flourish
GROWING TO 100K

City of St. Albert Municipal Development Plan

Engagement Summary Report

June 2021







URBAN STRATEGIES INC.

ISL Engineering and Land Services

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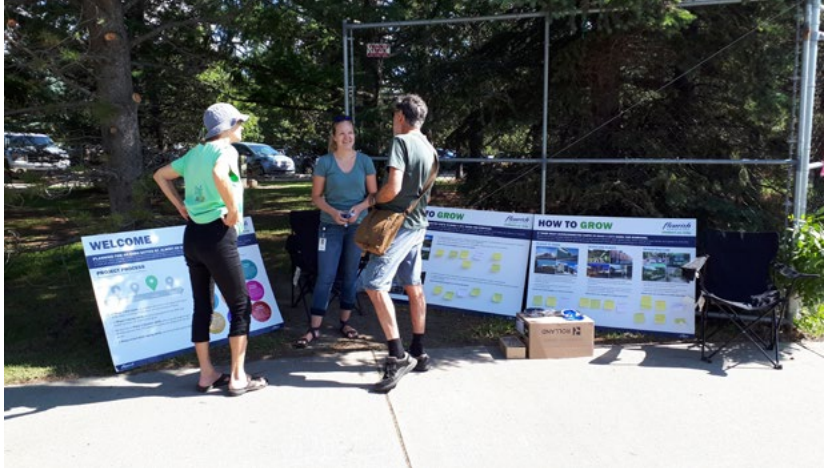
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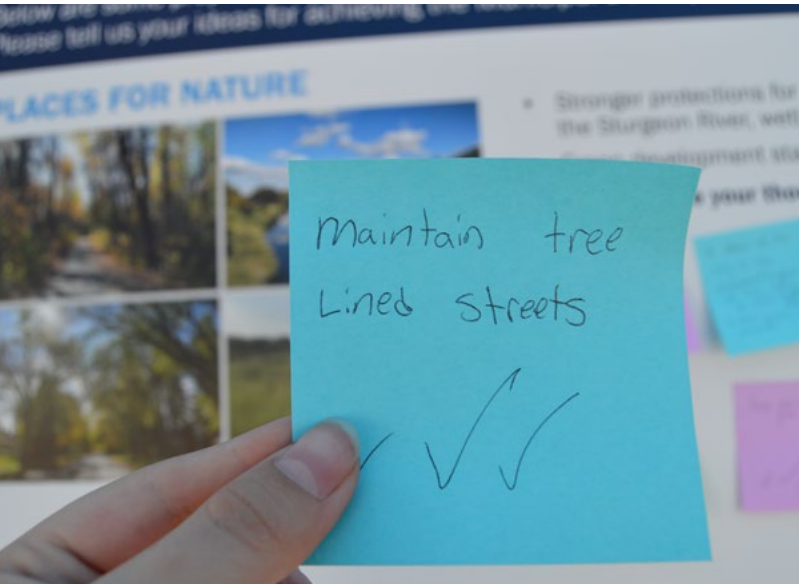



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St. Albert's New Draft Municipal Development Plan
Public Webinar
November 17, 2020
City of St. Albert
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Maintain tree
Lined streets

1.0 Introduction

Starting in 2018, the City of St. Albert embarked on the preparation of a new Municipal Development Plan (MDP) to guide how the city grows and develops to a population of 100,000. Planned engagement opportunities took place between 2018 and 2020.

As the Municipal Development Plan (MDP) directs where and how growth should happen, it must reflect the values and aspirations of the community. The formation of *Flourish: Growing to 100K*, included a four-phase planning process that engaged stakeholders and the wider community of St. Albert. Each phase of the project included numerous opportunities for stakeholders and St. Albertans to learn about the project and to provide feedback.

Flourish built on the foundation created by *Cultivating our Future: St. Albert's Community Vision*. More than 6,000 residents participated in this process, sharing over 15,000 ideas that helped create St. Albert's Community Vision and Pillars of Sustainability.

Flourish applied this vision, along with new ideas that emerged through the planning process, into the goals, principles and policies of the MDP. Ultimately, over 18,000 people were engaged through in-person events or online over the course of the project.

The following sections describe the engagement approach and outcomes of the engagement process in the creation of *Flourish*.



2.0 Public Participation Plan and Communications Strategy

The Public Participation Plan and Communications Strategy set a framework for the City to meaningfully engage the public and stakeholders about *Flourish*, at key milestones. The public and stakeholder engagement process gathered feedback that helped develop the MDP and its policies, ensuring that the document reflected aspirations for the future of St. Albert.

The Public Participation Plan and Communications Strategy was structured around major milestones in the overall project work plan to allow for direct and timely inputs into project deliverables. A diverse range of communication tools and tactics were used throughout the project to reach key stakeholders and the public to:

- Provide project information;
- Promote project awareness;
- Identify and promote associated engagement opportunities.

As the project progressed, the engagement process was adapted to meet project needs, reflect lessons learned from previous phases, and to accommodate public gathering restrictions due to COVID-19.

The following activities were implemented over the course of the project:

In **Phase 1** of the project, engagement activities included a series of stakeholder interviews, the City Summit event, workshops, open house, pop-up events and two online questionnaires. Phase 1 engagement occurred between September 2018 and January 2019.

In **Phase 2** of the project, engagement activities included several stakeholder sessions, an open house, pop-up events and an online questionnaire. Phase 2 engagement occurred between March and May 2019.

A series of pop-up booths held at key events and gathering places were implemented in **Phase 3** to reach out to St. Albertans. Phase 3 engagement was held between June and October 2019.

Between Phases 3 and 4 of engagement, policies and the draft MDP were developed. In the fourth and final phase of the project, the engagement process moved from in-person to online engagement due to the restrictions on gatherings as a result of COVID-19 and to ensure the safety of the team and participants. In **Phase 4**, virtual sessions, a live webinar, as well as a questionnaire were hosted online. Phase 4 engagement occurred between April and November 2020.

Feedback gathered throughout the project was considered by the project team in developing the MDP and its policies. **Section 5.0** of this document details how the feedback was used.

The details of the engagement process implemented is described in Section 2.0 of this report.

2.1 Overview of project engagement activities

Table 1.0 details the engagement events and activities during the four phases of engagement. Overall, the project team held over 60 events across the four phases which resulted in:

- Approximately 700 participants engaged through stakeholder interviews, workshops, and meetings;
- Approximately 4,400 participants engaged though public engagement events and speaking with the project team;
- Approximately 12,000 participants engaged online, and;
- 1060 submissions received through the questionnaires.

Note: the number of total participants does not account for individuals who were engaged multiple times, such as repeat interested individuals who participated in each phase, or in multiple events.

Table 1: Summary of engagement efforts

Event/ Activity	Audience Type	Date and Time	Location	Participants
		Phase 1		
Key Stakeholder interviews	Stakeholder	September 17 to 20, 2018	Various	32
City Summit	Public	November 14, 2018 6 pm to 9 pm	The Enjoy Centre 101 Riel Drive	80 in person (2,050 Facebook Live and YouTube Viewers)
City Summit Workshops	Stakeholder and Public	November 15, 2018 9 am to 12 pm 1 pm to 4 pm	St. Albert Curling Club 3 Taché Street	50
City Summit Open House	Public	November 15, 2018 5:30 pm to 8 pm	St. Albert Curling Club 3 Taché Street	30
Online Questionnaire #1	Public	October 18 to November 15, 2018	Online	229 Submissions
Project Champions Meeting #1	Stakeholder	October 24, 2018 7:00 pm to 8:00 pm	St. Albert Place 5 St. Anne Street	9
Online Questionnaire #2	Public	November 21, 2018 to January 8, 2019	Online	434 Submissions
Pop-up #1	Public	November 3, 2018 10:30 am to 2 pm	Servus Place 400 Campbell Road	25
Pop-up #2	Public	December 1, 2018 10:30 am to 2:30 pm	St. Albert Centre 375 St. Albert Trail	25
Pop-up #3	Public	December 15, 2018 10:30 am to 2:30 pm	St. Albert Centre 375 St. Albert Trail	40
Pop-up #4	Public	December 19, 2018 4 pm to 7:30 pm	St. Albert Centre 375 St. Albert Trail	55
			Total approximate participants in Phase 1:	**3059**

Event/ Activity	Audience Type	Date and Time	Location	Participants
		Phase 2		
Project Champions Meeting #2	Stakeholder	February 5, 2019 6:30 pm to 8:00 pm	St. Albert Place 5 St. Anne Street	7
St. Paddy's Day Skate	Public	March 17, 2019 1:30 pm to 3:30 pm	Kinex Arena 66 Hebert Road	30
Project Champions Meeting #3	Stakeholder	March 19, 2019 6:30 pm to 8 pm	St. Albert Place 5 St. Anne Street	10
St. Albert/Sturgeon County Metis Local Meeting	Stakeholder	March 20, 2019 10:00 am to 11:00 am	St. Albert Place 5 St. Anne Street	2
Pop-up #1 Seniors' Day	Public	March 20, 2019 10:30 am to 12:30 pm	Servus Place 400 Campbell Road	35
Landowner and Developer Workshop	Stakeholder	March 20, 2019 2 pm to 4 pm	St. Albert Curling Club 3 Tach Street	17
Open House	Public	March 20, 2019 5:30 pm to 8 pm	St. Albert Curling Club 3 Taché Street	40
Intermunicipal Meeting	Stakeholder	March 21, 2019 9:00 am to 11:00 am	St. Albert Curling Club 3 Taché Street	10
Mayor's Celebration of the Arts Event	Public	March 21, 2019 6 pm to 7 pm	Enjoy Centre 101 Riel Drive	30
Pop-up #2	Public	March 23, 3019 12 pm to 2 pm	St. Albert Centre 375 St. Albert Trail	15
Questionnaire #3	Public	March 25 to April 23, 2019	Online	380 Submissions
Chamber of Commerce Governance Committee Meeting	Stakeholder	March 27, 2019 8:30 am to 10:00 am	Chamber of Commerce Office 71 St. Albert Trail	8
Pop-up #3 Spring Break Camps	Public	March 28, 2019 1 pm to 3 pm	Servus Place 400 Campbell Road	25
Environmental Advisory Committee Meeting	Stakeholder	March 28, 2019 6 pm	St. Albert Business Centre 29 Sir Winston Churchill Ave	13
Pop-up #4 Spring Break Camps	Public	March 29, 2019 9 am to 11 am	Servus Place 400 Campbell Road	35
Pop-up #5	Public	March 29, 2019 1 pm to 3 pm	St. Albert Centre 375 St. Albert Trail	25
Youth Advisory Committee	Stakeholder	April 3, 2019 6:30 pm	The Collective 43 St Thomas St #100	11
Pop-up #6	Public	April 4, 2019. 4 to 6 pm	St. Albert Centre 375 St. Albert Trail	15
Pop-up #7 Lifestyle Expo	Public	April 6, 2019 3 pm to 6 pm	Servus Place 400 Campbell Road	175
Pop-up #8 Lifestyle Expo	Public	April 7, 2019 11 am to 5 pm	Servus Place 400 Campbell Road	175
Employee Forum	Stakeholder	April 16, 2019	St. Albert Place 5 St. Anne Street	200

Event/ Activity	Audience Type	Date and Time	Location	Participants
Project Champions Meeting #4	Stakeholder	May 14, 2019 6:00 pm to 8:00 pm	Servus Place 4 00 Campbell Road	6
Paul Kane High School Career Fair	Public	May 16, 2019 8:00 am to 11:30 am	12 Cunningham Road	30
St. Albert Outloud Talks	Stakeholder	May 28, 2019 7:30 pm	The Collective 43 St. Thomas St. #100	10
Community Services Advisory Committee Meeting	Stakeholder	June 4, 2019 6:30 pm	St. Albert Place 5 St. Anne Street	10
Economic Sustainability Advisory Board Meeting	Stakeholder	June 5, 2019 5:30 pm	St. Albert Business Centre 29 Sir Winston Churchill Ave	10
Economic Sustainability Advisory Board Meeting	Stakeholder	June 5, 2019 5:30 pm	St. Albert Business Centre 29 Sir Winston Churchill Ave	10
			Total approximate participants in Phase 2:	**1,324**
Phase 3				
Project Champions Meeting #5	Stakeholder	June 12, 2019 6:00 to 8:00 pm	Grandin Clubhouse 5 Grenfell Avenue	7
Pop up #1	Public	July 12, 2019	Grosvenor Pool,Woodlands Water Play Park	30
Pop-up #2 St. Albert Farmers' Market	Public	July 13, 2019. 10 am to 3 pm	Booth #286 on St. Thomas Street	70
Chamber of Commerce Roundtable Discussion	Stakeholder	June 19, 2019	Best Western Inn 460 St. Albert Trail	15
Pop-up #3. St. Albert Farmers' Market	Public	July 20, 2019. 10 am to 3 pm	Booth #286 on St. Thomas Street	50
Pop-up #4	Public	July 23, 2019. 1 pm to 3 pm	St. Albert Centre. 375 St. Albert Trail	5
Pop-up #5	Public	July 23, 2019. 4 pm to 7 pm	Servus Place. 400 Campbell Rd	40
Pop-up #6 Rock'n August	Public	August 10,2019. 10 am to 3 pm	Booth in Red Willow Park	140
Pop-up #7.	Public	August 16, 2019. 1 pm to 3 pm	St. Albert Centre. 375 St. Albert Trail	15
Pop-up #8. Seniors Lunch	Public	September 18, 2019 10am to 12 pm	Servus Place. 400 Campbell Rd	15
Pop-up #9.	Public	September 18, 2019. 1 pm to 3 pm	St. Albert Centre. 3 75 St. Albert Trail	15
Project Champions Meeting #6	Stakeholder	October 2, 2019 6:00 pm to 8:00 pm	St. Albert Place 5 St. Anne Street	5
Internal Open House #1	Stakeholder	October 3, 2019 1:30 pm to 3:30 pm	Servus Place 400 Campbell Road	55

Event/ Activity	Audience Type	Date and Time	Location	Participants
Internal Jack Kraft Fall Refresher	Stakeholder	October 9, 2019 7:00 am to 9:00 am	Jack Kraft Facility 7 Chevigny Street	100
Internal Open House #2	Stakeholder	October 9, 2019 10:30 am to 12:30 pm	St. Albert Place Progress Hall	75
Neighbourhood Connectors Meeting	Stakeholder	October 22, 2019. 6:30 pm	St. Albert Place. Boardroom	10
Chamber of Commerce Governance Meeting	Stakeholder	December 16, 2019. 8:00 am	Chamber of Commerce Office 71 St. Albert Trail	10
			Total approximate participants in Phase 3:	**657**
Phase 4A				
Project Champions Meeting #7	Stakeholder	February 20, 2020 6:00 pm to 8:00 pm	Servus Place. 400 Campbell Rd	6
UDI St. Albert Presentation and Discussion	Stakeholder	April 30, 2020. 10:00 am	Online – Zoom Session	15
Project Champions Meeting #8	Stakeholder	June 2, 2020 10:00 am to 11:00 am	Online – Zoom Session	10
Chamber of Commerce Governance Committee Meeting	Stakeholder	July 8, 2020. 8:30 am	Online – Zoom Session	25
Individual Stakeholder Meetings	Stakeholder	May 14, June 11 & 17, 2020	Online – Zoom Session	10
			Total approximate participants in Phase 4A:	**66**
Phase 4B				
Intermunicipal Session (Presentation and Q&A session)	Stakeholder	October 14, 2020. 2:00 pm	On-line Zoom	10
Live Webinar (Presentation and Q&A session)	Public	November 17, 2020 6:30 to 7:30 pm	Online – Zoom Webinar	13
Online Questionnaire #4	Public	November 10 to November 30, 2020	Online – City of St. Albert website	17 Submissions
			Total approximate participants in Phase 4B:	**40**
			Total approximate participants in Phase 4A and 4B:	**106**

2.2 Overview of project engagement activities

As a guiding document that provides direction for the City's future, *Flourish* will impact residents and stakeholders as St. Albert grows and changes in the coming years. Obtaining feedback from participants with diverse interests, viewpoints, and life experiences throughout each phase of plan development was a key goal. In developing the outreach strategy for *Flourish*, the project team prioritized innovative engagement and marketing tactics to maximize the reach of project information and engagement opportunities. A myriad of communication formats, events, locations, online tactics, and opportunities for feedback were deployed to welcome and accommodate all participants, each with different availability and preferences.

One key strategy to maximize engagement in the project was to go where the people are. The project team hosted pop-ups to engage with St. Albertans at Servus Place, at St. Albert Centre, at the Farmers' Market and at other favourite places around the City. The project team spoke to children, parents, high school students, and seniors about their aspirations for the City at community events. Project team members joined community groups at their regular meetings to build relationships and promote *Flourish* engagement opportunities. The team also reached out to regular users of City facilities and services through bookmarks, business cards and pop-up booths.

More traditional engagement events and online opportunities worked in tandem with efforts in the community to successfully market and invite participation in *Flourish*. The project team hosted workshops, open houses, and a City Summit speakers panel featuring inspirational local leaders. Regular meetings of the Project Champions Team allowed city staff to communicate project updates and solicit feedback from committee and stakeholder group leaders, who in turn shared project information with their networks. Branded project swag was distributed at events to increase awareness and drive traffic to the project website. News releases, social media, ads, and YouTube videos were used to keep interested stakeholders informed as the project progressed.

In response to the COVID-19 pandemic, project communications and marketing incorporated innovative online tactics to ensure stakeholders had continued opportunities to engage with *Flourish*. A Thinkific course was developed and released allowing the Project Champions Team and development industry stakeholders to learn about each chapter of the draft plan and provide feedback through the course questionnaire. The City's Cultivate the Conversation platform enabled development of a *Flourish* engagement portal that provided project status updates and encouraged visitors to ask questions, submit feedback, and learn about next steps.

The breadth of communications, marketing, and engagement tactics used over the course of the project successfully connected the project team with local experts who participated in over 18,000 interactions that shaped the ultimate goals, principles, and policies of *Flourish*.

Table 2: Summary of Communications and Marketing Efforts

Communication type	Audience / engagement	Date posted/ distributed
Video: Introducing St. Albert's New Municipal Development Plan	517 YouTube views	October 17, 2018
News Release: City Asking Residents to Help Plan St. Albert's Future	Media and the public	October 18, 2018
Save the Date Card: City Summit Events	Stakeholders and public	October – November 2018
News Release: City Launches Inaugural Event to Help Plan St. Albert's Future	Media and the public	October 29, 2018
Social Media campaign: City Summit, Workshops, Open House, Questionnaire #1	Facebook and Twitter users	October – November 2018
LCD Screen Ads at Servus and Fountain community facilities	General public	October 29 – November 15, 2018
City Summit Facebook Live Streaming	2,050 Facebook Live Viewers	November 14, 2018
Flourish Citizens' Bulletin #1	Print copies distributed during engagement events, digital copy at stalbert.ca/mdp	November 2018
Social Media campaign: Questionnaire #2	Facebook and Twitter users	November 2018 – January 2019
News Release: *Flourish*: Growing to 100K - Community Invited to Share Views on Where and How St. Albert Should Grow	Media and the public	March 13, 2019
LCD Screen Ads at Servus and Fountain Park	General Public	March 2 - 20, 2019
Portable Signs	General Public	March 7 – 22, 2019
Flourish Citizens' Bulletin #2	Print copies distributed during engagement events, digital copy at stalbert.ca/mdp	March 2019
Social Media Ads: Phase 2 Open House and Questionnaire #3	Facebook and Twitter users	March – April 2019
Citylights Newspaper Ad: *Flourish*: Growing to 100K Questionnaire #3	St. Albert Gazette print and online editions	April 6, 13 & 20, 2019
Flourish Bookmarks at library – St. Albert Place	Library users	April 8 – 22, 2019
Utility Bill: Promotion of *Flourish*: Growing to 100K	All recipients of utility bills	April and May 2019
Flourish Citizens' Bulletin #3	Print copies distributed during engagement events, digital copy at stalbert.ca/mdp	Summer 2019
Photo Contest	General public: Promotion through Citylights, Facebook and Twitter	August 2019 – January 2020
City Highlights Newsletter: Municipal Development Plan Updates	City Highlights subscribers	December 3, 2019

Citylights Newspaper Ad: *Flourish* draft launch webinar and Questionnaire #4	St. Albert Gazette print and online editions	November 4 & November 11, 2020
Social Media campaign: *Flourish* draft launch webinar and Questionnaire #4	Facebook and Twitter users	November 2020
Flourish Business Cards: Distributed at all events and attached to all permits issued by Planning and Development.	Stakeholders and public	2018-2019
Flourish promotional materials (such as buttons and pens) distributed at engagement events	General public	2018-2019
Thinkific Online Course: Platform used to share draft MDP document with key stakeholders and to collect feedback.	Stakeholder	Spring 2020
Project Website: https://stalbert.ca/dev/mdp/	Stakeholders and public - 11,479 unique page views	October 2018 - 2021
Cultivate the Conversation Platform: https://conversation.stalbert.ca/*Flourish*	Stakeholders and public -609 visitors aware + informed	October 2020 - 2021

3.0 Public and Stakeholder Engagement

The following sections detail each phase of engagement.

3.1 Phase 1 Engagement

In Phase 1, the project team engaged with the community, business leaders and stakeholders. Technical analysis identified growth considerations and opportunities that the new MDP needed to address. Engagement in this phase focused on exploring and gathering feedback on these growth considerations and opportunities to inform the development of the draft goals and growth scenarios which were presented in Phase 2. Engagement opportunities in this phase included key stakeholder events, the City Summit events, two online questionnaires and multiple pop-up events which took place at community gathering places.

3.1.1 Phase 1 purpose of engagement

The purpose of engagement during Phase 1 was for the City to inform and gain an understanding of public and key stakeholder perspectives on what they value most about St. Albert, and potential issues and opportunities. Public feedback in Phase 1 was critical in developing the draft goals and growth scenarios for the MDP.

Levels of engagement for this phase included Inform, Consult and Involve on the City's Public Engagement Spectrum.

Table 3: Phase 1 Engagement purpose and promise

	Inform	Involve	Consult
Purpose	To provide the public/ stakeholders with objective information and advise them of issues/initiatives.	To educate and collect public/ stakeholder opinion to improve decisions.	To stimulate public/stakeholder debate, clarify values & broaden the information base to improve decisions.
Promise	We will make you aware of issues/ initiatives.	We will listen, acknowledge and report concerns and aspirations about presented alternatives, and explain to the decision-maker how public input influenced the recommendation.	We will work with public/ stakeholders to ensure concerns are directly reflected in the alternatives developed, report the comments received and explain how the input contributed to recommendation(s).

3.1.2 Phase 1 overview of engagement events

The following gives an overview of each engagement event/activity that was implemented during Phase 1 of the project.

KEY STAKEHOLDER INTERVIEWS

In the initial phase of the project, project team members met with key internal and external stakeholders in a series of structured interviews. The objectives of the interviews were to understand opportunities and constraints that could shape the project, inform key stakeholders of the project early in the process, obtain relevant background information, learn about issues and opportunities related to the MDP, and to provide an opportunity for stakeholders to ask questions of the project team.

Key stakeholder interviews in Phase 1 included representatives from City of St. Albert departments and members of Council, as well as the following external stakeholder organizations:

- Alberta Healthy Communities
- Alberta Culture & Tourism
- St. Albert Public Library
- Arts and Heritage St. Albert
- Conseil Scolaire Centre-Nord
- Greater St. Albert Catholic Schools
- North Saskatchewan Watershed Alliance
- St. Albert Chamber of Commerce
- St. Albert Community Village
- St. Albert Family Resource Centre
- St. Albert Public Schools
- University of Alberta
- Urban Development Institute (UDI), St. Albert

ONLINE QUESTIONNAIRE #1

Questionnaire #1 offered an opportunity to gather input on the MDP early in the project and an option for those who were not able to attend in-person engagement events to provide input. Questionnaire #1 invited participants to describe what they feel is great about the city, where they spend their time, and which areas need improvement. Feedback gathered was used to develop six city-building themes which were then used to structure discussions in the City Summit events and in Questionnaire #2 (as detailed below).

CITY SUMMIT

The project team held a City Summit event over two days. The objective of the Summit was to build project momentum, encourage participation in the engagement process, and gain insight on key project themes from the public. Materials included project workbooks and interactive map, which were additional means of collecting input. A variety of activities were implemented over those two days:

- **City Summit Speakers Panel**

  A Speakers Panel event was held November 14, 2018 at the Enjoy Centre, which included information and interactive feedback panels presented in an open house format for participants, followed by a panel of speakers who shared their ideas for the future of St. Albert in brief presentations and a panel discussion. Four panelists provided a range of perspectives based on their experiences living and working in St. Albert, and the discussion served to inform conversation on day two of the Summit. Event panelists were: Marc Kennedy, Gold Medal Curler, Vivian Manasc, an Edmonton-based architect with experience in St. Albert, Carter Buchanan, a local youth entrepreneur, and Susan Krecsy, Executive Director of the St. Albert Food Bank and Community Village.

The panel event was shared via a Facebook Live stream and YouTube feed which were viewed by over 2000 people. This inspirational evening was the official kick off event for *Flourish* and set a motivational tone for the following workshops and open house.

- **City Summit Workshops**

  Two 3-hour workshops were held at the St. Albert Curling Club on November 15, 2018. These events provided an opportunity for participants to share their views on a range of topics related to the city's future development. A presentation and a Citizens' Bulletin document provided background information on the project and themes. The Citizens' Bulletin was a regularly distributed informational newsletter that shared project information unique to the *Flourish* project. Participants discussed the opportunities and challenges facing St. Albert under a range of topics, including the economy, housing, recreation, the environment, culture and transportation.

- **City Summit Open House**

  An open house in the evening on November 15, 2018 provided an opportunity to gather feedback from those unable to attend the daytime workshops. The open house allowed for participants to learn about the project, view project information and speak with the project team.

INTERACTIVE DOTMOCRACY MAP

An interactive dotmocracy map provided an opportunity for participants to identify popular areas of use and perceived areas for improvement. The activity spatially represented perspectives and was an opportunity for participants to view other participants' comments. The map was available to the public at the City Summit Event, as well as pop-up engagement events (described below).

ONLINE QUESTIONNAIRE #2

Questionnaire #2 included a series of statements related to the six city-building themes. For each statement, respondents were asked to rank how important several planning challenges and opportunities were to the future of St. Albert.

POP-UPS

Pop-up engagement occurred at key gathering places with interactive panels and handouts to raise awareness for the project and gather high-level feedback from a range of people. Project team members were on hand to provide information, address questions, and engage with residents one-on-one.

Four pop-up events took place during this phase of engagement. Participants at the pop-up events were asked to provide their feedback on issues and ideas regarding key topics for the MDP, encouraged to complete the online questionnaire, as well as place coloured dots on the interactive dotmocracy map.

PROJECT CHAMPIONS TEAM

To further enhance the engagement process and to gather a range of community input into *Flourish*, a Project Champions Team was created at the onset of the project. This dedicated team consisted of representatives from select city committees, boards, and key stakeholder groups. Specifically, it included members from the:

- Environmental Advisory Committee;
- Youth Advisory Committee;
- Seniors Advisory Committee;
- Heritage Advisory Committee;
- Subdivision and Development Appeal Board;
- Economic Sustainability Advisory Board;
- Chamber of Commerce;
- Alberta Health Services and;
- Urban Development Institute (UDI) St. Albert.

The Project Champions Team was an integral partner and community sounding board in the creation of *Flourish*. The team had key roles in the project, including general promotion of the project and the associated public engagement opportunities within their respective organizations. As well, the Project Champions shared project information and deliverables (e.g. the draft plan) with their respective organizations to gather feedback.

3.1.3 Phase 1 overview of what we heard

Key themes that emerged through Phase 1 included:

MOVING AROUND

- Traffic is an issue, particularly on St. Albert Trail
- Sidewalks need to be better designed, maintained and cleared of snow to make them more accessible, welcoming and safe for people to walk and improvements to trails and better connectivity between communities and throughout St. Albert are needed to provide safer and more accessible options for people to walk or bike. Participants recommended that cyclists and pedestrians be separated on trails or via bike lanes
- Transit service, connectivity and frequency needs to be improved to encourage more people to take transit

HOUSING

- Participants expressed a need for higher density developments that include a variety of affordable housing to meet the needs of people at all stages of their lives (e.g. millennials and seniors) and should be located near transit and amenities
- Affordable housing, including affordable rental opportunities, should also be supported and encouraged
- Participants shared that education and improved communications are needed to help residents understand the benefits and challenges of infill development and improve the planning process.

THE ECONOMY

- St. Albert needs to attract commercial and industrial businesses to locate to St. Albert to offset taxes and provide more options for people to access services and work in St. Albert
- The City should work to attract tech businesses, and improve technology infrastructure, including internet services and fibre optic lines
- Encourage high quality design standards and aesthetics for employment hubs and industrial development to promote a professional image
- Participants also indicated the City should continue to support a variety of local business uses in the downtown area and continue to encourage residential uses
- Post-secondary institutions should also be encouraged to locate in St. Albert

THE ENVIRONMENT

- Transit service, connectivity and frequency needs to be improved to encourage more people to take transit
- Alternative energy sources and green initiatives such as Net Zero building codes, solar heating, green roofs, stormwater management, etc., should be introduced and supported in the City
- A more formal strategic plan is needed to ensure the river valley lands and ecosystem are protected and not negatively impacted by future development
- Location and protection of wildlife corridors and wildlife crossings need to be considered
- Key wetlands and natural areas need to be recognized and conservation reserve should be used to explore the protection of additional lands

CULTURE AND HERITAGE

- Partnerships and opportunities with local groups (e.g. churches, schools, libraries, etc.) should be explored to support culture and heritage initiatives
- There could be an opportunity for a regional cultural centre that provides a gathering place for residents and visitors
- A variety of cultural events and festivals should be used to promote cultural diversity to help integrate, welcome newcomers and celebrate cultural diversity
- Different means to celebrate and promote culture and heritage should be encouraged, such as through public art and food festivals

RECREATION

- St. Albert currently has a great trails and park system, and the City should continue to expand the trails network and increase connectivity
- There is a lack of recreation facilities in the north part of the city
- Provide amenities such as bathrooms and fountains, and the parks and trails system need to be inclusive and accessible for all ages and needs
- Provide central gathering spaces for events or families that are flexible and programmable

DOTMOCRACY THEMES

Common favourite areas included:

- Downtown
- Big Lake area
- The Enjoy Centre and Riel Recreation Park area
- Dog parks
- Shops of Boudreau/Botanica

Common areas for improvement included:

- St. Albert Trail
- Coal Mine Road
- Ray Gibbon Drive

3.2 Phase 2 Engagement

In Phase 2 of engagement (Spring 2019), the focus was on gathering feedback on nine draft goals and three draft growth scenarios that were developed using technical analysis and feedback gathered in Phase 1

The draft goals included:

- Green Environment
- Healthy Living
- Smart Infrastructure
- Mobility Choices
- Great Places
- Vibrant Downtown
- Housing Variety
- Cultural Richness
- Diverse Economy

The growth scenarios included:

- Growth Scenario 1: West Focus
- Growth Scenario 2: North Focus
- Growth Scenario 3: Core Focus

In Phase 2, the project team engaged with the public, stakeholders and business leaders through a landowner/ developer workshop, stakeholder and advisory committee meetings, an open house, pop-up events at key gathering places, and online questionnaire.

3.2.1 Phase 2 purpose of engagement

In Phase 2, the purpose of engagement was to gather feedback on the draft goals and growth scenarios to inform the development of the growth strategy and to refine the goals. Levels of engagement for this phase included Inform, Consult and Involve on the City's Public Engagement Spectrum.

Table 4: Phase 2 Engagement purpose and promise

	Inform	Involve	Consult
Purpose	To provide the public/ stakeholders with objective information and advise them of issues/initiatives.	To educate and collect public/ stakeholder opinion to improve decisions.	To stimulate public/stakeholder debate, clarify values & broaden the information base to improve decisions.
Promise	We will make you aware of issues/ initiatives.	We will listen, acknowledge and report concerns and aspirations about presented alternatives, and explain to the decision-maker how public input influenced the recommendation.	We will work with public/ stakeholders to ensure concerns are directly reflected in the alternatives developed, report the comments received and explain how the input contributed to recommendation(s).

3.2.2 Phase 2 overview of engagement events

STAKEHOLDER AND ADVISORY GROUP MEETINGS

Several meetings with key stakeholders and existing advisory groups were held throughout Phase 2 of the project. The meetings included a presentation to provide information about the project and to gather feedback on the draft goals and growth scenarios.

Stakeholder and advisory group meetings that occurred in Phase 2 included:

- Project Champions Team meeting;
- Landowner and developer workshop;
- Environmental Advisory Committee meeting;
- Youth Advisory Committee meeting;
- Seniors Advisory Committee meeting;
- Employee Forum;
- Chamber of Commerce Governance Committee meeting.

OPEN HOUSE

The open house included display boards, a live presentation with questions and answers. In addition, a Citizens' Bulletin was available to provide information about the project and to present the nine draft goals and three growth scenarios. The display boards included key information about the goals and scenarios and prompted participants to indicate their level of support and to describe why for each draft goal and growth scenario. A business card contained a link to the project website and provided participants access to online information about the project and the online questionnaire.

POP-UPS

The pop-up events included display boards that provided information about the draft goals and growth scenarios and included prompts that requested participants to indicate their level of support for each and why using sticky notes that were colour-coded to the level of support. A Citizens' Bulletin was provided as additional informational tool for participants to take home. A business card with a link to the project website provided access to project information as well as linked participants to the online questionnaire. Tablets were made available at the pop-up events for participants to complete the online questionnaire.

ONLINE QUESTIONNAIRE #3

An online questionnaire gathered feedback in this phase on the nine draft goals and three growth scenarios.

3.2.3 Phase 2 overview of what we heard

In Phase 2 of engagement, feedback was collected on the nine draft goals and three growth scenarios. The following details key themes of Phase 2 of engagement.

What we heard about the draft goals

GREEN ENVIRONMENT

- Improve and grow existing services, such as waste and recycling management
- Maintain and improve park spaces and protect sensitive areas
- Support new green technologies and initiatives

HEALTHY LIVING

- Support and encourage seniors to have an active lifestyle
- Opportunity to integrate smaller commercial to allow for the option of walking to key destinations
- Consider winter weather activities and opportunities
- Support recreation and active lifestyle infrastructure

SMART INFRASTRUCTURE

- Need to improve traffic issues on major roadways such as St. Albert Trail, connecting communities and adjacent municipalities
- Opportunity for St. Albert to become a global leader in sustainability with new and innovative technology
- Concern about costs, including maintenance and increasing taxes

MOBILITY CHOICES

- Provide green energy options for public transportation
- Encourage active lifestyles and connect residents to the natural environment through the trail system
- Connect the transit systems, such as the LRT, to neighbouring municipalities
- More transit options for seniors to support their participation in the community

GREAT PLACES

- Consider both function and design and is an opportunity to build community spaces
- Develop and maintain green spaces, parks and infrastructure that supports active lifestyles

VIBRANT DOWNTOWN

- Maintain alignment of downtown with the character of the City
- Connect residents to downtown through the transportation network, including parking availability and the transit system
- Concern about the current occupancy of businesses downtown, and suggestions for more unique commercial retail to encourage residents to linger downtown

HOUSING VARIETY

- St. Albert currently lacks housing diversity and increasing diversity should be encouraged; however, new development should align with the current character of St. Albert
- High costs of living may be a deterrent to population growth
- Concern about impacts to community character with increasing density and low-income housing options

CULTURAL RICHNESS

- Focus on local culture and artists, including local Indigenous histories
- Opportunity to build a sense of community, education and sharing cultures
- For some, this was not a priority

DIVERSE ECONOMY

- Attract commercial and industrial business to offset tax base from residential to commercial
- Encourage residents to work within the City rather than commute to other adjacent municipalities
- Increase diversity and encourage innovation in local businesses

What we heard about the growth scenarios

GROWTH SCENARIO 1: WEST FOCUS

- Needs to connect to the rest of the city through well planned transportation infrastructure including transit, and major roadways such as Ray Gibbon Drive
- Good area to increase housing diversity
- Needs to consider ecological sensitive areas such as around Big Lake

GROWTH SCENARIO 2: NORTH FOCUS

- Concern with increasing current issues with the transportation network on St. Albert Trail
- Support for increasing commercial and housing diversity

GROWTH SCENARIO 3: CORE FOCUS

- Support for densification of the core to reduce urban sprawl
- Concern about density increases conflicting with the character of the city
- Improve active mode infrastructure downtown to encourage an active lifestyle
- Concern about the current transportation network including transit to enable this scenario

3.3 Phase 3 Engagement

Phase 3 of engagement consisted of pop-up events situated at key gathering places and events throughout Summer 2019 where feedback was collected from the public on five policy areas. A Citizens' Bulletin was also provided to participants with information about the project process, schedule, goals, and five policy areas. A business card with a link to the project website was distributed to participants to access additional information about the project.

Policy areas included:

- Places to Work
- Mixed-use Places
- Infrastructure
- Places for Nature
- Places to Live

Phase 3 also consisted of meetings and discussions with key stakeholder groups

3.3.1 Phase 3 purpose of engagement

In Phase 3, the purpose of engagement was to provide a project update, validate the goals, and generate input that would help inform policy work. Levels of engagement for this phase included Inform and Involve on the City's Public Engagement Spectrum.

Table 5: Phase 3 Engagement purpose and promise

	Inform	Involve
Purpose	To provide the public/ stakeholders with objective information and advise them of issues/initiatives.	To educate and collect public/ stakeholder opinion to improve decisions.
Promise	We will make you aware of issues/initiatives.	We will listen, acknowledge and report concerns and aspirations about presented alternatives, and explain to the decision-maker how public input influenced the recommendation.

3.3.2 Phase 3 overview of engagement events

POP-UPS

Pop-up events were hosted at key community gathering places. Each pop-up included three display boards to provide information about the updated goals that were refined in Phase 2 and five policy areas. The engagement activity prompted participants to use post-it notes to share ideas on how to achieve the MDP goals across the policy areas.

STAKEHOLDER AND ADVISORY GROUP MEETINGS

Several meetings with key stakeholders and the MDP external advisory group were held throughout Phase 3 of the project. The meetings included a presentation to provide a project update to the audience as well as facilitated discussions and activities designed to generate policy ideas.

Stakeholder meetings that occurred in Phase 3 included:

- Project Champions Team meeting;
- Chamber of Commerce Roundtable discussion;
- Chamber of Commerce Governance Committee meeting;
- Neighbourhood Connectors meeting.

3.3.3 Phase 3 overview of what we heard

PLACES TO WORK

- Businesses and local events should be accessible by transit, walking, or biking
- Bigger businesses and companies are needed to reduce residential tax reliance
- To support employment growth, incentives should be explored
- Encourage and explore ways to attract more restaurants, cafés, nightlife, professional and local businesses
- City needs to be promoted as a business friendly

community and marketed beyond the local level
- Opportunity for synergies with surrounding assets and infrastructure such as the Villeneuve Airport

MIXED-USE PLACES

- Maintaining a similar character with the surrounding area, and implementing height restrictions should be considered
- Walkable areas that are accessible for people walking, biking and with limited mobility (e.g. walkers) is important
- Having amenities, such as restaurants and grocery stores, in local neighbourhoods is desirable
- Need more mixed-use areas throughout St. Albert
- Desire opportunities for pop-up retail experiences in downtown
- More people are needed living and working in downtown
- Should be pedestrian friendly – surface parking can take away from this

INFRASTRUCTURE

- Trails and pathways for walking and biking are well supported
- Need to improve traffic flow and signal light synchronization
- Concerns about impacts to congestion with residential development, such as future multi-family development
- More efficient and frequent bus services, introduce smaller collector buses, and ensure St. Albert and Edmonton transit systems are integrated
- Parking availability is important, so local businesses can be supported
- Additional recreation facilities, such as another pool, is desired
- Improved digital infrastructure is desired

PLACES FOR NATURE

- Protect mature trees and limit the removal during new and infill development
- New development (i.e. buildings) should not be allowed near the river
- Protect and maintain wildlife habitat
- Need to find a good balance to protect and maintain natural areas while supporting development

PLACES TO LIVE

- More options for seniors' housing and affordable housing in all forms
- Ensure St. Albert maintains a small town feel and character
- Mixed feedback on support for infill, look to other cities as to how they do infill

3.4 Phase 4 Engagement

Due to the global COVID-19 pandemic, Phase 4 of engagement required reinvention and adaptation from planned in-person opportunities to virtual ones. This presented an opportunity to explore and implement various online engagement events.

In Phase 4A of engagement (Spring 2020), the project team shared the draft MDP document with the Project Champions Team and UDI St. Albert. Participants were provided a digital copy of the draft and were invited to online webinar sessions to learn about the draft, and to share their feedback. An interactive, online course platform was also used to share the draft and to collect feedback.

In Phase 4B of engagement (Fall 2020), the focus was on presenting an updated draft MDP to the wider community to gather specific feedback. Primarily, feedback was sought regarding any missing policies for the City to consider as the Plan was finalized. The team engaged with the public through a live online presentation, followed by a question and answer session. The fourth online questionnaire was also available as an opportunity to provide input. The draft MDP, the recording of the online session and the link to the questionnaire were available on the project website.

Phase 4B also included the formal referral of the draft MDP document to applicable agencies and stakeholders.

While the planned engagement events for Phase 4 officially ended on November 30, 2020, the project team hosted additional meetings with stakeholders and interested groups into early 2021. The purpose of these meetings was to share information about the project and draft plan, as well as to discuss comments.

3.4.1 Phase 4 purpose of engagement

The purpose of Phase 4 of engagement was to provide a project update, and to gather feedback on the draft MDP document from stakeholders and the general public. Levels of engagement for this phase included Inform and Consult on the City's Public Engagement Spectrum.

Table 6: Phase 4 Engagement purpose and promise

	Inform	Consult
Purpose	To provide the public/ stakeholders with objective information and advise them of issues/initiatives.	To stimulate public/ stakeholder debate, clarify values & broaden the information base to improve decisions.
Promise	We will make you aware of issues/ initiatives.	We will work with public/ stakeholders to ensure concerns are directly reflected in the alternatives developed, report the comments received and explain how the input contributed to recommendation(s).

3.4.2 Phase 4 overview of engagement events

STAKEHOLDER ONLINE SESSIONS

Engagement in Phase 4 included online sessions with key stakeholders, involving the Project Champions Team, UDI St. Albert members, the Chamber of Commerce, and intermunicipal neighbours. These online sessions consisted of a presentation and an opportunity to provide feedback and ask questions of the project team.

LIVE WEBINAR

A live webinar online was held on Tuesday, November 17, 2020. It consisted of a presentation, followed by a question and answer period. The session included a high-level overview of the project and the draft MDP policy highlights followed by an opportunity for participants to ask questions to the project team.

ONLINE QUESTIONNAIRE

An online questionnaire provided participants with an opportunity to provide specific feedback about the goals and any missing policies required to achieve the goals and principles.

3.4.3 Phase 4 overview of what we heard

What We Heard from Written Comments

During Phase 4, the project team received approximately 1000 written comments from stakeholders providing feedback on the draft plan. Many of the comments submitted expressed support for individual policies or for the Plan in general. Policies in the Housing Choices chapter were particularly well supported, with stakeholders commenting on the importance of increasing housing diversity in St. Albert.

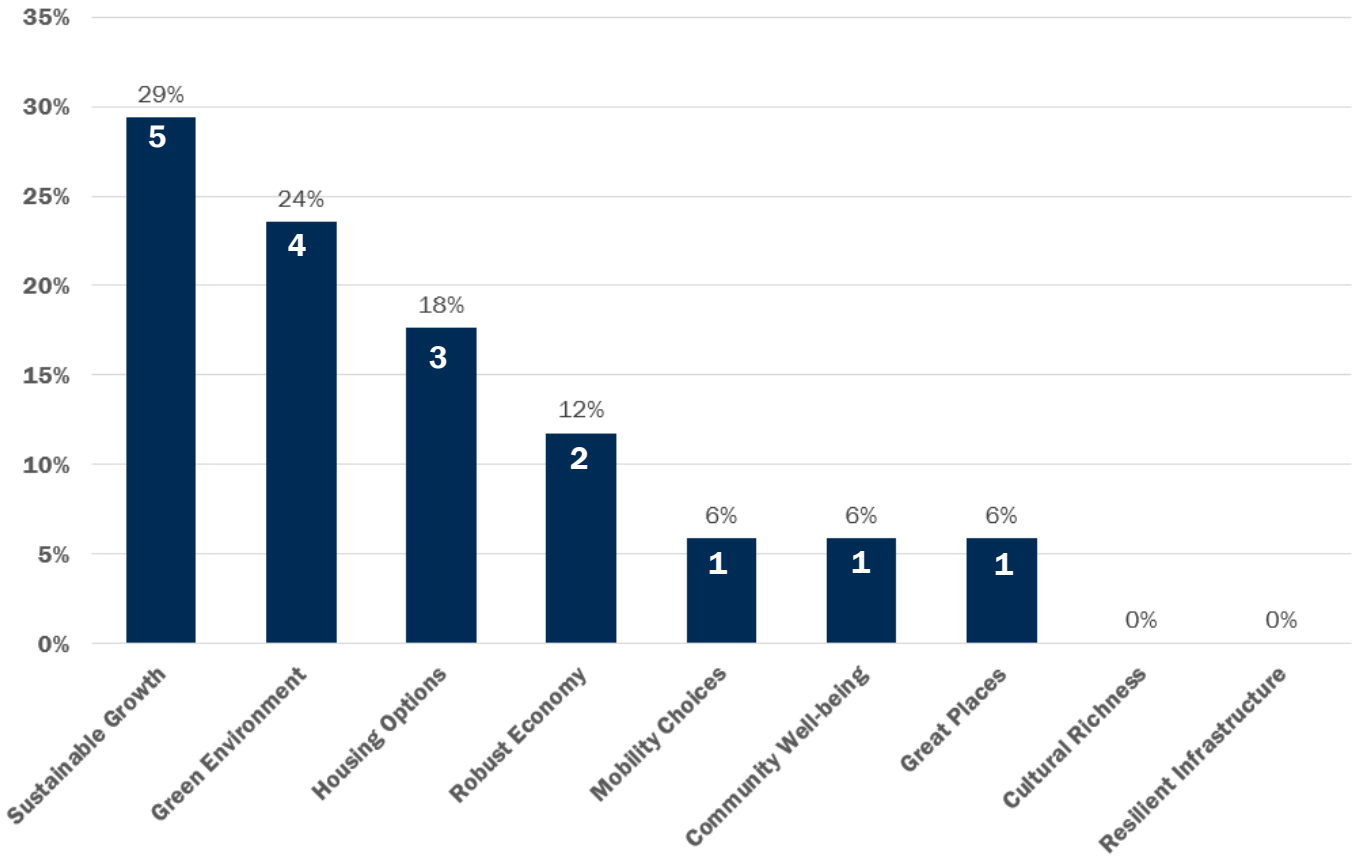
The Green Environment, Robust Economy, Mobility Choices, and Community Well-Being chapters as well as the Maps section received the highest number of comments overall. For the Green Environment chapter, commenters generally supported policies protecting City trees and natural areas. A number of comments requested more flexibility in the wording of policies regarding development setbacks and the conservation of natural features. Comments on the Robust Economy chapter were supportive of growth in tourism and designating land for new employment opportunities. A number of stakeholders requested that policies for the Lakeview Business District remain high level with details on land use and urban design to be defined through an Area Structure Plan.

For the Mobility Choices chapter, comments were generally supportive of street networks enabling more people to choose walking, cycling, and transit. The development industry raised concerns about costs associated with active transportation infrastructure and requested more flexibility on policies requiring highly connected street networks and new housing in close proximity to transit stops. Stakeholders commenting on the Community Well-Being chapter wanted to maximize new park space and recreational amenities in developing areas. There was also support for community gardens and linear parks providing neighbourhood connections. Some stakeholders wanted to see policies regulating park locations and frontage softened to balance standards for recreational amenities with flexibility for future neighbourhood design.

For the Maps section, a number of comments were received from intermunicipal neighbours requesting minor labelling and symbology changes. BLESS requested mapping changes to decrease the size of identified Employment Areas near Big Lake to create additional natural areas.

QUESTIONNAIRE

Question 1: What is the *Flourish* goal that excites you the most about St. Albert's Future?



» Note: 17 responses were received for this question.

Question 2: Are there any policies we've missed that you think are essential to achieve the goals and principles of *Flourish*?

- Equity, inclusion and diversity for minority populations
- Current challenges faced by the community
- Diversifying the local commercial base with a focus on local ownership
- Transit efficiency

4.0 High-Level Key Themes

Key themes that emerged through both the quantity and diversity of feedback heard throughout all phases of engagement are included below:

- New development needs to align with the character of the city
- Support and encourage active lifestyles through maintaining and prioritizing active mode infrastructure
- Opportunity to support innovative infrastructure and green technologies
- Need for improved housing diversity to encourage and enable residents of all age groups and incomes to live in St. Albert
- The transportation network needs to be improved and existing issues with St. Albert Trail, Ray Gibbon Drive and the transit system need to be addressed
- Opportunity to increase and encourage unique and local businesses to open in St. Albert to offset the tax base and to promote vibrant communities
- Inclusivity and diversity are important and need to consider mobility and demographics

5.0 How Input Was Used

The creation of *Flourish* was centered around strategic and continuous community engagement. Community engagement started in 2018 with an inspirational project kickoff event and continued throughout each phase of the project to plan finalization.

Engagement during Phase 1 focused on gathering feedback from a broad variety of stakeholders and the public to build on St. Albert's community vision by defining issues and opportunities. Responses from engagement events during this phase established aspirations for St. Albert's future and provided spatial data identifying favourite places within the city and areas in need of improvement. During Phase 2, the project team gathered feedback on nine emerging goals for *Flourish* and three potential growth scenarios. Comments received were used to refine the goals and the growth strategy.

In Phase 3, stakeholders and the public provided feedback on the refined goals and shared their ideas about how to achieve each goal. This feedback guided policy development and in particular, the drafting of policies. Following a series of refinements to the draft plan, stakeholders provided comments through meetings and written responses as part of Phase 4. The project team performed statistical analysis on all written comments received during this phase to measure the impact of feedback on the *Flourish* document. As part of this process, the project team provided a written response for each comment received and indicated whether the comment had triggered a change to the draft plan. The responses were provided to report back to stakeholders as a means to continue the conversation and concretely demonstrate how comments had been used to revise the draft.

The results of the analysis showed that both questions and change requests received from stakeholders had been highly impactful. Questions about specific policies drove wording changes that improved the clarity and readability of the Plan. While feedback and requests from stakeholders sometimes conflicted, edits were made in response to a high percentage of overall change requests. The large number of written comments received indicated a highly engaged group of stakeholders. The data showed how impactful the written comments had been in triggering changes that moved the Plan forward from draft form to the final version.

The conclusion of Phase 4 marked the end of an extensive and fruitful public engagement process. Feedback received throughout each phase enabled the project team to successfully meet the goals of the Public Participation Plan and Communication Strategy and subsequently move *Flourish* forward to the formal approval process.

Each of the thousands of participants who took part in the project had an important role in shaping *Flourish*. Their varied perspectives guided work as the project progressed and ensured that the new MDP balanced competing interests while providing strong direction for future growth.

6.0 Public Participation Outcomes and Continuing Work

Planned engagement for the creation of *Flourish* was implemented over four-phases from 2018 to late 2020. A variety of opportunities were provided to stakeholders, residents and community members at every phase of the project to learn about updates and work completed to date, as well as to provide input to shape each step of the development of the MDP. Through each subsequent phase of engagement, stakeholders, residents and community members were able to learn how their input was reflected within the goals, principles, and policies of the MDP. The robust and thoughtful engagement process implemented for *Flourish* resulted in over 18,000 interactions with participants throughout the project.

The result of this engagement is a community-driven planning document that will guide future development, growth, and change in St. Albert over the coming decades. The engagement process also resulted in building and strengthening relationships with key stakeholder groups. While the project has been completed, it represents the start for on-going discussions and conversations about plan implementation and monitoring. It also presents an opportunity to continue City initiated efforts centered around increasing the community's awareness about planning documents and the planning process.

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