

**Roles & Responsibilities for Community Outreach on Planning and Development**

Building a great city involves the entire community—neighbours, community groups, planners, businesses and developers. In the past, it has been unclear and unpredictable who should lead outreach and when and how the public should be involved in planning decisions. Planning and development decisions happen at different scales. Community outreach on planning decisions can be comprehensive and involve input from a wide range of citizens across the entire city or multiple communities (such as the development of policy plans) or it can be very localized and involve what might be built on a single lot within a community.

**WHO DOES WHAT WHEN?**

The people connected to a role might change depending on the project type. Different roles can apply to different people depending on the type of project (e.g. City-initiated versus landowner/applicant-initiated).

<b>POLICY PLANS (new)</b>	
City Administration	Lead
Community Organizations (Community Associations, Business Improvement Associations, BILD, Federation of Calgary Communities etc.)	Connector & Participant
Community	Participant
Development Industry	Participant
City Council	Decision Maker
<b>DEVELOPMENT APPLICATIONS (Land Use, Development Permits, Policy Amendments)</b>	
Applicant	Lead
City Administration	Support
Community Organizations (Community Associations, Business Improvement Associations, BILD, Federation of Calgary Communities etc.)	Connector & Participant
Community	Participant
City Council (policy plans & rezoning) / Calgary Planning Commission (Outline Plans & more complex Development Permits) / Development Authority (less complex Development Permits)	Decision Maker

## WHAT'S MY ROLE? WHAT'S YOUR ROLE?

Clarifying community outreach roles and responsibilities connected to planning and development projects helps clarify expectations and increases predictability. Each role, shown below, includes a description and associated responsibilities. As mentioned above, the group connected to each role changes depending on the project type (e.g. Policy Plan versus Development Applications).

ROLE	DESCRIPTION	RESPONSIBILITIES
<b>LEAD</b>	<ul style="list-style-type: none"> <li>The lead is the initiator or proponent of the project and is the primary decision maker for the project leading up to a formal decision of approval/refusal by the designated City decision-making body.</li> <li>The lead determines if/when community outreach will take place connected to their project and, if so, decides about what, with who, where, how, etc.</li> <li>The lead pays for community outreach costs associated with their project.</li> </ul>	<ul style="list-style-type: none"> <li>Notify people of the project and any opportunities to learn more or provide input.</li> <li>Determine the negotiables and non-negotiables for the project and what is/isn't open for public input.</li> <li>Communicate the constraints.</li> <li>Clarify the scope of the conversation.</li> <li>Provide clear, concise, transparent and accurate information.</li> <li>Hold a respectful conversation.</li> <li>Report back if/when collecting input.</li> <li>Keep people in the loop and close the loop when decisions are made.</li> <li>Provide City decision makers with a summary of the community outreach approach that was taken.</li> </ul>
<b>SUPPORT</b>	<ul style="list-style-type: none"> <li>The support assists in the outreach process by providing the lead, the connector and participants with information, tools and resources to improve understanding and aid in the overall success of the outreach process.</li> </ul>	<ul style="list-style-type: none"> <li>Share information about City goals and policies.</li> <li>Explain The City's review and decision-making processes.</li> <li>Clarify community outreach roles and responsibilities.</li> <li>Create tools and resources for participants, connectors and leads to help them be successful in their outreach roles.</li> <li></li> </ul>

ROLE	DESCRIPTION	RESPONSIBILITIES
<b>CONNECTOR</b>	<ul style="list-style-type: none"> <li>The connector shares information and insights about a specific community or area to help increase understanding of the local context and to help inform community outreach plans for local planning and development projects.</li> </ul>	<ul style="list-style-type: none"> <li>Where possible, share local information and insights to help build understanding and inform outreach plans.</li> <li>Where possible, help raise awareness of opportunities for people to get involved in local planning projects.</li> </ul>
<b>PARTICIPANT</b>	<ul style="list-style-type: none"> <li>The participant participates in the outreach process.</li> </ul>	<ul style="list-style-type: none"> <li>Seek out information and be informed.</li> <li>Listen and participate respectfully.</li> <li>Respect the scope of conversation and project constraints.</li> <li>Provide appropriate feedback and remain open to different ideas.</li> </ul>
<b>DECISION MAKER</b>	<ul style="list-style-type: none"> <li>The decision maker is responsible for making the final decision to approve/refuse the policy plan or development application.</li> </ul>	<ul style="list-style-type: none"> <li>Review and consider proposed local area plan or development application.</li> <li>Review and consider the outreach strategy/rationale/approach and any feedback that may have been collected.</li> <li>Approve/refuse the local area plan or development application.</li> </ul>

## ADDITIONAL INFORMATION

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### City Outreach Role

The City is required to notify, advertise and accept comments from the public as per the Municipal Government Act and Land Use Bylaw ahead of planning decisions. At a minimum, this helps ensure citizens are informed about proposed changes connected to land use and development proposals and have opportunities to provide feedback directly to City Administration and/or City Council.

- The City informs the community about the application proposal through on-site signage, file circulation, advertisements and by sharing information and collecting feedback. Feedback can be shared online, directly with the file manager or by providing comments to Council through the public hearing process for land use applications.

- City Administration can recommend changes to an application based on a variety of factors including: professional expertise, public input, City policies; however, it is ultimately up to the applicant to make changes to their application. Once City Administration's application review is complete, City Administration makes a recommendation of approval or refusal.

In addition, The City plays a support role when it comes to community outreach on applications. The City may attend applicant-led sessions to: share information about The City's application review and decision-making process; to provide information about City goals and policies; to share information about specific districts, bylaws, rules or regulations; or to explain where, when and how community members can get involved in planning decisions throughout the planning process. The City has and will continue to enhance information to ensure it is widely available and broadly accessible to help continually increase community awareness and understanding and build community capacity

In the past, The City would conduct outreach on some applications for reasons that were unclear. Stakeholders indicated that this caused confusion and, as the reviewer of the application, stakeholders indicated the need for The City to be impartial and balanced rather than appearing to be advocating for the proposed change on behalf of the applicant. As the reviewer and in some cases decision maker (as Development Authority) on applications, City Administration's role should focus on the review of the application as well as supporting increased public understanding of any City policies or other factors that may be considered through the review.

When it comes to the creation of new planning policies, such as local area plans, The City leads community outreach efforts and the level of outreach that is undertaken by The City is formal engagement and is expected to align with The City's Engage Policy.

### **Applicant Outreach Role**

As the proponent of the proposed change, it was determined that the applicant is in the best position to lead, explain and rationalize their development intentions and proposal. The applicant's role is to: determine, lead and rationalize their approach to community outreach associated with their proposal (across all application types). This may include notifying people about the project and sharing information about the application details; answering questions about the proposal; collecting feedback if/where the applicant has determined decisions may be influenced by the public.

City Administration's general recommended minimum approach is for applicants to complete the Community Outreach Assessment Tool which helps applicants assess and consider the potential impact of their proposal within the context of the community they are working in. In addition to completing the Community Outreach Assessment Tool, The City recommends connecting with the surrounding neighbours, community association and area Councillor early in the process to discuss their development ideas. From there, applicants are likely to gain a better sense of the sentiment of their proposal within the community and can then make a more informed decision about what additional community outreach efforts may be required and/or beneficial.

Although community outreach is highly encouraged and supporting tools and resources are available to assist with each step in an outreach process, it is ultimately up to applicants to determine if they will undertake outreach (at what level – from inform through to formal

engagement and through what approach) or, if they chose not to reach out to the community, they must provide a rationale for why they decided not to connect with stakeholders.

To support applicants with their community outreach efforts, the Community Outreach on Planning and Development Toolkit has been created by The City. This online toolkit provides both applicants and citizens with tools and resources to support community outreach connected to planning and development within Calgary's communities.

Alternatively, mandating individual landowners—or the applicants representing them—to conduct outreach with the community was determined not to be an effective approach as outreach needs can vary across projects and communities. However, as the proponent and decision maker of the details of an application, landowners/applicants are encouraged to be good neighbours and discuss their development intentions with their neighbours.