

CITY OF CALGARY AND FOOTHILLS COUNTY ANNEXATION NEGOTIATION COMMITTEE MEETING

September 18, 2026

9:00 – 12:00 a.m.

In-Person Meeting (Hosted by The City of Calgary)

**Inglewood Bird Sanctuary
2425 9 Avenue SE, Calgary**

A G E N D A

1. Call to Order
2. Additions & Amendments to the Agenda
3. Adoption of the Agenda
4. Previous Meeting Summary Notes
 - 4.1 Meeting Summary Notes – May 15, 2026
5. Business Items
 - 5.1 Annexation Principle Alignment and Growth Analytics
 - 5.2 Annexation Negotiation Approach
 - 5.3 Foothills Annexation – Engagement & Communications
6. Confidential Items (if required)
7. Communication Check In
8. Next Meeting: October 2, 2026 (City of Calgary hosting)
9. Adjournment

Meeting Members

Foothills County	City of Calgary
Deputy Reeve Suzanne Oel (Co-chair)	Councillor Dan McLean (Co-chair)
Councillor Alan Alger	Councillor Myke Atkinson
Reeve Rob Siewert	Councillor Mike Jamieson
Alternate: Councillor John Callister	Alternate: Councillor Johnston

Administration

Foothills County	City of Calgary
Ryan Payne, Chief Administrative Officer (CAO)	
Heather Hemingway, Director of Planning	Kathy Davies-Murphy, Director City and Regional Planning
Drew Granson, Deputy Director of Planning	Karen Holz, Manager Regional Planning
Aamani Sidhu, Planner	Enam Islam, Acting Leader Strategic Relationships
	Jenny Sepulveda, Planner

Presenters

Shawneen Muscoby, Oliver Prcic, Quinn Eastlick, Jess Taylor

**SUMMARY OF NOTES FOR THE CITY OF CALGARY AND FOOTHILLS
COUNTY ANNEXATION COMMITTEE MEETING HELD ON MAY 15, 2026 IN THE
FOOTHILLS COUNTY COUNCIL CHAMBER**

PRESENT:	Reeve Rob Siewert Councillor Suzanne Oel (Co-Chair) Councillor Alan Alger Councillor John Callister (Alternate) Heather Hemingway Drew Granson Aamani Sidhu Garity Stanley	Councillor Dan McLean Councillor Myke Atkinson Councillor Mike Jamieson Kathy Davies-Murphy Karen Holz Jamie Goth Shawneen Muscoby Jenny Sepulveda
REGRETS:		Councillor Landon Johnston (Alternate)

1. Call to Order

Drew Granson called the meeting to order at 12:00 p.m.

2. Committee Member Introductions

The Annexation Committee provided introductions of members.

3. Confirmation of Co-Chairs

Councillor Oel and Councillor McLean were confirmed and acknowledged as the Annexation Negotiation Committee Co-Chairs.

4. Additions & Amendments to the Agenda

None

5. Adoption of Agenda

Moved By Reeve Siewert

That the agenda be adopted as presented.

Carried

6. Business Items

6.1 Proposed Annexation Update & Meeting Procedures (City of Calgary/Foothills County)

S. Muscoby provided an overview of the proposed annexation & meeting procedures.

- The proposed boundary lies within the growth area and represents contiguous development that can be serviced.
- A revised Notice of Intent submission is required updating the proposed annexation boundary and details on the public engagement plan.
- Reeve Siewert requested that it be noted Foothills County has not expressed support for the annexation and asked that it be acknowledged that the statement in the letter on page 10 of the agenda package is incorrect. Foothills County has not provided comment on whether it supports the annexation.
- Councillor Alger noted that, under Project Influences in the Terms of Reference, the Calgary Triple Bottom Line Policy Framework is a 20-year-old policy and questioned how the Sirocco Area Structure Plan relates to the annexation.
- The City of Calgary Annexation page on their website went live on Tuesday.
- Media inquiries will be addressed through collaboration on joint statements. Administration can develop key messaging focused on the process and that there will be future public engagement opportunities.
- Councillor McLean noted that, as the terms remain under negotiation, there is an element of confidentiality.
- H. Hemingway suggested that the City provide the ANC with a presentation from the geodemographics group to help explain the request and rationale for the annexation, and to review the province's 15 annexation principles so there is clarity on provincial expectations.
- A discussion was held regarding infrastructure in the area, including what currently exists, what is lacking, and what may be required.

- Councillor McLean noted that 210 is a major transportation corridor with significant traffic, and that utilities, infrastructure investment, and the pipeline should be part of the discussion.
- It was decided that, administratively, a June meeting would be too soon.

6.2 Annexation Application Components and Process (City of Calgary/Foothills County)

S. Muscoby and D. Granson presented an overview of the annexation application, components, and process.

- The presentation included an overview of the roles of the working group, the Annexation Negotiation Committee, respective Councils, Land & Property Rights Tribunal and the public.
- The standard annexation process was reviewed, with the May 15 meeting noted as the transition into Phase 2, during which the municipalities will mediate and report the results.
- The final annexation decision rests with the Province.
- Two timelines were reviewed: 1 - General Agreement (20 months) and 2 - Non-General Agreement (26 months).
- The Annexation Principles were reviewed.
- The five negotiation topics: Statutory/Core Annexation Terms, Governance & Process, Services & Infrastructure, Planning & Land and Emerging/Non-Traditional Topics were reviewed.
- Administration requested feedback on the negotiation topics to assist in developing an approach and schedule.
- Foothills County requested that the next meeting include a presentation on the justification for the annexation, the growth plans, and to provide a comprehensive review of how the annexation aligns with the 15 principles.
- The September meeting will be a longer meeting and will also include the proposed items originally identified for the June meeting.

- The City of Calgary suggested that the September agenda include a review of the 15 principles, the public engagement plan, decision points, and a revised timeline, as well as the geodemographic presentation. This would also provide the City with time to meet with the Intergovernmental Committee.
- Foothills County indicated that it would like a more foundational understanding of the annexation before an engagement plan is created.

Moved By Councillor Alger

That the Annexation Committee acknowledge the annexation update, time schedules and themes and that the Notice of Motion Report Number EC2025-0748 is acknowledged as incorrect as Foothills County has not provided comment on whether it supports the annexation.

Carried

Moved By Councillor Atkinson

That the Annexation Negotiation Committee meet in September and that the meeting topics include the review of the 15 principles, public engagement, revised timeline, geodemographic presentation and other items administration deems fit.

Carried

Moved By Reeve Siewert

That the Annexation Application and Process (City of Calgary/Foothills County) accepts the information as presented.

Carried

8. Communications

There were no items to discuss.

9. Next Meeting Date - TBD (City of Calgary hosting)

The next meeting will be hosted by the City of Calgary. Administration will coordinate a September 2026 date.

10. Adjournment

Moved By Councillor Oel

That the meeting be adjourned at 1:15 p.m.

Carried

ANNEXATION NEGOTIATION COMMITTEE REPORT

TO: City of Calgary / Foothills County ANC Committee
DATE: **September 18, 2026**
SUBJECT: Annexation Principle Alignment and Growth Analytics

SUMMARY:

At the May 15 Annexation Negotiation Committee (ANC) meeting Administration received direction to provide an overview of the reasons for annexation considering principle alignment and presentation of growth analytics. Supported by the background received through this reporting, Administration has planned for a more detailed analysis of service and infrastructure to be shared at the October 2 meeting of ANC. Administration brings forward this information for discussion and feedback to inform next steps as the committee works towards the goal of a mutually agreed to annexation submission to the province.

The proposal aligns with key annexation principles related to intermunicipal cooperation, policy supported growth, coordinated planning, and cost-effective use of resources. It is also consistent with the Foothills Calgary Intermunicipal Development Plan, which contemplates annexation, identifies jointly approved growth areas, and supports a phased approach to annexation.

Preliminary infrastructure review indicates the annexation lands are a logical extension of existing and emerging development. Existing potable water, sanitary, emergency response, transportation, transit, and community service investments is anticipated to support coordinated servicing and improved regional connectivity. More detailed servicing analysis is scheduled for the October 2 meeting.

Growth analytics identify a total annexation area of approximately 173.34 hectares, with about 26.34 hectares anticipated as environmental reserve. This leaves approximately 147 hectares of developable land, which could accommodate an estimated 3,800 housing units and 11,000 residents. These figures are preliminary and subject to refinement through future planning processes.

Overall, the annexation is presented as a measured, policy aligned proposal that supports coordinated regional planning, infrastructure efficiency, and modest housing growth.

ANC ACTION:

That the Annexation Negotiation Committee receive the presentation for information and discussion.

Presenter:

Shawneen Muscoby, Senior Planner, City of Calgary

Attachments:

None

Calgary



Annexation Negotiation Committee



5.1 Annexation Principle Alignment and Growth Analytics

Annexation Negotiation Committee
September 18, 2026

Previous Annexation Negotiation Committee Direction:

On 2026 May 15, the first Annexation Negotiation Committee meeting was held. ANC members requested Administration provide the following at the September ANC meeting:

1. Reasons for Annexation
2. Growth Analytics Overview
3. Negotiation Approach and Project Timeline Update
4. Communications and Public Engagement Plan
5. Next steps



Negotiation Principles

- The principles for negotiation can be found in the approved Terms of Reference
- Approved at each municipality's councils

The Members of the Annexation Negotiation Committee will:

- Share interests;
- Understand each other's growth aspirations;
- Respect each other's points of view
- Support each other in finding mutually beneficial solutions; and
- Communicate effectively.

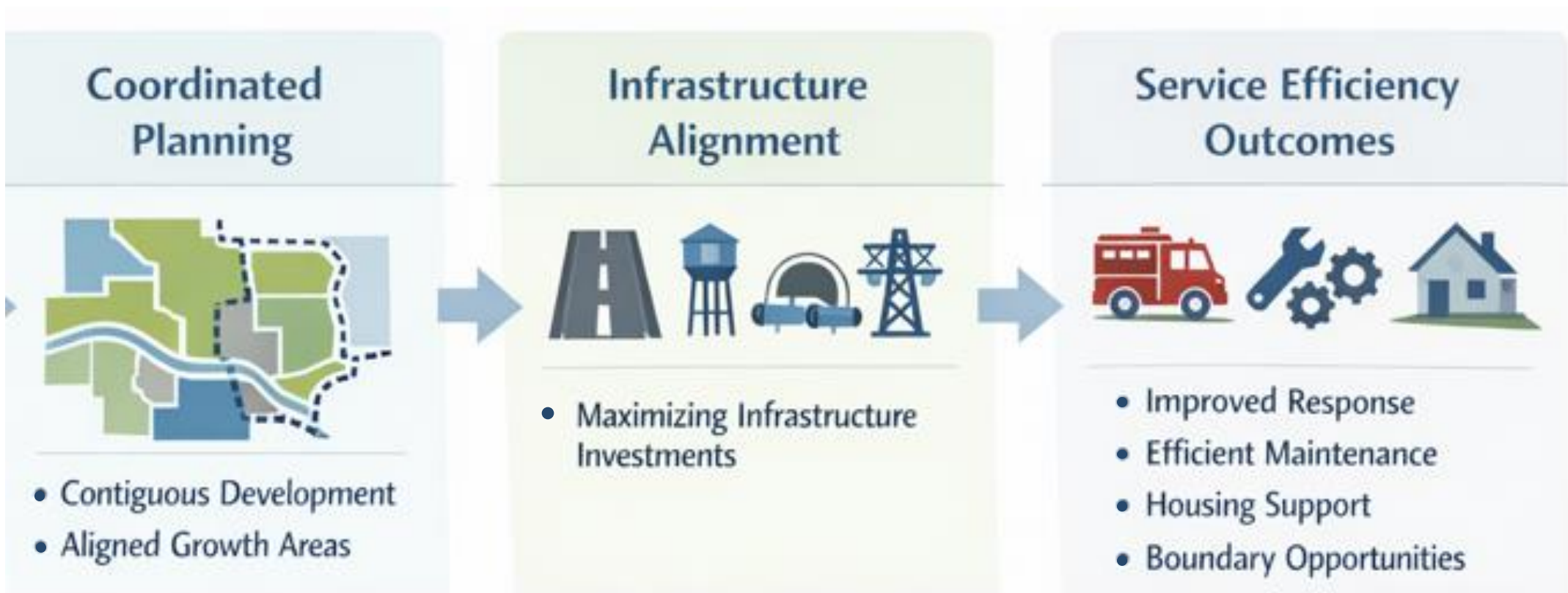
Highlights

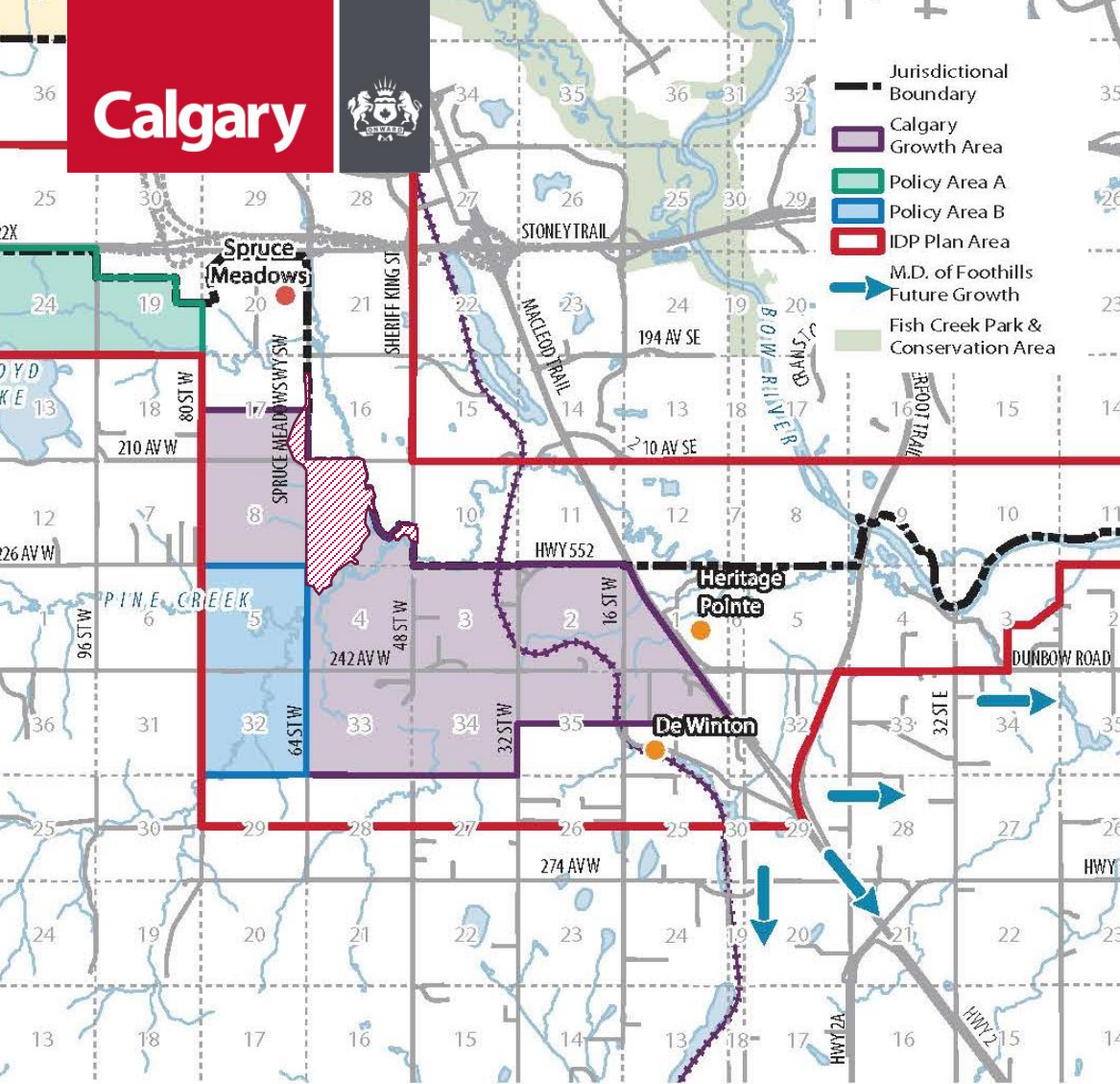
- The proposal advances service efficiency and regional connectivity outcomes while delivering modest housing support.
- Contiguous development makes better use of existing capital investments that benefit the region.
- This is a targeted, boundary adjustment annexation-Consideration of additional lands would be directed to future growth decisions and annexation applications.
- The annexation is supported by growth projections that align with statutory plans.

Calgary Land Supply

- Calgary's Municipal Development Plan targets a **30-year supply of developable land** within city limits (Policy 5.2.2.B).
- Calgary added **more than 210,000 residents between 2022 and 2025**, creating unprecedented demand for housing, infrastructure, and land.
- Calgary is estimated to have a **24-32 year supply of developable vacant land**. Land supply estimates vary with market conditions, development densities, and growth projections.
- Reported land supply is lower in 2026 because projected growth has increased significantly. Expected new community housing absorption rose from approximately **6,800 units/year in 2023** to **11,600 units/year in 2026**, meaning available land is expected to be consumed more quickly.
- Annexation is one tool to support long-term growth, alongside redevelopment, intensification, and balanced development across Calgary.

Reasons for Annexation





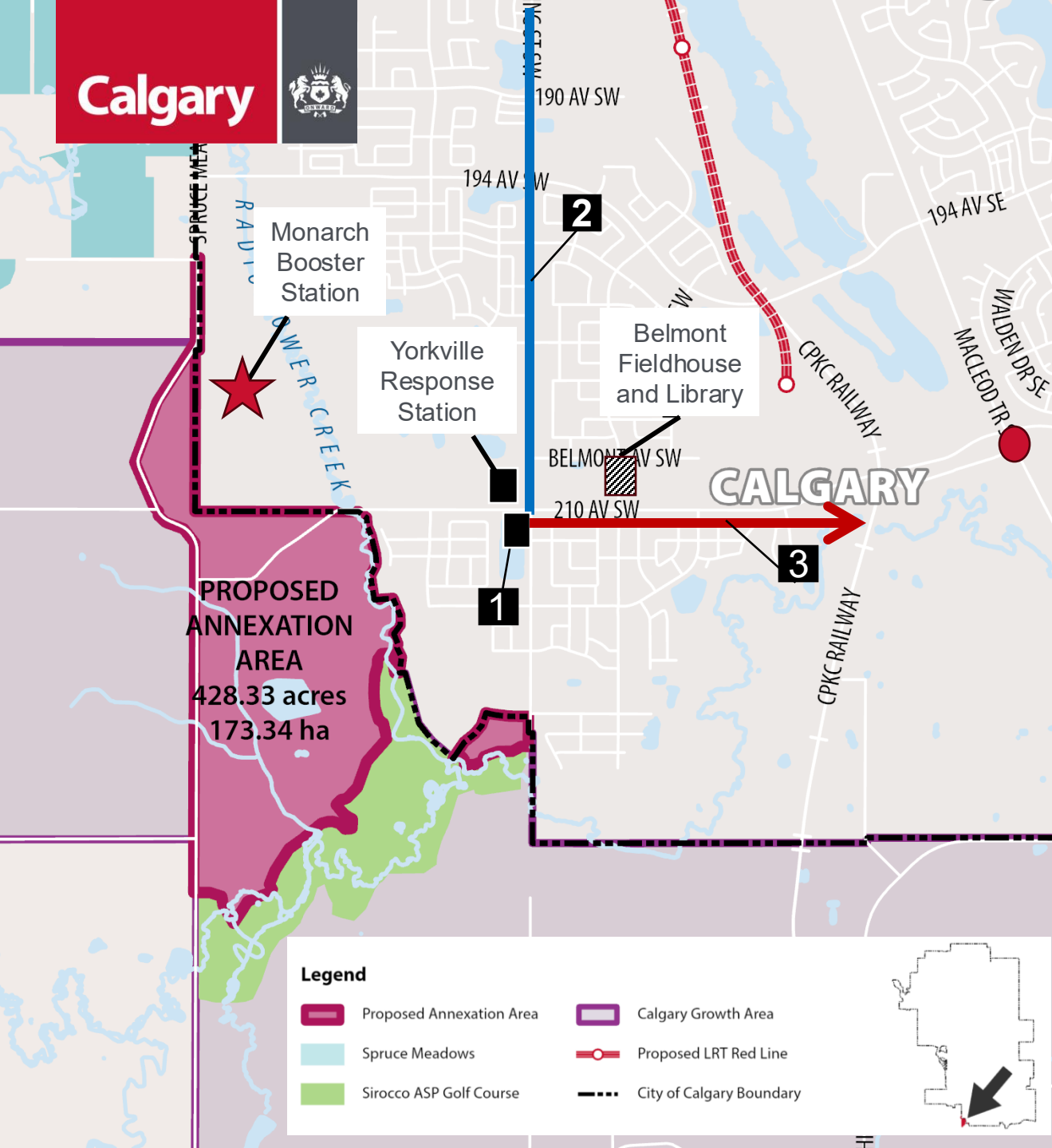
Coordinated Planning

The annexation lands are within the Calgary Growth Area

Foothills Calgary Intermunicipal Development Plan

3.5.4 - Annexation will be considered at such time as The City of Calgary anticipates no longer being able to maintain a **thirty-year supply** of developable land within its boundaries.

3.5.6 The relative merits of phased versus comprehensive annexation will be considered by both municipalities as part of future discussions on annexation



Infrastructure Alignment and Service Efficiency

Existing Infrastructure

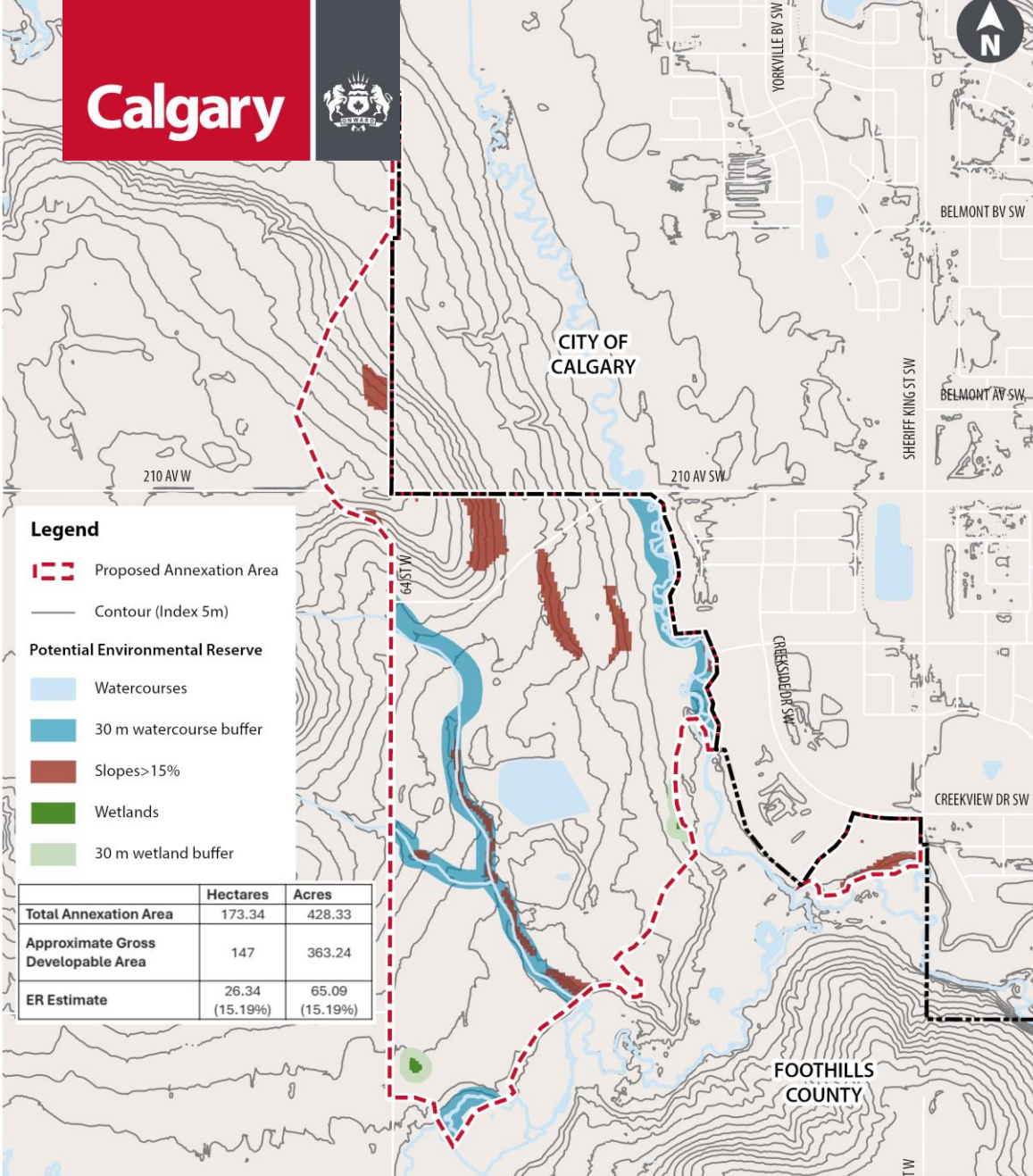
1. 210 Ave SW Pump Station
2. Lower Sarcee Feeder main
3. West Pine Creek Sanitary Trunk, Sanitary Lateral and West Pine Creek Sanitary Trunk (Phase 2)

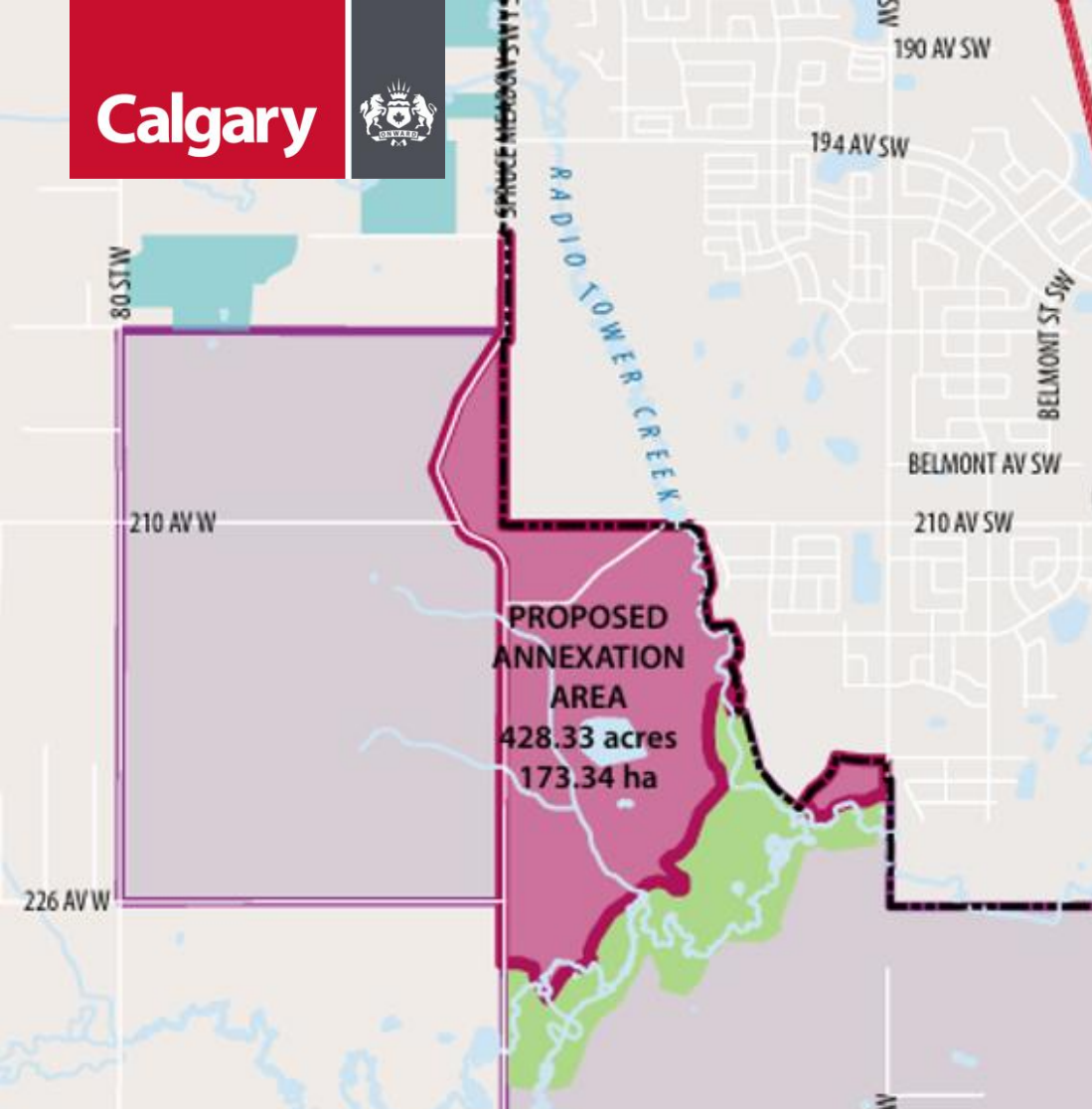
Future Infrastructure

- Yorkville Permanent Response Station
- Monarch Booster Station
- 210 Ave SW CPKC Rail Crossing
- Macleod Trail SE & 210 Ave Interchange
- Red Line LRT Extension
- Belmont Fieldhouse and Library

Environmental Features

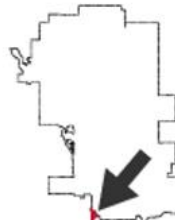
- Estimated Environmental reserve is approximately 26.34 Ha (65.09 acres)
- The Approximate Gross Developable Area within the annexation lands is 147 Ha (363.24 Acres)
- Environmental reserve estimate includes:
 - Slopes over 15%
 - Creeks (Radio Tower and Pine)
 - Creek Setbacks
 - Wetlands
 - Wetland Setbacks





Legend

- Proposed Annexation Area
- Spruce Meadows
- Sirocco ASP Golf Course
- Calgary Growth Area
- Proposed LRT Red Line
- City of Calgary Boundary



Population Projections

Current City of Calgary targets would enable this amount of land to contain approximate 3,800 total units or 11,000 people.

Annexation Lands			
	Hectares	Acres	% of Total
Total Area	173.34	428.33	100
Environmental Reserve	26.34	65.09	15.19
Gross Developable Area	147	363.24	84.80

**ER and GDA are approximate and subject to refinement at a later stage in the planning process.*

That the Annexation Negotiation Committee receive this presentation for information and discussion.

ANNEXATION NEGOTIATION COMMITTEE REPORT

TO: City of Calgary / Foothills County ANC Committee

DATE: September 18, 2026

SUBJECT: Annexation Negotiation Approach

The City of Calgary and Foothills County Administrations have agreed on a proposed administrative led approach and schedule for advancing annexation negotiations. Under this approach, Administration would draft and refine proposed terms, consider and report on public engagement feedback, and resolve issues where possible, while the Annexation Negotiation Committee (ANC) would retain oversight, review all terms, provide direction on unresolved matters, and endorse the agreement before considering next steps to each Council.

All terms are to be drafted by the Administrative teams and included in a Heads of Agreement. The agreement will include all standard terms of an annexation agreement and any additional terms that may be derived from public engagement or by direction of the ANC. The agreement will first be presented to the ANC for discussion and refinement, then forwarded to the respective Councils for review and feedback. Once Council feedback has been received, the agreement will return to the ANC to determine next steps, which may include directing legal counsel to prepare a formal agreement based on the Heads of Agreement or undertaking additional revisions.

The following dates are proposed and are subject to evolve to meet the needs of the ANC:

- **November 2026:** Phase 1 public engagement tentatively scheduled.
- **November 2026:** Administrative drafting coinciding with reporting and consideration of public engagement feedback
- **February 2027:** Phase 2 engagement begins, including updates on public feedback. Administration continues drafting, reviewing, and revising proposed annexation terms.
- **June 2027:** Draft Heads of Agreement targeted for ANC review and endorsement.
- **June – October 2027:** ANC reviews proposed terms and resolves any outstanding issues.
- **November 2027:** Decision point for consensus; facilitation or mediation may begin if agreement is not reached.
- **December 2027 – March 2028:** ANC members return to their respective Councils for review and revision, then return to the ANC for endorsement before final approval by the Councils. Phase 3 public engagement report is released to the public once terms are approved by municipalities.
- **Spring 2028:** Target submission of the annexation application to the Province, including municipal approvals of agreement.
- **Fall 2028:** Annexation process anticipated to conclude, if no appeal is filed.

Overall, the proposed approach provides a structured path toward a mutually agreed annexation submission while maintaining ANC oversight and final review of all terms. The approach is intended to streamline negotiations, reduce ANC workload, and focus Committee meetings on key decision points rather than term-by-term drafting.

ANC ACTION:

That the Annexation Negotiation Committee confirm its consensus on the Negotiation Approach and Project Schedule.

Presenter:

Oliver Prcic, Planner 2, City of Calgary

Attachments:

None

The logo for the City of Calgary, featuring the word "Calgary" in white serif font on a red rectangular background.The logo for Foothills County, featuring a green hexagon with a yellow border. Inside the hexagon, there is a stylized mountain range in blue and white, and the words "FOOTHILLS COUNTY" in white capital letters.

5.2 Annexation Negotiation Approach

Annexation Negotiation Committee
September 18, 2026

Roles and Goals

Annexation Negotiation Committee (ANC)

- **Role:** Support the annexation negotiation process by providing process oversight, helping ensure alignment with Councils and community interests, and identifying potential considerations as they arise.
- **Goal:** to reach a mutually agreed to annexation submission.

Administration

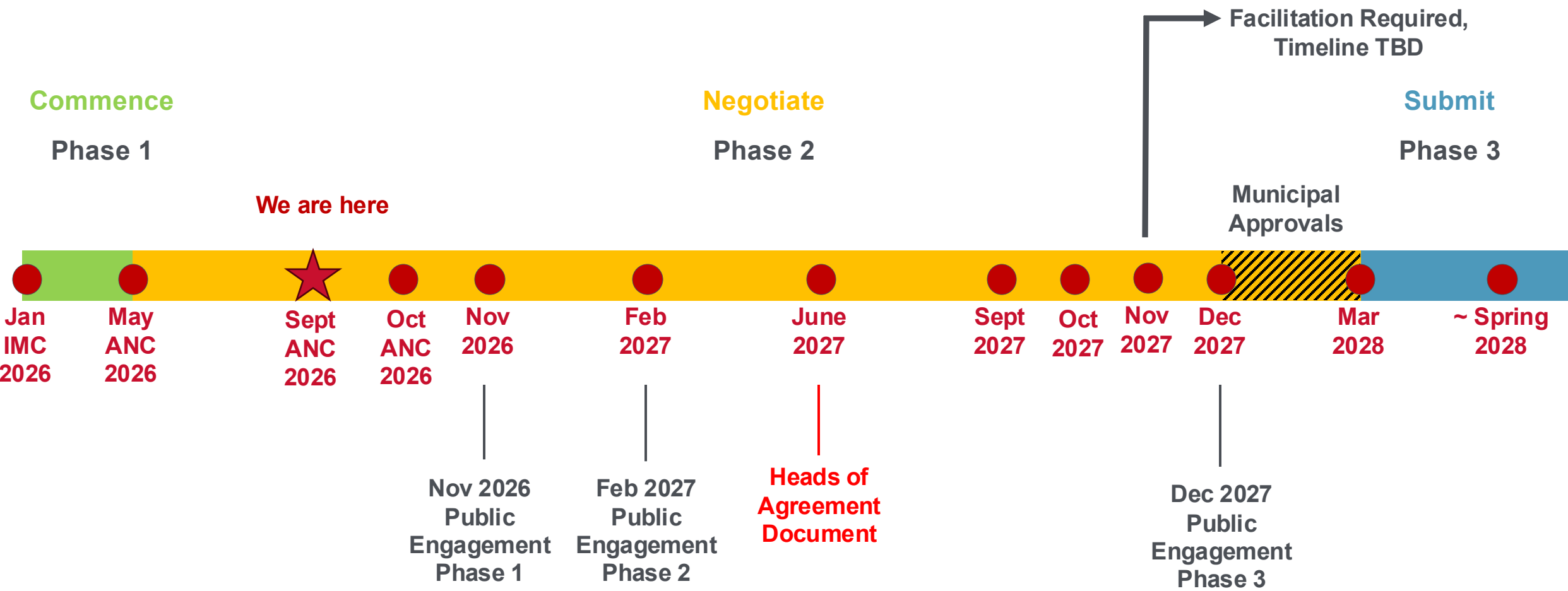
- **Role:** to support the ANC in feeling confident in moving forward with the annexation agreement.
- **Goal:** to bring a draft agreement that the ANC can endorse.



Proposed Negotiation Approach

- All key terms will be drafted by the Administrative teams and included in a Heads of Agreement.
- The agreement will include all standard terms of an annexation and any additional terms that may be derived from public engagement or by direction of the ANC.
- The draft **agreement will then be brought to the ANC** for discussion and modification.
- The next step for the agreement is to bring it to the respective Councils for review and feedback to later be provided back to the ANC.
- The **ANC will determine the next steps** such as:
 - directing the legal team to draft an agreement based on the Heads of Agreement or
 - modify the agreement and return to Councils

General Annexation Timeline



*Dates are subject to change as the project advances.

That the ANC confirm its consensus on the Negotiation Approach and Project Schedule.

ANNEXATION NEGOTIATION COMMITTEE REPORT

TO: City of Calgary / Foothills County ANC Committee

DATE: **September 18, 2026**

SUBJECT: Foothills Annexation – Engagement & Communications

SUMMARY:

This report outlines the proposed Engagement Strategy and Communications Plan for the Foothills annexation project. The approach is intended to support transparency, build public understanding of the provincial annexation process and provide opportunities for residents, interest holders, and impacted communities to share feedback for Annexation Negotiation Committee (ANC) consideration.

Engagement is proposed for three phases between November 2026 and June 2027. Phase 1 will meet notification requirements, explain the annexation process, and identify community interests and concerns. Phase 2 reports back on feedback received and explains how it will inform negotiations. Phase 3 will present proposed annexation terms, show how feedback was considered and outline remaining process steps.

The Communications Plan guides the creation of coordinated, timely and accurate information to be presented by both municipalities while recognizing each municipality's separate decision-making authority and perspective. Proposed tactics include key messages, materials for Engagement sessions, advertising, website updates, a project email, newsletter updates, and other tactics for consideration. Joint ANC communications and media availabilities will require Committee consensus and Co-Chair approval.

Administration is seeking ANC feedback and consensus on the Engagement Strategy and Communications Plan to support notice requirements, detailed planning, and implementation. If Committee members request changes, the two documents will be taken away and consensus sought at the October 2 ANC meeting once changes have been reflected.

Anticipated Key Dates

- **November 2026** – Phase 1 engagement; Education and Feedback
- **February 2027** – Phase 2 engagement; What we heard
- **December 2027** – Phase 3 engagement; What we did

ANC ACTION:

That the Annexation Negotiation Committee confirm its consensus on the Communications Plan and Engagement Strategy

Presenter:

Quinn Eastlick, Engage Planner, City of Calgary

Jess Taylor, Communications Strategist, City of Calgary

Attachments:

Engagement Strategy

Foothills County Annexation Communications Plan (2026)



5.3 Foothills Annexation – Engagement & Communications

Annexation Negotiation Committee
September 18, 2026



Engagement considerations

- Community interest
- Transparency
- Provincial process
- Rural and urban interested parties and public

Engagement opportunities

Online information
sessions



Online interested party
sessions



Online survey



In-person
opportunities





Engagement timeline

Phase 1 – Education & Feedback

- **November 2 – 27, 2026**
- **Notify** impacted landowners, adjacent landowners and residents within 1.6KM, and interested parties of the proposed annexation
- Provide the opportunity to **learn** about annexations, including their goals and processes
- Create a **shared understanding** of project scope and ability/limitations to change
- Understand **community interests and concerns** regarding the proposed annexation

Engagement timeline continued

Phase 2 – What we heard

- February 2027
- Provide transparent **reporting** of feedback
- Provide clear, transparent information regarding how **feedback** will be considered in **decision making** and the drafting of a proposed annexation agreement to be submitted to the Land & Property Rights Tribunal.
- Provide **timeline updates** for the proposed annexation



Engagement timeline continued

Phase 3 – What we did

- **December 2027**
- Parties engaged in Phase 1 **understand how** we got from their feedback to the final draft annexation agreement and what feedback could not be incorporated in this process but was retained for use in the next phases of planning (or forwarded to other areas as appropriate)
- **Shared understanding** of constraints/reasoning/best practices shaping the final draft agreement
- Highlight **remaining steps** of the annexation process including additional opportunities for public feedback as part of the Provincial process (if applicable).

Division of responsibility

City of Calgary

- Lead the public and landowner consultation process
- Engage with and incorporate input from Foothills County on the engagement strategy
- Accommodate Foothills County timelines into event planning
- Circulate materials to Foothills County for review
- Coordinate consultation events with Foothills County staff
- Invite Foothills County staff to all meetings with Foothills County landowners
- Work with Foothills County to provide consultation updates at all Annexation Negotiation Committee meetings
- Respond to inquiries from interest holders via The City's project email and track in a shared inquiry document

Foothills County

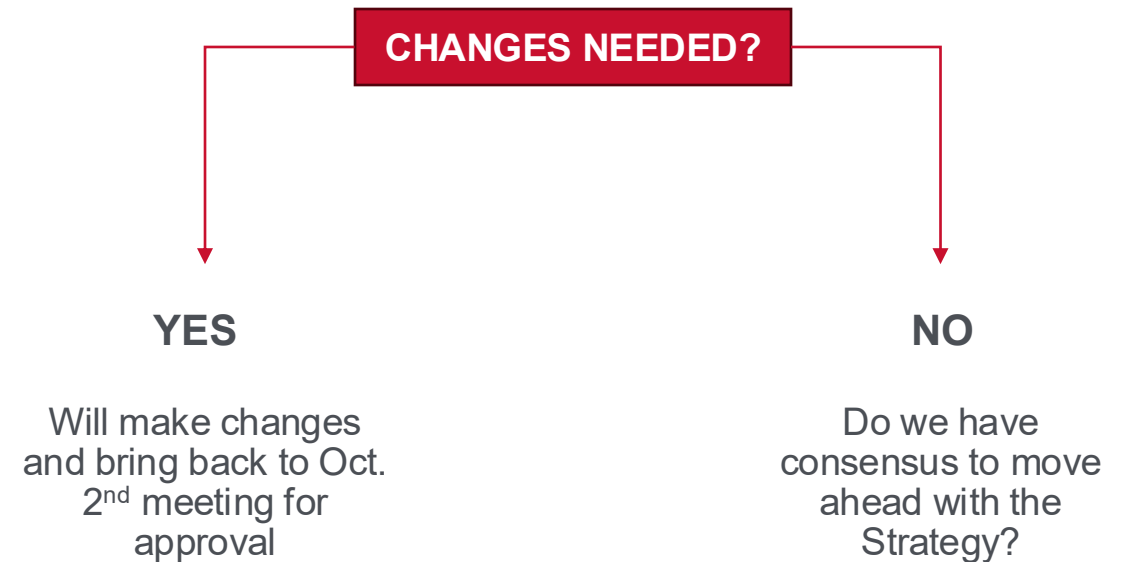
- Provide input on the engagement strategy
- Foothills will provide mailing details prior to engagement
- Share expertise on how to engage Foothills County residents
- Attend all consultation meetings
- Provide presentations at engagement events as required
- Share Foothills County communications materials at engagement events
- Promote City engagement through regular Foothills County communication channels
- Respond to inquiries from interest holders via Foothills' inbox and track in a shared inquiry document

*City of Calgary is responsible to fund the public engagement.

Discussion & Feedback

Do you have any feedback based on what was presented here today?

Are there any changes you would like to see reflected in the Engagement Strategy?

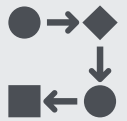




Communications

Plan and Tactics

Overview



The Communications Plan is a living, breathing document that will evolve as the project evolves



Comms is responsible for ensuring that we are speaking from the same playbook across all mediums



Communications goals include:

Providing timely, accurate and relevant information to interest holders across the annexation process

Addressing identified risks and sensitivities through communications tactics across various mediums

Tactics

- Comms is responsible for creating and coordinating:
 - Key messages and Q&As
 - Speaking notes
 - Printed materials (brochures, foam core boards, etc)
 - Advertisements (social media, radio ads, bold signs)
 - Media (media inquiries, media releases)
 - Newsletter updates (internal and external)
- Supporting the work of the Annexation Negotiation Committee and Administration.
- Implementing tactics for internal and external audiences

Review Process

Content Creation (Online and Printed Materials):

- City of Calgary Comms Lead
- Project Teams (City & County)

Review (City of Calgary):

- Project Team
- Manager of Regional Planning
- [As Needed] Director of City & Regional Planning

Review (Foothills County)

- Project Team
- Director of Planning

Additional Review from Annexation Negotiation Committee Co-Chairs

- Media releases & quotes
- Joint media availabilities

Media Inquiries

To date, The City has received 2 media inquiries:

1. What is the rationale for this annexation?
 - Sent to Councillor McLean's Office
2. When is the next ANC meeting?
 - Answered by City Administration with support from Foothills Administration

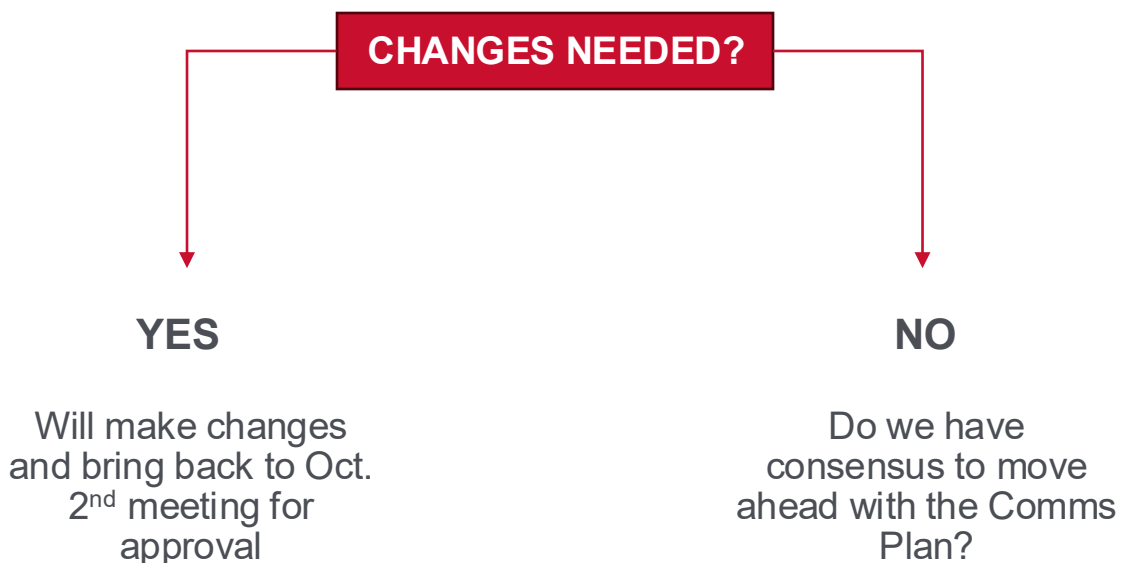
Media Inquiry Process

1. Media inquiry comes in (City or County)
2. Originating municipality forwards to the other for awareness
3. Media request added to a shared document for tracking
4. Media inquiry answered by Administration (informational questions) or sent to ANC Co-Chair(s) (for questions on behalf of the ANC)

Discussion & Feedback

Do you have any feedback based on what was presented here today?

Are there any changes you would like to see reflected in the Communications Plan or media inquiry process?



Next Steps

October 2 Presentation

- 1) Introduction to servicing analysis
- 2) Servicing analysis process and assumptions
- 3) Conclusion

What

(Engagement background & scope)

On July 29, 2025, Calgary City Council directed Administration to initiate an annexation process with Foothills County. The proposed annexation area is bounded by the current City of Calgary boundary to the north and east, the Foothills County Sirocco ASP golf course to the south, and Foothills County to the west. In addition, these lands are identified in the Intermunicipal Development Plan with Foothills County as a Calgary growth area. A formal 'Letter of Intent to Annex' was issued, and subsequent intermunicipal discussions led to the creation of an **Annexation Negotiation Committee (ANC)** in April 2026. The ANC is responsible for negotiating annexation terms between the two municipalities.

The goal of engagement for this program is to surface concerns or impacts to interested parties for consideration in the development of a negotiated set of terms for annexation application.

Who

(Interested and impacted parties)

There are four main groups with whom we will engage as part of this project:

- **Directly impacted landowners:** those Foothills County landowners whose properties will be annexed as part of this project.
- **Adjacent/surrounding landowners:** landowners immediately adjacent to the proposed annexation area, especially to the southwest, and landowners adjacent to roadways that may see impacts from the proposed annexation.
- **Special interest groups:** community associations, business associations, developers and other similar groups in the surrounding area who would have a direct interest in the proposed annexation.
- **General public:** within both Foothills County and Calgary.

Barriers to Participation

(What barriers might exist for interested and impacted parties? For support see the [Inclusive Engagement Guide resources](#))

Potential barriers to participation for this project include:

- **Technology:** impacted and adjacent landowners or community members may have limited access or prefer in person engagement opportunities.
- **Non-English or English as additional language speakers:** impacted and adjacent landowners or community members may have difficulty engaging due to low fluency in English.

How – General Approach and Inclusive Engagement

(Proposed approaches – in-person, online, inclusive considerations)

We are proposing a multi-phase engagement process, with a focus on education and transparency. The phases of engagement include:

Engagement Planning

Understanding interested and impacted parties provides context for engagement activities. Prior to engagement, we will work with the project team and ANC to:

- State how this project differs from the last one (for internal purposes only)
- Confirm what is open for input from different interested parties
- Identify all impacted and adjacent landowners
- Identify relevant interested parties (CAs, business associations, developers, etc.) within Calgary and Foothills County
- Understand any relationships between county landowners, or other considerations that would provide helpful context in future engagement

Phase 1 – education, interests and concern

This phase of engagement will be our main push to understand interests and concerns of interested parties, Calgarians, and Foothills County residents related to the proposed annexation.

- Goal
 - Notify impacted landowners, adjacent landowners and residents, and interested parties of the proposed annexation
 - Provide the opportunity to learn about annexations, including their goals and processes
 - Create a shared understanding of project scope and ability/limitations to change
 - Understand community interests and concerns regarding the proposed annexation
- Share
 - That Calgary City Council has decided to apply to the province to annex ~428 acres / 173 hectares of land from Foothills County
 - That the Annexation Negotiation Committee would like to hear how landowners and the public would be affected and identify other considerations that should be considered in the annexation process
 - What is annexation? What is the process? How to keep informed.
 - Reasons for the proposed annexation
- Questions
 - Are there specific considerations you would like to share with the project team regarding the proposed change in municipal jurisdiction of the lands identified on the map from Foothills County to The City of Calgary?
 - How will the change in municipal jurisdiction of these lands impact you?

- Would you like to stay informed on the progress of the annexation application?
- Tactics
 - City Engage Portal Page, including video describing annexations, the current scope and subscription to stay informed.
 - Online Survey
 - In-person open house
 - Office hours (in-person or online)
 - Online interested parties session
 - Online presentation and Q&A for general public

Phase 2 – Report Back

During this phase of engagement, we will share feedback received during Phase 1 engagement. Where feedback received falls outside of the project scope, and where possible, we will commit to providing that information to other relevant City teams.

- Goals
 - Provide transparent reporting of feedback
 - Provide clear, transparent information regarding how feedback will be considered in decision making and the drafting of a proposed annexation agreement to be submitted to the Land & Property Rights Tribunal.
 - Provide timeline updates for the proposed annexation
- Share
 - What We Heard Report
- Tactics
 - Updated Engage Portal page
 - Communications tactics

Phase 3 – Final presentation

In this final phase of engagement, we will present our final proposed terms for annexation, with a focus on how Phase 1 engagement results were considered. A portion of the proposed terms may remain confidential until the application is made.

- Goals
 - Parties engaged in Phase 1 understand how we got from their feedback to the final draft annexation agreement and what feedback was not able to be incorporated in this process but was retained for use in the next phases of planning (or other forwarded to other areas as appropriate).
 - Shared understanding of constraints/reasoning/best practices shaping the final draft agreement

- Highlight remaining steps of the annexation process including opportunities for public feedback
- Share
 - Description of the proposed annexation agreement
 - Ways in which final draft annexation agreement incorporating feedback from the public engagement, including why and how feedback was used, or if not, why not
- Tactics
 - Updated Engage Portal page
 - Public engagement to take an individualized approach through time limited engagement sessions
 - Communications tactics

Engagement Roles

While The City of Calgary will be leading engagement on this project, collaboration between The City and Foothills County will be critical to ensure success. We have discussed the following division of roles with Foothills County:

- City of Calgary
 - Lead the public and landowner consultation process
 - Engage with and incorporate input from Foothills County on the engagement strategy
 - Accommodate Foothills County timelines into event planning
 - Circulate materials to Foothills County for review
 - Coordinate consultation events with Foothills County staff
 - Invite Foothills County staff to all meetings with Foothills County landowners
 - Work with Foothills County to provide consultation updates at all Annexation Negotiation Committee meetings
- Foothills County
 - Provide input on the engagement strategy
 - Foothills will provide mailing details prior to engagement
 - Share expertise on how to engage Foothills County residents
 - Attend all consultation meetings
 - Provide presentations at engagement events as required
 - Share Foothills County communications materials at engagement events
 - Promote City engagement through regular Foothills County communication channels

When

(Proposed timeline)

- **Pre-engagement:** May – August 2026
 - Engagement plan development – June 2026
 - Engagement materials development – July/August 2026
 - Request Engagement strategy consensus with ANC – September 2026
- **Phase 1:** November 2 – 27, 2026
 - Launch online engagement portal – November 2, 2026
 - Engagement letters delivered – November 2, 2026
 - Online and in-person sessions – week of November 16, 2026
- **Phase 2:** February 2027
 - Portal updates – February 8, 2027
- **Phase 3:** December 2027

Why

(Rationale for strategy)

While community feedback is important to this project, negotiations regarding the proposed terms for annexation are conducted amongst the ANC, as opposed to between the ANC and community members. Ultimately the province makes the decision on the annexation guided by the submission meeting the criteria of the provincial process. This strategy will provide the ANC with community feedback to consider as part of their deliberations and will provide transparency to community members as the negotiations progress.

Risks

Mitigations

Interested and impacted parties push for out of scope changes

Clearly define what is open for influence prior to starting engagement, and be honest about limitations and non-negotiable considerations throughout the process

Strong public pushback to the annexation

Develop clear key messages regarding the need for the proposed annexation. Ensure strong relationships with County landowners so that public debate does not cloud individual discussions. The City has decided to initiate an annexation process will be moving forward with the proposal. Council must ultimately approve the submission of the annexation application

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FOOTHILLS COUNTY ANNEXATION (2026)

Situation

On July 29, 2025, City of Calgary Council directed Administration to initiate an annexation process with Foothills County for approximately 415.15 acres (168.01 hectares) of land along Calgary's southwest boundary. The proposed annexation area is located within Calgary's Future Growth Area, north of the Sirocco Golf Course, east of 64 St. S.W. in Foothills County, and alongside the Calgary communities of Yorkville and Pine Creek to the north and east of the boundary.

In September 2025, The City issued a formal *Letter of Intent to Annex* to Foothills County Chief Administrative Officer, Ryan Payne, initiating the legislated annexation process. Following an Intermunicipal Committee (IMC) meeting between The City of Calgary and Foothills County in January 2026, elected officials from both municipalities recommended the establishment of a dedicated Annexation Negotiation Committee (ANC) to support negotiations throughout the annexation process.

As part of these Intermunicipal Committee discussions, Administration was also directed to investigate the potential inclusion of an additional 13.17 acres (5.33 hectares) east of the proposed annexation boundary along the Sirocco Area Structure Plan in Foothills County to address emergency access concerns affecting four properties currently accessed via City of Calgary roadways.

Goals & Objectives

Goals:

- Support the annexation process between The City of Calgary, Foothills County and the Government of Alberta, with effective communications in accordance with applicable provincial legislation.
- Encourage informed decision-making by elected officials, partners and interest holders by providing timely, accurate and relevant information throughout the annexation process.
- Address identified risks and sensitivities, including emergency access considerations, perception of growth, and legacy concerns from previous annexation efforts through clear and consistent communications.

Objectives:

- Provide City Council, Foothills County Council, Administration and the ANC with access to up to date, aligned key messages, background information and process timelines to support negotiations and decision points.
- Provide clear, consistent internal communications to City Administration and impacted business units outlining roles, governance and next steps in the annexation process across the lifecycle of the project.
- Proactively address common questions and emerging issues, including emergency access, boundary adjustments and scope management through approved key messages, Q&A materials and a public-facing webpage that is updated as information becomes available.
- Ensure all communication materials are clear, accurate and aligned with City standards, intermunicipal agreements and the Municipal Government Act.

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- Contribute a repository of communications materials to the Land and Property Rights Tribunal annexation application.

Background

The City of Calgary's proposed annexation of Foothills County land is a Council directed, provincially legislated process governed by the Municipal Government Act (MGA) and overseen by the Land and Property Rights Tribunal (LPRT). The annexation will proceed as a multiyear negotiation process, with the objective of submitting an annexation application that addresses the LPRT's 15 *Annexation Principles*, as outlined in Appendix B of the [LPRT Annexation Procedure Rules \(2021\)](#).

In April 2026, City of Calgary Council and Foothills County Council approved the establishment of an Annexation Negotiation Committee (ANC) to guide municipal negotiations.

City of Calgary ANC representatives include:

1. Councillor Dan McLean, Ward 13 (Co-Chair)
2. Councillor Myke Atkinson, Ward 7
3. Councillor Mike Jamieson, Ward 12
4. Councillor Landon Johnston, Ward 14 – Alternate

Foothills County ANC representatives include:

1. Deputy Reeve Suzanne Oel, Division 4 (Co-Chair)
2. Reeve Rob Siewert, Division 1
3. Councillor Alan Alger, Division 5
4. Councillor John Callister, Division 6 – Alternate

It is expected that the annexation process will take a minimum of 20 months and will involve elected officials, administration, technical experts, external consultants, and intermunicipal committees.

To support evidence-based decision making, a Technical Advisory Committee (TAC) has also been established to provide coordinated technical analysis of the proposed annexation lands. The TAC's work informs the ANC and supports preparation of a defensible annexation application to the LPRT.

A previous developer-funded annexation effort involving portions of the proposed annexation lands was terminated by The City of Calgary in 2023 following public consultation, completion of technical studies, and determination that The City had adequate supply within its boundaries for the next 35-49 years. While distinct from the current City-initiated process, those involved in previous annexation efforts may not differentiate these efforts from previous ones.

Emergency access considerations, policy support and boundary efficiency have also been identified as key practical drivers informing the proposed boundary. Lessons learned from previous annexation efforts indicate that adjacent landowners may seek inclusion within the annexation area. While the approval of a defined boundary helps mitigate this risk, additional lands could be considered in future, more comprehensive, annexation initiatives.

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Communications must be closely aligned between all participating parties, take into consideration negotiation milestones and established governance structures, while supporting the requirements of public engagement, the ANC and the TAC. Close coordination between The City and County Communications teams is essential to ensure information remains accurate, timely and consistent across both municipalities. As agreed to by the project teams, each municipality will notify the other of updates to the annexation webpages within (3) days so corresponding changes can be reflected on the partner municipality's website. The County has also requested to link to The City's annexation webpage, including the email subscription feature and related project information to provide residents with a seamless and consistent source of information.

The City's 'Core Annexation Team' is comprised of the following members:

Role	Contact
Media Spokesperson	Dan McLean, Councillor, Ward 13
Project Sponsor	Karen Holz, Manager, Regional Planning
Project Lead	Shawneen Muscoby, Senior Planner, Regional Planning
Project Team	Jamie Goth, Leader - Strategic Relationships, Regional Planning Oliver Prcic, Planner 2, Regional Planning Jenny Sepulveda, Planner 1, Regional Planning
Communications	Jess Taylor, Communications Strategist, City & Regional Planning
Engage	Quinn Eastlick, Engage Planner, City & Regional Planning

Environmental Scan Inputs:

The following inputs will inform the communications approach for this project:

- City of Calgary and Foothills County Council direction, including Foothills policy requirements
- Guidance from ANC, TAC and the project's engagement strategy
- Project charter documentation outlining scope, governance, timelines and legislative context
- Existing internal key messages, Q&A materials and briefing notes prepared for Council, committees and internal audiences
- Public discourse and media coverage related to annexation, growth management and regional collaboration in Calgary and surrounding municipalities

Audiences

	External	Internal
Primary	• Foothills County Council • Foothills County Administration • Annexation Negotiation Committee (Foothills representatives)	• City of Calgary Council • City of Calgary Administration ○ Assessment & Tax ○ Calgary Fire Department

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	• Government of Alberta Ministry of Municipal Affairs • Land and Property Rights Tribunal (for procedural alignment) • Affected landowners within the proposed annexation boundary	○ Climate and Environment ○ Community Planning ○ Finance ○ Government Relations ○ Growth Strategy ○ Law ○ Marketing & Communications ○ Parks – Natural Areas ○ Recreation ○ Roads ○ Servicing (Water, Sanitary, Storm) ○ Transit • City of Calgary Executive Leadership Team (ELT) and Senior Leadership Team (SLT) for alignment and issues management • Annexation Negotiation Committee (Calgary representatives) • Technical Advisory Committee
Secondary	• Calgary & Foothills County Residents • Foothills Connect Staff • Media outlets • Adjacent municipality landowners • Utility providers and service agencies (such as Alberta Health Services, ENMAX, Canada Post, etc.) • Developers • Community associations/business associations • Regional partners • School boards	• Intergovernmental Affairs Committee • 311 Staff

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Audience Analysis

Primary – External

External primary audiences will be focused on the rationale, scope, timing and legislative requirements of the annexation, as well as potential impacts to taxation, servicing, land use and engagement opportunities.

Primary – Internal

Internal primary audiences will be focused on project scope, timelines, legislative requirements, servicing implications and the management of financial, operational and reputational risks.

Secondary – External

Secondary external audiences will be focused on growth, development, taxation and long-term planning implications. Media coverage may frame the annexation within broader discussions about housing, development and regional growth.

Secondary – Internal

Secondary internal audiences require timely information and awareness of project developments to support internal alignment and stakeholder inquiries.

SWOT

This SWOT analysis will be revisited and refined as the annexation process progresses and as new information, ANC direction, public engagement feedback and decision points arise.

Strengths

- Clear Council direction and a well-defined, provincially legislated annexation process governed by the MGA and LPRT requirements.
- Established governance structures, including the ANC and TAC, that support coordinated decision-making and evidence-based communications.
- Strong internal subject-matter expertise across City departments, providing a solid foundation for clear and timely information-sharing.
- Early identification of key drivers for the annexation, including emergency access, policy support and boundary efficiency, which supports a clear rationale in communications.
- Close alignment between communications, engagement and project governance functions, enabling consistent messaging across internal and external audiences.

Weaknesses

- The annexation process is a multi-year negotiation that will require sustained public investment associated with staffing, communications and engagement activities.
- Limited public familiarity with annexation legislation and the roles of bodies such as the LPRT may require ongoing education and context-setting.
- Sensitivities stemming from a previous developer funded annexation attempt in the area may negatively influence public and landowner perceptions, despite differences in approach.
- The confidential nature of the negotiation process may limit the level of detail that can be shared externally, and communications must balance transparency with accountability and legal requirements

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Strong regional collaboration between The City of Calgary and Foothills County through the Calgary-Foothills Intermunicipal Development Plan (IDP), Calgary-Foothills Intermunicipal Committee and existing regional partnerships.	
Opportunities - Position the annexation as a targeted and collaborative process that demonstrates strong intermunicipal cooperation and adherence to provincial legislation. - Use engagement activities and public-facing communications to improve understanding of annexation processes more broadly among external audiences, including how and why boundary adjustments occur. - Proactively set expectations around scope, timing and decision points to reduce misinformation. - Coordinate messaging with Foothills County and provincial partners where appropriate to reinforce consistency and trust across jurisdictions. - Build and strengthen relationships with interest holders in the affected region.	Threats - Funding constraints during The City of Calgary's 2027-2030 budget deliberation. - Public and media narratives related to growth, urban sprawl, housing pressures or taxation may overshadow the technical and legislative nature of the annexation process. - Requests from adjacent landowners to be included in the annexation area could create pressure for scope change. - Misalignment between engagement activities, negotiation milestones and communications timing could create confusion or unrealistic expectations among interest holders. - A failure to reach consensus between The City of Calgary, Foothills County, the Government of Alberta and the Land and Property Rights Tribunal could result in mediation and an extension of the annexation process.

Key Messages

Primary Messages:

- The proposed City of Calgary annexation of Foothills County land is a City Council-directed, provincially legislated process governed by the Municipal Government Act and overseen by the Land and Property Rights Tribunal.
- The annexation process is intended to support the development of a complete, evidence-based annexation application for submission to the Land and Property Rights Tribunal, consistent with legislated requirements.
- The proposed annexation is being advanced through a collaborative, evidence-based negotiation process between The City of Calgary and Foothills County, supported by an Annexation Negotiation Committee made up of three elected officials from each municipality.
- The proposed annexation is for 428.32 acres (173.34 hectares) of land along the southwest border of Calgary with the Sirocco Golf Club to the south, Foothills County to the west and the existing city boundary to the north and east.
 - This annexation is limited in scope, with no expansion beyond the Council-approved boundary under consideration during this current annexation process.

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- This annexation process is focused on addressing boundary efficiency and enhanced delivery of services such as emergency access and roadway improvements, while aligning with provincial annexation principles and intermunicipal planning frameworks.
- The annexation process will proceed through negotiations, technical studies and public engagement before any outcome is determined.
- The City of Calgary is committed to providing clear, timely and transparent communications throughout the annexation process, while respecting the confidential nature of active negotiations.

Secondary Messages:

Project Scope & Boundary Adjustments

- The proposed annexation boundary has been clearly defined and endorsed by City of Calgary Council to prevent scope creep and ensure a focused, timely review.
- Any requests to include additional lands would require separate Council direction and are not under consideration as part of the current annexation process.

Process & Governance

- The Annexation Negotiation Committee is responsible for negotiating annexation terms between the two municipalities across the various phases of the project, supported by technical analysis from the Technical Advisory Committee.
- The Technical Advisory Committee is responsible for providing coordinated technical analysis of the proposed annexation lands to the Annexation Negotiation Committee and is composed of subject-matter experts from across City departments.

Timing & Decision-Making

- Annexation is a multi-year process across several phases that will be confirmed or refined as negotiations and technical work progress.
- The annexation process builds on existing intermunicipal relationships between The City of Calgary and Foothills County, with the Government of Alberta serving in an oversight role.
- No outcome has been predetermined through this process; decisions will be informed by negotiations, technical analysis, engagement input and formal Council and provincial approvals.

Tactics and Timeline

Green = Complete; **Orange** = In Review

Phase 1: Project Start Up			
Audience	Tactic	Delivery Date	Budget
Internal	Communicator Assigned	Jan. 15, 2026	\$0
Internal	Engage Planner Assigned	Feb. 28, 2026	\$0
Phase 2: Annexation Initiation			
Audience	Tactic	Delivery Date	Budget
Internal	Engagement Plan	Apr. 02, 2026	\$0
Internal	Communications Plan	Apr. 08, 2026	\$0
Internal	TAC Presentation 1 st Meeting	Apr. 15, 2026	\$0

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External	Foothills County Briefing Package (Deck, Backgrounder, Key Messages)	May 1, 2026	\$0
External	Regional Planning Webpages Go Live (including Foothills Annexation sub-page)	May 1, 2026	\$0
Internal/External	ANC Presentation 1 st Meeting	May 15, 2026	\$0
Internal	Memo to Council	TBD	
Internal	Council Briefing Package (Backgrounder, Key Messages)	TBD	
External	Media Release – ANC Formed	TBD	
Internal/External	311 and Foothills Connect Information Update	TBD	
Internal	Employee Communications (Calgary and Foothills)	TBD	
Phase 3: Communication & Engagement			
Audience	Tactic	Delivery Date	Budget
Internal/External	Support ANC Co-Chairs and Committee members with jointly developed communications updates, key messages and media materials related to negotiation progress, per the ANC ToR	Ongoing	
Internal	Communications Plan Updates – ANC Feedback	TBD	
Internal	Engagement Plan Updates – ANC Feedback	TBD	
External	Letter to Landowners	TBD	TBD (Printing & Postage)
External	Media Release – Joint Engagement	TBD	
Internal/External	311 and Foothills Connect Information Update	TBD	
External	Engage Portal Goes Live	TBD	
Internal	Employee Communications (Calgary and Foothills)	TBD	
Internal	Design of Engagement Materials: • Bold Signs • Brochures/Flyers • Foam Core Boards • Leave Behind Document • Postcards • Tent Cards	TBD	TBD (Creative)
Internal	Printing of Engagement Materials	TBD	TBD (Printing)

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External	Radio Ads – Foothills County	TBD	TBD (Length x frequency)
External	Social Media Ads	TBD	TBD (Length of campaign x platform x ad type [video, text, graphic, etc.])
External	Web Updates	As Needed	
Internal	Updated Key Messages – Following Each Phase of Engagement	TBD	
Internal	Updated Q&A – Following Each Phase of Engagement	TBD	
Internal	Design of What We Heard Reports from Each Phase of Engagement	TBD	
Phase 4: Finalization & Submission			
Audience	Tactic	Delivery Date	Budget
Internal/External	Support ANC Co-Chairs and Committee members with jointly developed communications updates, key messages and media materials related to negotiation progress, per the ANC ToR	Ongoing	
External	Presentation – Foothills County Council	TBD	
Internal	Presentation – City of Calgary Council	TBD	
External	Media Release – Annexation Application Submitted	TBD	
Internal/External	311 and Foothills Connect Information Update	TBD	
External	Web Updates	TBD	
Internal	Employee Communications (Calgary & Foothills)	TBD	
Phase 5: Final Decision			
Audience	Tactic	Delivery Date	Budget
Internal/External	Support ANC Co-Chairs and Committee members with jointly developed communications updates, key messages and media materials related to negotiation progress, per the ANC ToR	Ongoing	
External	Media Release - Decision	TBD	

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Internal/External	311 and Foothills Connect Information Update	TBD	
External	Web Updates	TBD	
Internal	Message from the Mayor	TBD	
Internal	Employee Communications (Calgary and Foothills)	TBD	

Tactics and timelines will be updated with guidance from the ANC and TAC across the lifecycle of this project.

Evaluation

Ultimately, success will be measured through the final decision-making either for or against annexation of the identified Foothills County Land and the comparison of outputs and outcomes versus the stated goals and objectives in this Communications Plan. Evaluation will focus on clarity, consistency, alignment and timeliness throughout the annexation process.

Ongoing Review

Evaluation findings will be used to refine key messages, adjust tactics and respond to emerging issues as the annexation process progresses through the negotiation, engagement and decision-making phases.

Outputs

- Development and distribution of key messages, Q&A materials, briefings and backgrounders to support internal and external audiences.
- Timely updates to public-facing web content, including project overviews, Frequently Asked Questions and process updates.
- Delivery of communications materials in support of engagement activities and for key governance milestones, including Council reports, committee meetings and at major decision points.

Outcomes

- Internal interest holders demonstrate a shared understanding of the annexation's purpose, scope, process and status at key phases.
- External audiences, particularly affected landowners and interest holders, demonstrate improved understanding of the annexation process, timelines and engagement opportunities.
- Reduced instances of misinformation, scope confusion or speculative narratives during active negotiation phases.
- Decision-makers are equipped with clear, consistent information to support negotiations and eventual Council and provincial decisions.

Evaluation

- Feedback from Council, ELT/SLT, the ANC and the TAC on clarity, usefulness, and timeliness of communications materials.
- Monitoring themes and volume of inquiries from landowners, interest holders, media and the public to identify gaps or recurring questions.
- Tracking consistency of messages across internal briefings, public materials, media responses and engagement content.

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- Post-engagement summaries (“What We Heard” and “What We Did”) and internal debriefs to inform adjustments to messaging and tactics.

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