

Edmonton City Centre Airport Lands – Status Report

Recommendation:

That the Edmonton City Centre Airport (ECCA) Lands Public Involvement Plan as outlined in Attachment 1 of the Deputy City Manager's Office report 2009DCM004, dated February 12, 2009 be approved.

Report Summary

This report provides a recommended Public Involvement Plan for the Edmonton City Centre Airport project, a status report on Roadmap activities and provides answers to the questions from Councillors arising from the Non-Statutory Public Hearing on September 2/3, 2008.

Previous Council/Committee Action

On October 8, 2008, Executive Committee approved a Roadmap for the next activities regarding the Edmonton City Centre Airport (ECCA) Lands. Among the required activities was the preparation of a Public Involvement Plan and a status report to Executive Committee March 4, 2009 (originally February 11, 2009).

Report

Public Involvement Plan (PIP)

The Roadmap identified the need to prepare a Public Involvement Plan and present it to Executive Committee for approval.

Dialogue Partners Inc. was retained to prepare the PIP. In order to develop a comprehensive public involvement plan

that will guide community discussion from March to June 2009 there was a Pre-Consultation Phase – Understanding the Issues. A series of interviews were undertaken with a broad group of stakeholders, representing a wide cross section of people, organizations and perspectives. Dialogue Partners designed the questions to be intentionally broad and open-ended to better understand the issues, concerns and perspectives of interested and affected residents.

There were 53 interviews conducted and 55 additional email submissions were received from the city website, for a total of 108 respondents. The results and analysis of the information have been used to develop the recommended PIP. (See Attachment 1) Once the PIP is approved by Executive Committee, the public involvement activities will be undertaken by Dialogue Partners. Subsequent phases will include:

- Phase 2A – Exploring the Possibilities and Challenges – March 10-May 15, 2009
- Phase 2B – Identifying & Refining Options for a Path Forward – May 23 – June 3, 2009
- Phase 2C – Supporting Decision Making – June 3-July 8, 2009 (including final report writing, presentation to Executive Committee and Council).

Status Report on Roadmap Activities

The Roadmap identified several issues where additional information was required regarding the possibilities and challenges associated with the current use of the ECCA or its possible redevelopment.

Currently there are three projects underway with external consultants to collect and analyze the requested information.

ECCA Lands Impact Assessment

This project has the following objectives:

- Land Use and Transportation
 - Identify and assess possibilities and challenges of current and future land use and transportation impacts (current ECCA land use or possible redevelopment).
- Downtown
 - Analyze current development potential of Downtown; analyze Downtown Edmonton development opportunities with the removal of the Airport Protection Overlay in the Edmonton Zoning Bylaw.
- Servicing
 - Analyze servicing impacts and requirements of possible redevelopment. (Offsite servicing for current ECCA is considered adequate.)
- Feasibility Impacts
 - Undertake a feasibility assessment of the market potential and absorption of possible redevelopment.

Bunt & Associates retained as project leaders with a team of consultants to undertake the various impact studies. To-date, information collection and initial documentation have started.

Historical Impact Assessment

This project has the objectives of providing documentation of the significant events, personalities and businesses at the ECCA and identifying

possible interpretative approaches that would honour the history of the site.

Mr. Ken Tingley is undertaking this assignment. Information collection and documentation have started

Economic Impact Assessment

This project has the following objectives

- Determine the current and future economic and financial impacts of the ECCA from the current operation and from possible redevelopment
- Complete a cost benefit analysis of a redevelopment opportunity in comparison to the present ECCA operation.

Applications Management Consulting Ltd has been retained to complete this assignment. This project started on February 4, 2009.

An impact analysis of the air ambulance service at the ECCA will also be undertaken.

In addition to the above studies, the City and the Edmonton Regional Airports Authority (“ERAA”) have negotiated a statement of intent to guide both parties in the collection of information required to provide an order of magnitude estimate related to the surrender of the head lease by ERAA.

Responses to Councillors’ Questions

Attachment 2 provides the Councillors’ questions arising from the Non-Statutory Public Hearing on September 2/3, 2008, and responses from Administration. Detailed answers to several questions will require the completion of impact assessment studies scheduled for presentation to Executive Committee on June 24, 2009.

Focus Area

Diverse Communities; Build a Positive Sustainable Urban Environment

Public Consultation

Attachment 1 discusses the activities completed in the Preparation of the Public Involvement Plan.

Justification of Recommendation

The Public Involvement Plan will direct public involvement activities so that stakeholder perspectives and views on the possibilities and challenges of existing and future land use can be developed into options for presentation to Executive Committee.

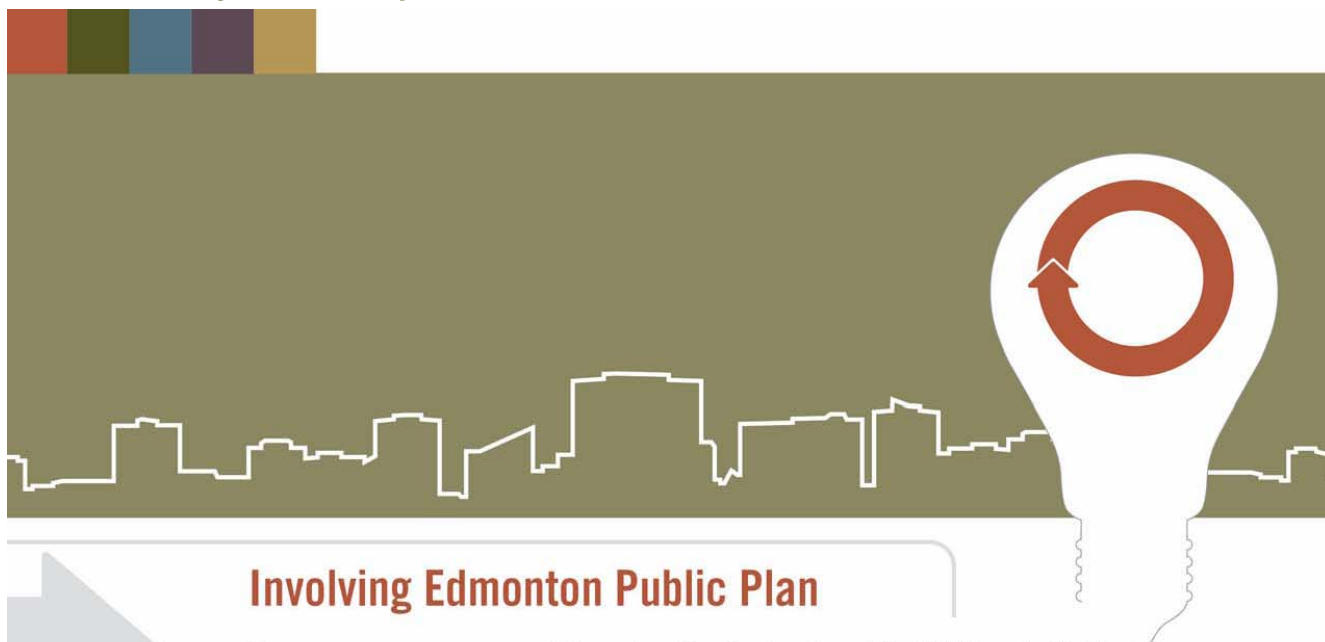
Attachments

1. Edmonton City Centre Airport (ECCA) Lands Public Involvement Plan
2. Response to Councillors' Questions

Others Reviewing this Report

- A.B. Maurer, City Manager
- L. Cochrane, General Manager, Community Services Department
- R.Boutilier, General Manager, Transportation Department
- L. Rosen, General Manager, Asset Management and Public Works Department

Edmonton City Centre Airport Public Involvement Plan



Involving Edmonton Public Plan

Project:	Edmonton City Centre Airport (ECCA) Lands Public Involvement Project
Department/Branch Responsible:	Office of the Deputy City Manager
Project Manager:	Harvey Crone, Executive Director, Program Management and Angela Turner, Program Manager, Strategic Enterprise Transformation
Consultant (if applicable):	Dialogue Partners Inc., Stephani Roy McCallum, Project Director
Draft or Final Plan:	Final Plan for Approval
Other city participants or partners:	Other departments as required as technical resources

The Public Involvement Input Commitment is:

We will engage the community at large, including all interested and affected stakeholders in a process that:

- Is multi faceted and dialogue based so that all community members and stakeholders can engage in discussion about their own interests, while understanding and considering the interests of others
- Has multiple opportunities for engagement throughout the process, along with techniques and/or outreach to specific groups that brings people together in a transparent, inclusive way
- Is focused on stakeholder perspectives and options so that information that is presented to Executive Committee includes a complete picture of the perspectives of all stakeholders.
- Explores the challenges and opportunities of existing and future land use
- Includes complete information sharing in a timely, accessible and transparent manner
- Has as a foundation ground rules for participation that supports an environment where all participants balance advocacy of their interests with inquiry into the interests of others, and where constructive participation is the rule, not the exception.
- Includes full transparency and reporting on all discussions and events in the public involvement process.

We commit to developing a final report to Executive Committee that provides a number of options that each reflect the full range of views and perspectives on the possibilities and challenges of existing and future land use **so that Executive Committee and ultimately, Council can review all of the options, and identify one clear path.**

This plan has been vetted through the Public Involvement Readiness Test

Background:

<p>DESCRIPTION OF THE OVERALL PROJECT OR INITIATIVE:</p>	<p>Starting in June 2008, a number of reports on the Edmonton City Centre Airport (ECCA) lands were considered by Edmonton City Council. After a non-statutory public hearing in September 2008, City staff members were directed to prepare a number of items related to the possible closure and subsequent redevelopment of the Edmonton City Centre Airport lands.</p> <p>As part of these next steps, one of the identified requirements was a comprehensive public involvement project to gather community input for decision making.</p> <p>The focus of the public involvement program is to engage the community in a discussion on the possibilities and challenges of existing and future land use on the Edmonton City Centre Airport lands.</p>
<p>THE DECISION BEING MADE IS:</p>	<p>Upon review of a final public involvement report that provides a number of options that each reflect the full range of views and perspectives of stakeholders on the possibilities and challenges of existing and future land use, along with information from other reports, <i>Executive Committee and Council will review all of the options, and identify one clear path.</i> It should be noted that this decision may require additional research, information and public involvement during implementation.</p>
<p>DECISION MAKERS</p>	<p>Executive Committee and Council will make the final decision upon consideration of all reports, including the public involvement report outlining options and possibilities and challenges of existing and future land use.</p>
<p>THE SCOPE (IMPACT, AND COMPLEXITY) OF THIS DECISION IS:</p>	<p>This is a highly complex project which affects a wide range of stakeholders.</p> <p>In order to develop this Public Involvement Plan, the consulting team conducted an interview and email submission process in January 2009, designed to gather detailed information on impacts, interests, challenges and opportunities. This process generated 108 responses in a 2 week period, with additional responses being accepted until February 27, 2009. As well, we created a Citizen's Advisory Group to provide input throughout the project on the public involvement process. The Group is made up a wide range of stakeholders with a diversity of perspectives and interests.</p> <p>We have identified 26 separate stakeholder "groups" or sectors that are either affected or interested. In addition, in meetings with the Citizen's Advisory Group leading up to the writing of this plan, they identified two additional specific stakeholders groups.</p> <p>The geographic location of stakeholders is from around the City, and includes multiple neighborhoods directly affected by or adjacent to the airport lands and flight paths, as well as multiple areas affected by ECCA related services and uses (i.e. tourism, medevac etc). In addition, there is a high level of overall interest from around the City, the Region, and throughout Alberta, particularly in northern communities.</p> <p>A number of specific interests have been identified, that feed directly into discussions about the possibilities and challenges of existing and future land use. We define an interest as what someone cares about that influences the position that they take. An interest is often related to what they really want, and is the underlying desire, concern and/or fear expressed through their position. These interests include: heritage; financial viability / cost; employment & livelihood; environment; tourism; noise / safety; growth & development; healthcare issues; accessibility; transportation; sports, recreation & leisure; diversity; access to balanced information; and fair and meaningful process.</p>

	<p>This project links directly to a number of other major plans and initiatives including the Capital Region Growth Plan, City Vision and City of Edmonton Strategic Plan 2009-2018; Edmonton's Municipal Development Plan; Edmonton's Transportation Master Plan; North LRT Extension, Yellowhead Trail; Edmonton's New Downtown Plan.</p> <p>The airport has a long and important history in Edmonton, and has played an important role in Canada's development – from northern exploration, connections and linkages through to the role of the airport in World War II. In 1995 a public referendum resulted in the move of scheduled air passenger service from the ECCA to the Edmonton International Airport. As a result, the City has a lease with the Edmonton Airports until 2052 where the facility will be used and maintained as an operating and functional airport for general aviation uses. If the City wishes to change or end the use as a general aviation airport, the City would have to work cooperatively with the EA, and with the sub-tenants of the EA, to negotiation cooperative surrenders of the subleases.</p> <p>There are passionately held views about the existing and future uses of the ECCA lands, and there is a vast difference in history of involvement and awareness of the issues between different groups of stakeholders. In order to effectively engage people in the next part of the public involvement process, we need to ensure that everyone has access to the same balanced and objective information. There are tensions between some of the stakeholder groups, and in our assessment these tensions relate to: different access to, and availability of, balanced, objective information; and distrust of the process to date and deeply held concerns about fairness and direct impact on quality of life – from many different viewpoints. There are some relationship tensions between specific individuals, and the subsequent process will need to ensure that all participants can participate "in dialogue rather than conflict", as stated by one respondent.</p>
<p>THE TIMELINE FOR THIS DECISION IS:</p>	<p>We have broken the public involvement program into a number of distinct phases, each of which includes multiple methods, events and both broad and special outreach approaches. Each phase builds on the previous one, so that the input being gathered and the conversations that are hosted become progressively more refined and values based.</p> <p>Pre-Consultation Phase – Understanding the Issues: This phase commenced in December and went through January and February 2009. Public involvement components of this part of the project included stakeholder interviews, email submissions and the creation of a Citizen's Advisory Group to provide input and advice on the public involvement process. This phase has led to the development of this Public Involvement Plan.</p> <p>Subsequent phases include:</p> <ul style="list-style-type: none"> • Phase 2A – Exploring the Possibilities and Challenges – March 10-May 15, 2009 • Phase 2B – Identifying & Refining Options for a Path Forward – May 23 – June 3, 2009 • Phase 2C – Supporting Decision Making – June 3-July 8, 2009 (including final report writing, presentation to Executive Committee and Council). <p>More information on the methods and approaches in Phases 2A and 2B can be found in the next section of the plan.</p> <p>We would like to note that when the Citizen Advisory Group met on February 2 and 9, 2009, they expressed many concerns about the tight timelines of this project, and about the availability (and lack of availability) of information to participants throughout the engagement project.</p>

THE PUBLIC IS BEING INVOLVED IN BECAUSE:	The decision on what to do with this land long term will affect residents of Edmonton and beyond for many years to come. There are many who are affected and interested in this issue. Technical reports, feasibility studies and "numbers" will not provide Executive Committee with an in-depth understanding of how the community feels about the possibilities and challenges of existing and future land use. The public involvement project is designed to engage the community in a dialogue on their interests, values and the things they think are important. Only once that is understood and carefully considered can a specific direction be chosen for these lands. Then there will likely be a need for technical reports, feasibility studies and "numbers" to help understand the implementation impacts of the direction chosen.				
LEVEL OF INVOLVEMENT:	This process predominantly fits in Information Sharing and Consultation (testing ideas or concepts to build knowledge and collaborating to develop solutions to build commitment)				
	Information Sharing	Consultation		Active Participation	
	<ul style="list-style-type: none"> Sharing information to build awareness 	<ul style="list-style-type: none"> Testing ideas or concepts to build knowledge 	<ul style="list-style-type: none"> Collaborating to develop solutions to build commitment 	<ul style="list-style-type: none"> Sharing decision making to build ownership 	<ul style="list-style-type: none"> Delegating decision making to build responsibility
THE SPECIFIC INFORMATION BEING SOUGHT IS:	Views and perspectives on the challenges and opportunities of existing and future land use				
HOW WILL INFORMATION BE USED IN THE DECISION MAKING?	Information gathered throughout the public involvement project will be used to develop specific options for Executive Committee consideration which outline the challenges and opportunities for each option, and an understanding of what other information or research is required.				

Public Involvement Methods Strategy

Potential Participants	Proposed Level of Involvement (Information Sharing, Consultation, or Active Participation)	Involvement Strategy
Broad Participation	Information sharing to build awareness Consultation – Testing ideas or concepts to build knowledge	<p><i>Phase 2A Activity – Exploring the Possibilities & Challenges Launch on March 10, 2009 – Runs until end of project</i></p> <p>Online consultation – Online consultation tool would be linked to other community sites as well. Online consultation includes an online library of assorted information on the project to increase transparency and access to a wide range of information. Online tool also includes facilitated online discussion and survey tool.</p>
Broad Participation	Consultation – Collaborating to develop solutions to build commitment & Information – Sharing information to build awareness	<p><i>Phase 2A Activity – Exploring the Possibilities & Challenges 1 day event on April 4, 2009</i></p> <p>Community Conversation – Large scale Community Forum with small group table conversations, and large group plenary. Will be based on extensive stakeholder and broad public outreach to ensure maximum participation. Focus will be on exploring the possibilities and challenges of existing and future use of ECCA lands through table conversations and specific questions on each of the 3 "themes" (See the Executive Summary report of the Interviews to date for a description of the 3 themes). This approach is based on the belief that both broad participation and the process of discussion using powerful questions will push participants to create more value, ideas and suggestions than could have been created otherwise. Results of this day will be written into a report and widely distributed and posted online. Taking the opportunity provided by bringing people together face-to-face means we can create multiple forums for education, awareness AND engage in an in depth conversation. We can accommodate hundreds of people in a community conversation at once in this way, and set the stage for transparency, openness and productive dialogue.</p>
Broad Participation AND Special Outreach Strategy (targeting key stakeholder groups and organizations as well as broad participation)	Consultation – Collaborating to develop solutions to develop commitment & Information – Sharing information to build awareness	<p><i>Phase 2A Activity – Exploring the Possibilities & Challenges Posting of workbooks – April 8, 2009. Last date to submit workbooks – May 8, 2009 Training of organizations and individuals to facilitate discussions using the workbook – April 15-18, 2009</i></p> <p>Community Conversation Workbooks & training– Using the same materials used in the Community Conversation Forum, a workbook will be created, with some background information, a description of each of the 3 themes (developed from stakeholder interviews and email submissions), and the same powerful questions used in the Forum itself. Key questions would be posed about each scenario, with opportunity for discussion on the possibilities and challenges of each approach. These workbooks will be posted online so individuals can download them and send in their responses and answers. We'll also run a series of "training" workshops to teach organizational representatives to facilitate</p>

Potential Participants	Proposed Level of Involvement (Information Sharing, Consultation, or Active Participation)	Involvement Strategy
		<p>these same conversations with their own groups. We will develop a guide and instructions for stakeholders about how to use the workbooks themselves, as well as a facilitation guide to facilitate conversations using the workbook with their neighbors, friends, organizations or group colleagues. The goal is to ensure we are hearing from the broadest possible interests and perspectives, and to allow those who can't attend the 1 day Conversation to provide input on the same questions. We'll make sure we target specific groups and sectors for this training. Results of all of the workbooks received will be compiled into a report. This approach puts this important conversation directly in the hands of those who are interested in or affected by the issue and builds community capacity for engagement. This method also addresses issues of distrust, transparency and openness by putting the tools directly in the hands of stakeholders.</p>
Broad Participation	Consultation – Testing ideas of concepts to build knowledge & Information – Sharing information to build awareness	<p><i>Phase 2A Activity – Exploring the Possibilities & Challenges</i> <i>Self-guided tours to run May 1-15, 2009</i></p> <p>ECCA Area Photo Voice tours –We will work with the EAA, NAIT, the Aviation Museum, the Kingsway Business Association and local community leagues to host tours around the area. We'll develop maps that can be posted online and downloaded so that people can take the tour themselves and familiarize themselves with the lands in question, if they aren't already. Photo Voice is a process by which people can identify, represent and enhance their community through photographs. It entrusts cameras to the hands of people to enable them to act as recorders and as knowledge providers in their own communities. The images produced and the issues discussed and framed by people will stimulate discussion. We will work with area stakeholders to develop a "Tour" instruction guide and recording template that highlights some key questions or discussion points for the project, with instructions about what to look for in the community.</p> <p>We will distribute up to 100 (recyclable) disposable cameras throughout the community, organizations, schools, associations, individuals. As well, we will distribute hard copies of the Tour guide and recording template, packaged with the cameras at schools, community groups and organizations, businesses, immigrant and social service support groups, etc., so that individuals and groups can take their own tours, record their thoughts and reflections about the pictures that they take (e.g., how they actually "see" the challenges and possibilities" on the site, what matters most to them about their community, what they want to see more of, and so on). We will focus distribution of the photo voice cameras to low income/high needs citizens and organizations to ensure ability to participate. We will encourage others to use their own cameras. We can also post the recording template and instructions online so that the public can submit their own pictures using their own digital cameras.</p>
Broad Participation	Consultation – Collaborating to develop solutions to build commitment &	<p><i>Phase 2B – Identifying & Refining Options for the Path Forward</i> <i>Engagement Review Group & Workshop – May 23, 2009</i></p>

Potential Participants	Proposed Level of Involvement (Information Sharing, Consultation, or Active Participation)	Involvement Strategy
	Active Participation – Sharing decision making to build ownership	<p>Engagement Review Group & Workshop</p> <p>This method is based on specific suggestions by the Citizen Advisory Group that a panel be created of unbiased public engagement practitioners whose role it would be to review all the input to date and develop the report options in a very public and transparent way. We are proposing the creation of a 3 person Engagement Review Group (ERG). This group would be made up of 3 Public Engagement experts with high level, extensive experience in the field in controversial and diverse situations and in consensus based approaches and creation of "packages" designed to address conflict and create a path forward. The Panel would be led by Stephani Roy McCallum, and include 2 other participants from outside of the province. The ERG would bring an element of transparency and openness to the project that is definitely needed.</p> <p>Based on the previous phase of extensive community engagement the ERG would convene in an open public meeting to review what had been heard to date, and to develop and refine the "packages" of opportunities and challenges for each of the options to be presented to Executive Committee. This would include a day long discussion with a mix of small and large group conversation, and specific techniques to encourage dialogue such as a World Café. Stakeholder group representatives may be asked to present if the ERG determines the requirement for more specific information, and the meeting would be open to all participants for a final dialogue on each of the options and the input received to date. The workshop would result in a summary by the ERG of the options that will be developed into a report for Executive Committee.</p>
Broad Participation	Information – Sharing information to build awareness & Consultation – Testing ideas or concepts to build knowledge	<p><i>Phase 2B – Identifying & Refining Options for Path Forward</i> <i>May 27-30, 2009</i></p> <p>Open Houses & Keypad Polling</p> <p>Based on the outcome of the ERG Workshop, the detailed options will be documented and summarized for presentation to the general public, along with information on the entire process leading to those options. Photos, workbooks, reports, etc., will be provided in an Open House format. At a set point in each Open House, participants will be asked to review the options together, and by using a keypad, "vote" electronically and provide their views on the opportunities and challenges that have been developed for each option. We will hold 3 open houses during this time period.</p>

Special Outreach Strategy

Please note: All of the "Broad Participation" methods we have identified above will include special outreach to identified stakeholders and stakeholder groups to ensure the widest possible range of participation and views.

Public Requiring Outreach	Strategy
<p>Specific Stakeholder Groups & Representatives</p> <p>Level: Consultation – Collaborating to develop solutions to build commitment</p>	<p><i>January – July 2009</i></p> <p>Citizen Engagement Group (CAG)</p> <p>In late January 2009, the consultants formed a Citizen Advisory Group with a broad range of members with different perspectives and views. The CAG has a mandate to:</p> <ul style="list-style-type: none"> • Provide input and comment on the public involvement process and approach for the Edmonton City Centre Airport Lands Project • Provide input into the development of the Public Involvement Plan as it is drafted for the consideration of City Council, and to provide comment and advice at intervals on the public involvement process as it is implemented • Support the identification of, and outreach to, all potential interested stakeholders, community groups, organizations and citizens in order to enable multiple viewpoints and perspectives on the project <p>The role of members is as follows:</p> <ul style="list-style-type: none"> • To participate in meetings that will take place approximately once per month over the course of the project • To balance advocacy of their views and opinions with inquiry into the views and opinions of others • To work in cooperation with the project team and other advisory group members in a positive, constructive way, and to provide input, advice and comment that will support a meaningful, fulsome public involvement process <p>The CAG has met twice (February 2 & 9, 2009) and will meet on a regular basis over the course of the project. Upon approval of the Public Involvement Plan by Executive Committee, the CAG has agreed that their mandate be expanded to include the following addition:</p> <ul style="list-style-type: none"> • Advice on and evaluating issues of, transparency and openness in the public involvement process. <p>The CAG has reviewed the approach and methods in this Public Involvement Plan and is supportive of the strategies. The CAG has expressed concern about the short timelines for engagement and the lack of expert, up to date and accurate information that is available to the public to help them provide informed input and opinions about the theme options.</p>
<p>City Administration and City Council</p>	<p>We propose that for the duration of the public involvement process that City staff and members of City Council will be welcome to attend and observe all aspects of the public involvement process; however, due to the public's identified issues and concerns of transparency and openness, and their ultimate roles in deciding and/or implementing the final direction on this project, we believe that if they do attend any meeting, their role should be identified as that of "Observer", and they should not participate in the discussions. If City staff is requested as a resource or to provide technical input, the public involvement team will coach them in advance on this role.</p>

Resource Strategy

Public Involvement Budget

Staff/Contractors	Public Involvement Project Implementation - \$62,050 PI Communications Writing & Implementation- \$20,000 PI Team - Engagement Review Panel - \$15,000 PI Team input, coding and analysis of QSR Nvivo qualitative data analysis software - \$7,500 PI Team – Online Consultation Tool – use, posting, updating, content - \$7,500
Technical information and materials	Disposable Cameras - \$1000 Key pad polling devices & software - \$2,500
Communication	Advertising - \$5,000 Meeting & Print materials - \$10,000 Presentation materials (incl. maps, story boards & photos) - \$5,000
Logistics	Meeting & Facilities - \$15,000
Participant Expenses	CAG Honorariums & Participants costs as required - \$5,000
Total Expenses	\$155,500

Staff time for

Event planning and participation	Project Management & Input, Logistics & meeting support and coordination
Special meetings	Project Team meetings
Communication with stakeholders	Posting to City website, basic web content development, advertisements, flyer & event invitation distribution
Display preparation	Story Boards, Maps, Meeting materials

Data Management Strategy

Information collected is to be stored/recorded in Consultation Manager. Contact the Office of Public Involvement to add this Public Involvement Project.

Information gathered	How it will be recorded/managed/integrated into planning considerations
Interviews and email submissions	What Was Said Reports - Version 1 for responses received up to January 23, 2009 and Version 2 for responses received between January 23 – February 27, 2009 Executive Summary of Version 1 submissions Issues Analysis of Version 1 Submissions Event Information entered into Consultation Manager
Citizen Advisory Group meetings – agendas and minutes	Meeting minutes distributed to Advisory Group members & Project Team Event information entered into Consultation Manager
Online Consultation	Comments and submissions tracked through online tool database Event information entered into Consultation Manager Comments and submissions entered into data analysis software
Community Conversation Forum	Event information entered into Consultation Manager Results and reports from Forum entered into data analysis software What Was Said Report posted on website Summary report posted on website
Community Workbooks	Summary of workbooks received entered into Consultation Manager Results and reports from workbook entered into data analysis software Summary report posted on website
ECCA Tours & Photo Voice	Comments and input entered into data analysis software Pictures posted on website Summary information entered into Consultation Manager
Engagement Review Group Workshop	Event information entered into Consultation Manager Results and reports from Workshop entered into data analysis software Summary report posted on website
Open House & Keypad Polling	Event information entered into Consultation Manager Results and input entered into data analysis software Summary report posted on website

Communications Strategy

Target Audience	Key Messages and Timing	Information Sharing Tool
Broad Public & interested, affected stakeholders	<ul style="list-style-type: none"> Public Involvement Project Objective Public Involvement Project Background What We're Hearing How you can get involved Contact information 	<ul style="list-style-type: none"> Advertisements on large scale public involvement methods Backgrounder FAQ's What We're Hearing – High Level Summaries of PI Events and Results How to Get Involved – Opportunities for involvement & participation throughout the project Electronic Newsletter every 2 weeks Public Service Announcements of Events Electronic Invitations and Notices to stakeholder contact list Spread the News – targeted invitations and newsletters to specific stakeholders and organizations
City Council	<ul style="list-style-type: none"> What We're hearing Overview of Process Options Report to Executive Committee & Council 	<ul style="list-style-type: none"> What We're Hearing – High Level Summaries of PI Events & Results How to get Involved – for distribution to constituents Electronic Newsletter – every 2 weeks Spread the News – for distribution to constituents Options Report & Executive Summary at end of PI Process to Executive Committee & Council

Evaluation Strategy

What are the indicators of success for the public involvement process?	<ul style="list-style-type: none"> • A transparent and open public involvement process that ensures equitable participation of all views & perspectives and where public input is integrated into the decision making process. • Equal opportunity to participate including accessible information, special needs and a variety of appropriate methods are used. • Participant satisfaction, where roles & expectations are clear and the process is understood. • Clear Task Definition & Accountability – clear and common understanding of the PI objectives and process including appropriate methods and communications.
What will we measure or evaluate about the public involvement process?	<ul style="list-style-type: none"> • P.I. Phases and Process documented, communicated and understood • Wide range of stakeholders reached and participating in the PI program • Participant satisfaction re: inclusive process and methods • Direct Link between input received and the final report options
When and how?	<ul style="list-style-type: none"> • Evaluation forms at every event and online throughout the process • Review of stakeholder contact list, event participation lists and observation and views expressed, after every main event (Community Conversation, ½ through workbook submissions, CAG meetings, Tours, ERG Workshop) • Review of Event reports (what was said and summaries) and final report to Council
What will we do with the results of the evaluation?	Evaluation checkpoints will be built into the Public Involvement Plan on a monthly basis and take place on March 31, 2009 to initiate the process, April 30, 2009 and May 30, 2009, as well as after every main event as noted above.

Readiness Test

Project/Process: ECCA Lands Public Involvement Project – Engaging the Community on the possibilities and challenges of existing and future land use

Completed on: February 9, 2009 by: Stephani Roy McCallum, Dialogue Partners Inc.

READINESS STATEMENT	NO	SOME WHAT	YES
We can confirm the decision has not been made and there is a purpose for the public involvement process.			x
We know what information the decision makers are looking for and how they will use it.			x
We have a clear understanding of what we need to know from the public.			x
There is adequate time for a meaningful process.		X*	
We have a project budget and have identified the resources we need to enable us to sponsor an effective process.			x
We have developed a communication strategy.			x
We have a clear understanding of the project decision.			x
We have identified potential stakeholders and their level of engagement.			x
We have assessed the timing of our project to ensure appropriate participation.			x
We have done a risk identification and assessment.			x
We have identified a project spokesperson.			x
We have coordinated our process with other city processes to ensure we don't overwhelm the public.			x
We have assessed the public involvement climate:			x
• We have identified any historical aspects that might affect the involvement process.			x
• We know who was out there last and how that might affect how the public responds to us			x
We have developed an evaluation process that provides for amending the process if it isn't working.			x
Our process clearly aligns with the Commitments and Standards of Practice for Public Involvement.			x

*We believe that our approach and methods address the short timelines. The Citizen Advisory Group has reviewed and approved the public involvement approach and process however they made the following comment:

CAG is concerned about the timelines and the lack of expert, up to date and accurate information that is available to the public to help them provide informed input and opinions about the theme options.

Response to Councillors' Questions

Councillor Sloan:

1. A definitive outline of the role the municipal airport plays in emergency response planning.
 - As part of the City's emergency preparedness, there are hazard, risk and vulnerability assessments undertaken. The Edmonton City Centre Airport, located in the urban core is considered the hazard, the risk is an airplane crash and the vulnerabilities on the glide path are considered the Royal Alexandra Hospital, NAIT and the CN Calder Yards.
 - The Edmonton City Centre Airport plays no role in the City's emergency response planning or service delivery. The City's Emergency Medical Response Service (EMS) has no defined service relationship with the air ambulance providers. There have been occasional requests to EMS for service assistance when an air ambulance provider has not been able to provide ground ambulance service.
 - Fire Rescue Services provide structural fire fighting emergency response to ECCA and responds to aircraft emergencies when requested by the Tower. The response using structural firefighting apparatus and equipment does not meet any aviation standards.
2. A comprehensive outline of the economic contributions made by the airport including the number of people the airport employs and the value to local business.
 - Edmonton Airport retained a consulting firm to prepare the "Edmonton City Centre Airport Economic Impact Study" Summary Report (November 8, 2005). (See Background Information Available on Request.) Among the findings of the study were that ongoing operations at ECCA supported over 950 direct jobs in the Edmonton region and the direct economic impact of the employment was \$69 million in gross domestic product.
 - As part of the impact assessment work, Administration will provide an economic opportunity assessment of the current ECCA operations at the Executive Committee meeting on June 24, 2009.
3. An assessment by the Medical Director on the impacts to the medivac service.
 - As part of the impact assessment work, Administration will provide an analysis of the air ambulance service at the ECCA. This analysis will include the Medical Director's assessment. A further issue that will need consideration is that the Province is completing an analysis of the impacts on air ambulance service of the possible closure of the ECCA and this material is not currently available. Administration will provide the air

ambulance impact assessment at the Executive Committee meeting on June 24, 2009.

Councillor Sohi:

1. Please outline the development timelines for each of the development scenarios for the ECCA lands. For Concepts One, Two and Three (outlined in the June 18 report), please include estimated timelines for build-out to the projected population maximums, for the relocation or expansion of the Westwood Integrated Facility, for the City's incurred Development Costs, and for projected changes to City revenues.
 - The initial feasibility assessment of the potential development concepts expected a 15 to 20 year absorption period. (Report 2008DCM024) The ECCA Lands Impact Assessment project will provide additional analysis of market feasibility, development timelines, costs and changes to City revenues. These results will be provided in the report to Executive Committee scheduled for June 24, 2009.
2. How will each of the redevelopment Concepts affect the City's long-term development goals for The Quarters, Fort Road and the North Edge? Specifically, is there enough market demand and development capacity in the city to accommodate each of these major redevelopment and densification plans? Is it anticipated that pursuing the redevelopment of the ECCA lands will slow the pace of redevelopment in The Quarters, Fort Road or the North Edge by diverting market demand and development capacity?
 - As part of the ECCA Lands Impact Assessment project there will be assessment of the implications of the possible redevelopment of the ECCA Lands on other locations in the city as well the effects of other developments on the build out timelines for the ECCA Lands. These results will be provided in the report to Executive Committee scheduled for June 24, 2009.
3. If Council decides on a northwest LRT Concept Plan that relies on substantial high-density re-development in order to be viable, how will the redevelopment of the ECCA lands affect the pace or viability of that redevelopment?
 - A northwest LRT concept plan to define the alignment of LRT would be determined on a number of factors. Redevelopment potential along the line is one consideration. The upcoming northwest LRT alignment concept planning exercise will be focused on lands north of the CN tracks until there is certainty about the future status of the ECCA. If the ECCA land were redeveloped, it is expected that the redevelopment would be supportive of LRT. The pace of redevelopment is dependent on many factors, and it is difficult to determine how the redevelopment of the ECCA lands would impact redevelopment of other specific areas, including other redevelopment sites along a proposed northwest LRT alignment

4. Is it anticipated that pursuing the redevelopment of the ECCA lands will have an impact on construction cost inflation in the city as a whole?
 - The only source of information related to cost escalation is the Non Residential Construction Price Index (NRCPI), which is reported by Statistics Canada for the Edmonton region, and not specifically for the city of Edmonton.
 - The region's non-residential construction price increases are primarily determined by provincial, national and international forces. Key factors would include global oil, natural gas and commodity prices and overall economic and labour market conditions in Alberta and Edmonton. As well, cost escalations are primarily determined by total capital spending by the government of Alberta, Alberta's energy industry and all other private and public sector entities in and around the Edmonton area. As such, the cost of implications of potential redevelopment would depend on the level of economic activity over the period of redevelopment.
 - As part of the Economic Impact Assessment, the implications of possible redevelopment of the ECCA Lands on economic conditions will be identified. These results will be provided in the report to Executive Committee scheduled for June 24, 2009.

5. The June 18 report describes the effect the ECCA has had on downtown building heights. It is well understood that additional floors in a given building mean that that building will pay additional tax to the City. However, I would appreciate a fuller picture of how downtown heights affect the tax base as a whole. For example, if ECCA were closed and downtown developments could build high enough to more fully satisfy citywide demand for office or residential space, would this risk "crowding out" medium-density development in other parts of the city, with resulting revenue impacts?
 - The information that will be provided as part of the ECCA Lands Impact Assessment, as noted in the response to Councillor Sohi's questions 1 and 2, will answer question 5.

6. How would redevelopment Concepts One, Two and Three affect anticipated ridership on the proposed LRT extension to NAIT, and what would be the timeline for these effects?
 - It is expected that ridership on the proposed LRT extension to NAIT would increase in proportion to the intensity of development in proximity to it. Timelines for affects of the development on LRT ridership are dependent on the rate of development, among other factors. Concepts One, Two and Three are broad level concepts that are intended to provide examples of how the airport lands could be redeveloped. At the broad level presented in these Concept plans, there is not enough information to accurately

determine significant differences in LRT ridership between the alternatives. Without a detailed analysis, it can be assumed that Concept One, with a higher proportion of residential density near the LRT line would have more LRT ridership generated than Concepts 2 or 3.

7. If redevelopment Concept One, Two or Three were approved, would this affect the optimal alignment or station locations for the proposed LRT extension to NAIT? Would Administration recommend adding to the proposed extension by extending the LRT line onto the ECCA lands in order to promote redevelopment? Why or why not?
 - The proposed LRT extension to NAIT has been designed with an interim, temporary station at the NAIT terminus. A route alignment study will be conducted for the possible extension of the LRT from NAIT to St. Albert, focusing on the area north of the CN tracks. Once the status of the ECCA lands is determined, further definition of LRT station location can be undertaken in the vicinity of the airport, including the permanent station configuration of a station near NAIT. Any staging of the NW LRT line, such as a station within the ECCA lands beyond the NAIT station would only be considered once the status of the ECCA lands is determined and the ultimate alignment for the LRT line is finalized.
8. What effect would the redevelopment Concepts have on the alignment and timing of long-term plans for the extension of the LRT system to St. Albert, including station locations?
 - Should the ECCA lands be redeveloped, that redevelopment would support the extension of the LRT and likewise, extending the LRT would encourage redevelopment of the ECCA lands. If it is determined that the ECCA lands should be redeveloped, it is recommended that the station locations and land-use plans be developed together and that a more comprehensive station area land use plan be completed following approval of the LRT alignment. In that way the synergy between land use and the LRT can be optimized. Currently, the LRT concept planning exercise for potential future LRT from NAIT to St. Albert focuses on the area north of the CN tracks until the future status of the ECCA lands is determined.