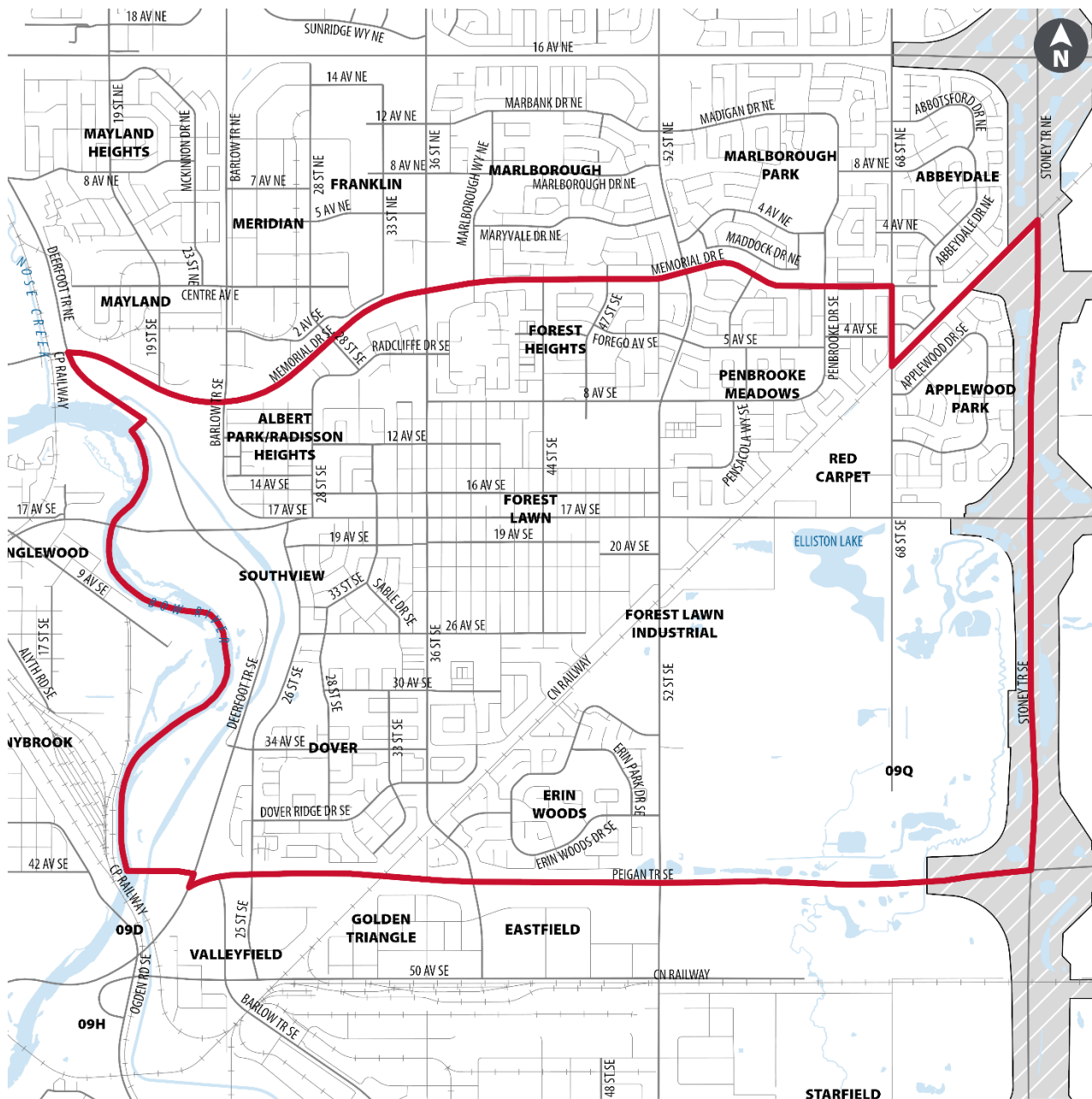
Legend

Transportation/
Utility Corridor

Plan Area Boundary

calgary.ca/GFLplan

2. Purpose:

The purpose of these Terms of Reference is to ensure that members of the Working Group on the Greater Forest Lawn 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 eight times) between 2022 and 2023 to add insight throughout the local area planning process for the Greater Forest Lawn communities. One or two additional sessions could be scheduled, as required. There are many ways that input will be gathered as the plan is being drafted. Administration will consider the Working Group, broader community, and all other stakeholders' feedback as we draft the plan. Administration anticipates taking the LAP recommendations, including the proposed Greater Forest Lawn Communities Local Area Plan, for decision in Fall 2023.

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 having discussion 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.

Working Group Engagement Program
The development of a local area plan includes four phases.

Working Group sessions (online and in-person)

For Public:
Phase 1 launches in Spring – Early Fall 2022
Phase 2 launches in Late Fall 2022
Phase 3 launches in Spring 2023
Phase 4 launches in September 2023

Phase 1 (2022)
ONLINE: **Working Group Session Pre-work**: Local Growth Planning 101 (Self-directed Online Tutorial) (June)

In-Person: Working Group Session #1: Asset Mapping/Core Values (June)
ONLINE: Working Group Session #2: Validate Vision & Core Values (September)

ONLINE: Working Group Session #3: Activity and Key Growth Areas (October)

Phase 2: EXPLORE (2023)
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.

ONLINE: Working Group Session #4A: Evaluate what could happen where (Key Growth Areas – 4+ Storeys (November)

IN-PERSON: Working Group Session #4B: Refining what could happen where (Small Scale Growth and Change) (November)

Public Phase 2 launch – February – Key Growth Areas/ Chapter 2

ONLINE: Working Group Session #5: Refining what could happen where (Urban Form and Building Scale Maps); Big Moves (mid-March)

Phase 3: REFINE (2023)
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.

ONLINE: Working Group Session #6: Urban Form Categories – did we miss anything; Implementation options (early April)

ONLINE: **Working Group Session #7 –** Final Review (late April)

Public Phase 3 launch – May

Phase 4: REALIZE (2023-2024)

ONLINE: Working Group Session #8: Overview of the Final Plan (September)

Public Phase 4 launch – September

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 balance the needs of the communities. The Working Group will consult with Administration on the benefit to the general public including current and future users and ideas around future growth and change and provide input to the Local Area Plan creation process. 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 stakeholder groups, to communicate project information and processes and help collect input. Working Group members are expected to help keep the community and stakeholders 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 stakeholder groups 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. Feedback from all engagement 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 Greater Forest Lawn 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 stakeholders 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 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 everyone 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; 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
Multi-Community Stakeholder Working Group
Working Group members participate collaboratively with The City's project team in good faith. They will help The City ensure that the Greater Forest Lawn Communities Local Area Plan project balances the needs and desires of the community with considerations for future residents and City policies and corporate objectives.

- Members are asked to advise and provide insight, based on their personal, professional, local, and cultural knowledge.
- 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 the 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 the member to provide their input after the meeting, but for many meetings that require informed feedback, it may not be possible to ask for input without the context of the meeting.
- Membership is voluntary and 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 listen to 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' abilities to learn about and consider the values and experiences of a wide range of stakeholders is important.
- Members will follow through on specific tasks as agreed to throughout the project timeframe.
- 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 stakeholder 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.

The City of Calgary
- Will facilitate all sessions.
- Will provide meeting topics (via email) for each meeting at least five days prior to the meeting date.
- Will act as the designated media spokesperson.
- Will provide the Working Group with timely, balanced and objective information.
- Makes the engagement promise to consult with Working Group members to develop the draft local area plan for the Greater Forest Lawn 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."
- Will provide all the necessary information for Group members to participate in a meaningful way.
- Will inform the Group about opportunities to participate in public engagement activities.

- Will inform the Group about opportunities to speak or provide input to Administration, Committee and/or Council.
- Will support Group members to act as engagement and communications liaisons 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. 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 representative(s) from:
- 18 - 24 general community members representing a diversity of backgrounds chosen to balance representation amongst the communities based on community population.
- Eight assigned members from Community Associations in the plan area, one from each Community Association.
- One assigned member from the International Avenue Business Revitalization Zone (BRZ).
- Three members from representatives of the Development Industry.
- The optimal number of members is between thirty (30) to thirty-six (36) 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 ultimately responsible for reviewing all submitted 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 two 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 and interests. Based on the applications received, the applicant selection criteria will aim to create a Working Group with a balance of the following consideration:

- 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 owners, operators, 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 though 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: Albert Park / Radisson Heights, Applewood Park, Dover, Erin Woods, Forest Heights, Forest Lawn, Penbrooke Meadows, and Southview.
- Each community association will be asked to nominate one member from their Board of Directors to participate in the Working Group.
- There will be a max of eight 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 representative should present, to the best of their abilities, the opinion(s) of their respective community
- 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, if needed at their facility during the project process.

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 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, 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.

Business Revitalization Zone Representation
There is one Business Revitalization Zone (BRZ) in the plan area – the International Avenue BRZ.

- The International Avenue BRZ will be asked to nominate one member from their organization to participate in the Working Group.
- There will be a maximum of one BRZ representative.
- The BRZ representative will be expected to be a conduit back to their Board of Directors and members by regularly sharing information provided by The City. The BRZ representative should present, to the best of their abilities, the opinion(s) of their members.

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 eight meetings are anticipated between 2022 and 2023.
- Dependent upon the engagement outcomes in each phase, one or two additional sessions, may be scheduled.
- Exact meeting dates will be confirmed at a later time and could be subject to change.
- Each meeting will last at least 90 minutes and up to three hours, depending on the in-person or online format, and could occur on weekday evenings or Saturdays.

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.
- Document meeting discussions and ideas shared.

10. Communication and Respect
- Communications from the Working Group to the City project team will occur through the facilitator, via the project email, 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;
  - Practicing 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 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 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.

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 email: **GreaterForestLawn@calgary.ca**
- Working Group Facilitators: Sheryl Larson, Communication; Lara Tierney, Engage Planner
- Project Lead: Yuping Wang
- Project Planner: Calvin Chan
- Local Area Plan Coordinator: Breanne Harder
- Project Sponsor: Kevin Froese, Manager Community Planning

15. Declaration

☐ *I, the undersigned, agree to participate in the Greater Forest Lawn 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 or Initials: _____

Date: _____

Phone: _____

Email: _____