

Collaborative Smith Creek Area Structure Plan (ASP):

WORKING TOGETHER GUIDELINE

Respect your fellow human being, treat them fairly, disagree with them honestly, enjoy their friendship,
explore your thoughts about one another candidly, work together for a common goal and help one another
achieve it.

Bill Bradley

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Vision for a Collaborative Area Structure Plan (ASP)

To establish a collaborative process where the Canmore community, the Town of Canmore, and Three Sisters Mountain Village (TSMV) are aligned in working towards resolving the planning of for the Smith Creek area of the TSMV lands (Sites 7, 8 & 9). This collaborative process will facilitate the creation of a policy document that is built upon the principles of working together in order to find solutions and seek common ground. The result will be a transparent process that is well communicated to the public by TSMV and the Town of Canmore.

Rationale

The Canmore community, TSMV, Town Council and administration all acknowledge a fatigue with past planning processes on TSMV lands. An innovative approach is called for to avoid repeating past processes and the frustration and inefficiencies that they generated. QuantumPlace Developments Ltd (QPD) on behalf of Three Sisters Mountain Village Properties Ltd. (TSMV) and the Town of Canmore plan to collaboratively develop the Smith Creek Area Structure Plan (ASP). This process is an opportunity for TSMV, the Town, and the community to have input into a vision for the subject lands.

The collaborative approach will incorporate the Canmore community at early stages of the planning process and develop an understanding of the social, environmental and financial opportunities and constraints and how they affect the planning and policy development for the subject lands. The goal is to have a transparent process that creates a common understanding of the “why” and “how” the draft policy is developed and proposed to Council. The result is that TSMV, the Town and the community will have a better understanding of why or why not a certain outcome could or could not be achieved. As much as possible, we will seek mutually acceptable solutions, but acknowledge that this may not always be possible.

By working as a team throughout the development of the ASP, many benefits can be achieved. The ASP process and the end result will be better understood by all stakeholders. The language used to articulate policy can be made clearer to those implementing and reviewing development applications received under the policy.

Most importantly, working together from the start of the ASP process will allow TSMV and the Town to develop a deeper understanding of why conflicts are occurring, what the major “sticking points” are, and find viable solutions that generally work for TSMV, the Town and the community of Canmore. The broader principles that the ASP establishes will help guide a

shared vision and ideally result in the resolution or mitigation of concerns sooner and with greater ease.

The intent of this collaborative process is to proactively work through the ASP process to allow both the Town of Canmore and TSMV to:

- Set specific and achievable project goals together;
- Define a clear project scope;
- Engage in a transparent and productive dialogue with each other and the community; and
- Understand all of the questions and concerns brought to the table and work to identify achievable solutions and provide an explanation when a desired outcome is not possible.

This ASP provides the Town of Canmore, TSMV, and involved stakeholders with the opportunity to move forward and work together. However, it will require all parties to come to the table with an open mind and a willingness to have positive dialogue. Only when all parties come together proactively, can there be an opportunity to work towards improving the way we develop policies that will shape the way Canmore is developed into the future. The focus of the collaborative ASP process involves addressing the opportunities and concerns from multiple perspectives while working towards an outcome that provides the right balance between economic, social, and environmental matters.

Method

The preparation of the Smith Creek ASP does not necessarily mean that development of the land in question is imminent or immediate. An ASP is one of the many steps required before land can be developed. The goal of the ASP would be to develop clear objectives and policies that would guide future development within the Smith Creek area. Working together collaboratively to identify and address issues will help improve policy making and the overall planning and decision making process on TSMV lands in the future.

While a collaborative approach cannot pre-determine a Council decision, an innovative approach is called for due to the acknowledged fatigue in dealing with uncertainty on the Three Sisters lands. We acknowledge that full consensus on all matters is an unrealistic outcome,



however, it is hoped that this process will yield a generally acceptable balance between the Canmore community, the Town of Canmore, and TSMV.

Goals and Objectives

GOAL 1: To collaboratively produce a comprehensive ASP for the Smith Creek area that establishes the future development policy and achieves an acceptable balance between the Canmore community, the Town of Canmore, and TSMV

Objective 1.1: To implement a process for working together on an ASP proactively with stakeholders and have an ASP adopted by Council by early 2016.

Objective 1.2: To assemble a Community Advisory Group (CAG) made up of representative community members who will provide input into the ASP from the start of the process.

GOAL 2: To produce an ASP that clearly identifies where and how development can occur in proximity to wildlife corridors as designated by the Province.

Objective 2.1: To resolve all wildlife corridor boundaries with the Province

Objective 2.2: Develop a clear set of policies for the Smith Creek area that represent a balance between the Town of Canmore and TSMV objectives that specifically identify where development can and cannot occur

GOAL 3: To ensure Council and the community are involved and engaged in a transparent process throughout the ASP development and review process

Objective 3.1: Develop and implement a communication and engagement plan prior to commencing the ASP process that includes:

- Regular and consistent communication to Council;
- Roles and responsibilities of key stakeholders and identifying how they are involved in the process;



- Opportunities for the Canmore community to get involved and stay informed; and
- Approximate timelines for engagement and the overall process that acknowledge the need for flexibility as the process evolves.

ASP Process

This document is focused on how the involved parties will work together to create the ASP and is not a Terms of Reference for the ASP itself. That being said, it is important to lay out the process for drafting the ASP.

A Terms of Reference (TOR) will be created at the beginning of the process and will set the scope for the ASP document and the technical studies to be developed. Once drafted, the TOR will be brought forward to Council for approval.

Town Administration and TSMV will work together to determine the scope of each ASP section and the required professional reports. Some common reports found in a typical Canmore ASP are a Transportation Impact Assessment, a Storm Water Management Plan, a Servicing Study and an Environmental Study. Many studies will have to be initiated at the front end of the process so that the ASP can be developed recognizing the technical, physical, and economic constraints. However, the ASP will provide high level policy to direct more detailed planning at later stages and certain studies may not be required until later in the development process.

Town Administration and TSMV will collaboratively develop the technical scope of work in alignment with the Terms of Reference for each of the required studies. TSMV will engage an urban designer to facilitate the development of a draft concept plan for the Smith Creek area in collaboration with the Town. Town Administration and TSMV will work together to review the technical documentation as it is developed for the ASP.

In a traditional ASP process, the developer is required to pay the full cost of all studies and drafting the ASP document. Therefore, TSMV will hire and be responsible for payment of all of the studies and the cost of all public engagement activities and any other work required as a result of the ASP. However, the collaborative process requires that TSMV and the Town must mutually agree on the final selection of consultants for the ASP. Additionally, the Town will review the proposals, provide the scope of work to be conducted and review the work the consultants provide.



TSMV will work on creating draft policy for the ASP and the Town will work with TSMV to edit the policy collaboratively. Town Administration and TSMV will report any areas of dispute and present both perspectives to Council for consideration.

While not a comprehensive list or the exact titles, the following are the anticipated sections of the proposed ASP:

| | | |
|----------------------|---------------------|----------------|
| Residential Policies | Sustainability | Development |
| Commercial Policies | Industrial Policies | Constraints |
| Servicing | Wildlife Corridors | Transportation |
| Parks and Recreation | Development Phasing | Implementation |

Provincial Involvement

The Province is the sole approving authority for the wildlife corridors in TSMV. The Town will be brought into the discussions with the Province once dialogue and discussion with the Province has been re-established. The wildlife corridors are under Provincial jurisdiction and are not part of the ASP process, but will play a role in the discussion for the development area boundary. Development considerations adjacent to the established wildlife corridors will be addressed through the environmental study and the collaborative ASP process.

Developing the Environmental Study

The Town's current policies require an Environmental Impact Statement (EIS) for development proposals on lands within proximity to environmentally sensitive areas. The criteria for an EIS are outlined within the Municipal Development Plan (MDP). EIS reports submitted in the past have not always fully identified and addressed all of the key issues despite addressing many of the criteria outlined in the MDP. These issues include identifying and mitigating concerns from human use of wildlife areas through site design and other approaches. Recognizing this shortfall, the Town is reconsidering the purpose and requirements for an EIS through the Municipal Development Plan review process currently underway. The Town and TSMV propose that this collaborative ASP process works towards preparing an Environmental Study that will be effective in providing the required information and addressing the relevant concerns.



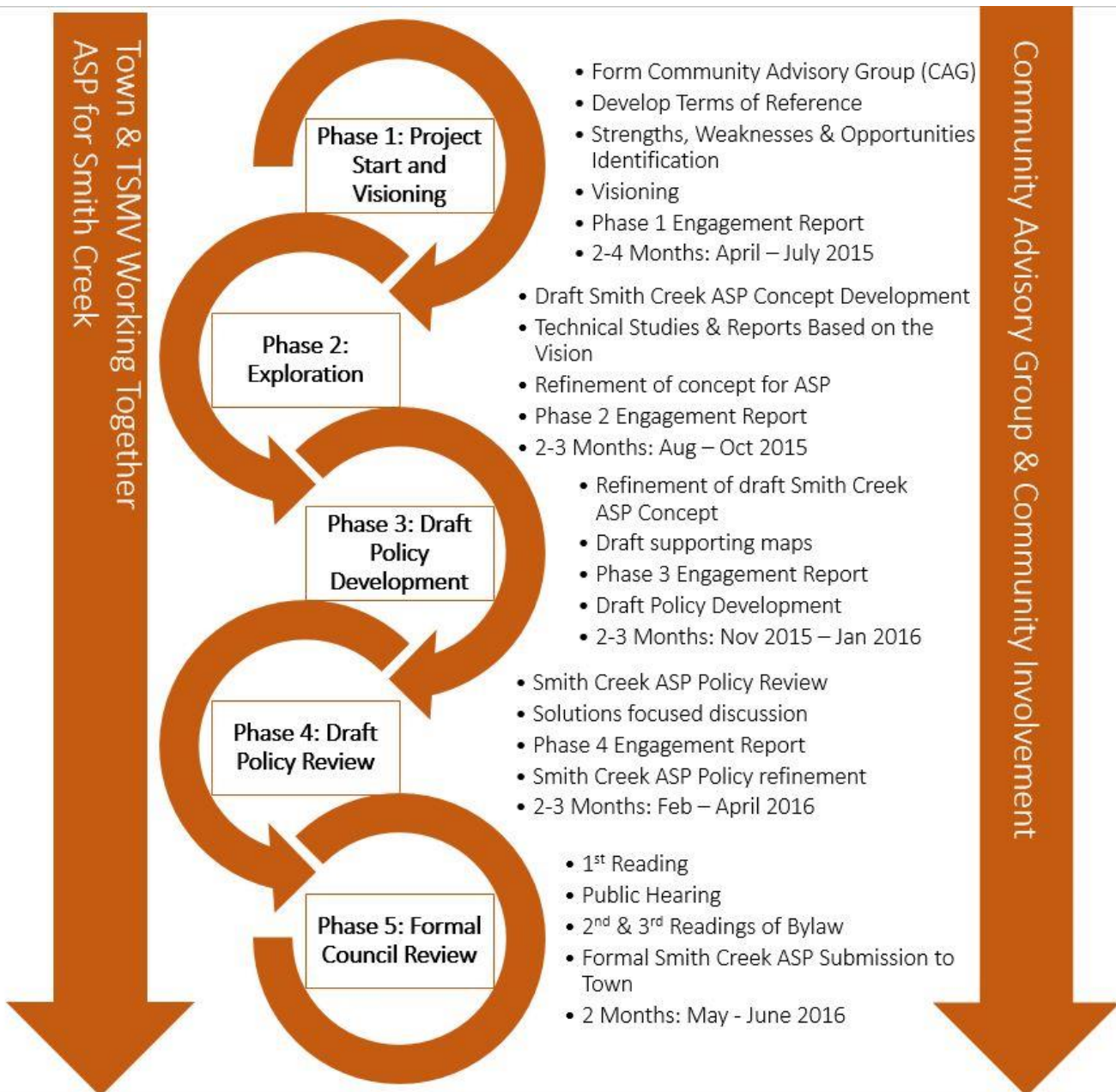
The purpose of the Environmental Study will be to evaluate the impact of proposed development on the environment and established wildlife corridors and to provide recommendations for mitigation. The Environmental Study is not intended to attempt to evaluate wildlife corridor effectiveness or make recommendations on the corridors themselves, as that is under Provincial jurisdiction.

The Environmental Study needs to provide recommendations and mitigations for the interface between development in the Smith Creek area and the established wildlife corridors and propose strategies that could aid in reducing inappropriate human use such as “pirate” trails, off leash dogs, etc. The anticipated result is an ASP that identifies where and how development should occur and protects environmental values that are important to the Town and the Canmore community. Similar to other studies required for the ASP, a single consultant will be used for preparation of the environmental report as outlined above.

Public Engagement

This section outlines the approach for how the Town of Canmore and TSMV will work together on public communications and consultation. It is anticipated that there will be 5 Phases to this ASP project. Specific engagement opportunities for each phase are still to be determined, but will be incorporated throughout the project.





Phases 1 through 4 will see the Town and TSMV working together with the Community Advisory Group and the Canmore Community on each aspect of the ASP document. The intent is to ask how stakeholders would like to be engaged and develop a framework for engagement and communications from that input. As the process is organic and evolving, the consultation



process will require flexibility and will be developed in more detail prior to each phase of the project. In order to keep Council and the Canmore community in the loop, the communications and the engagement process will be discussed at regular information updates to Council and regular communications will be provided via web, social media and email updates.

During Phase 5, the consultation process will be in the form of the Public Hearing of Council. Per the Municipal Government Act, an ASP must be approved via three readings of a bylaw. Prior to 2nd reading Canmore Town Council will hold a public hearing where the public will have the opportunity to speak directly to Council. The public can make presentations to Council with regards to the process, the draft ASP policy as presented to Council and state whether they are in support or in opposition to the project.

The process is designed to encourage community members to participate in the ASP process and to keep an open mind to working together to solutions collaboratively, with the Town and TSMV.

Updates to Council

There will be regular updates to Council which will occur at the end of each project phase. This will provide Council with the opportunity to ask questions on the progress of the ASP development and to keep informed on the ASP, provide feedback, question the project team, hear a summary of stakeholder feedback, and hear the approach for the next phase.

Community Advisory Group (CAG)

The Town of Canmore and TSMV have drafted a terms of reference (TOR) for the Community Advisory Group (See Appendix A). The TOR for the Community Advisory Group will be finalised by the Town and TSMV when the committee has had the opportunity to review and provide feedback on the TOR for the Community Advisory Group.

Committee Composition:

The CAG will be comprised of a minimum of 8 and a maximum of 12 stakeholder representatives from the community and various agencies. A varied base of expertise and local perspectives will be established through the composition of the CAG. It is possible that a member of the CAG could represent more than one of the groups if they are found to have several different aspects of expertise.



The CAG will consist of representatives from the following groups:

- Town of Canmore Council Member
- Potential builder
- Environmental focused individual
- Canmore business community
- Canmore resident (full or part-time)
- Canmore resident from an existing TSMV developed community
- Canmore Business & Tourism
- Recreation focused individual

Selection of the Committee:

Representatives will be appointed collaboratively by both TSMV and the Town of Canmore Administration. A request for volunteers will be advertised to the Canmore community and requests for participation will be sent to various agencies to ensure a variety of perspectives are represented. TSMV and Town Administration will discuss the CAG membership through a cooperative review process. Interested parties will be requested to submit a letter of interest explaining their experience and reasons for wanting to be on the CAG.

Selections will be made based upon the interested parties' expertise, willingness to work together, openness to engage in a solutions oriented dialogue, and understanding of the stakeholder interests they represent. The committee names will go forward to Council for information and Canmore Town Council will have their opportunity to appoint a Council member to act as their representative throughout the ASP project.

Dispute Resolution

The Town and TSMV will work together to create the best possible conditions to resolve conflict and be solutions oriented. All parties including the CAG and the community will be called upon to be solutions oriented, to question what is at the root of their concern, and to challenge themselves to come up with solutions that take into account economic, social and environmental considerations. The objective is to be open to a myriad of possibilities and ensure that there is an explanation of why or why not a certain solution can or cannot be implemented.

While we hope the Town and TSMV can come to a reasonable solution in all aspects of this ASP, where conflicts cannot be resolved, third party advice/expertise will be sought to work out a



solution. If there is a disagreement on consultant's results/report, the party at their own expense will hire their own reviewer and a collaborative solution between the two consultants should be brought forward as a solution for both TSMV and the Town to consider. If there is still no resolution, the ASP may move forward to Council with the proposed solutions presented by both TSMV and the Town.

Fee Structure

The Town's Fee Schedule determines the cost of making application for a new ASP. For applications that would result in fees greater than \$75,000 the application fee is charged based upon cost recovery. The Town will develop an hourly fee schedule for staff involved and a method for tracking time spent on the ASP project. An invoice will be sent to TSMV monthly and be paid within 30 days of receipt.

