



AGENDA

PRIORITIES AND FINANCE COMMITTEE

February 16, 2021, 9:30 AM
IN THE COUNCIL CHAMBER

Members

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor G-C. Carra (CPS Chair)
Councillor J. Davison (T&T Chair)
Councillor J. Gondek (PUD Chair)
Councillor W. Sutherland (UCS Chair)
Councillor E. Woolley (Audit Chair)

SPECIAL NOTES:

Public are encouraged to follow Council and Committee meetings using the live stream [Calgary.ca/WatchLive](https://calgary.ca/WatchLive)

*Public wishing to make a written submission may do so using the public submission form at the following link:
[Public Submission Form](#)*

Council Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1. Minutes of the Regular Meeting of the Priorities and Finance Committee, 2021 January 12
5. CONSENT AGENDA
 - 5.1. DEFERRALS AND PROCEDURAL REQUESTS
None
 - 5.2. BRIEFINGS
 - 5.2.1. Status of Outstanding Motions and Directions, PFC2021-0212

5.2.2. The City of Calgary's Privacy Management Program 2020 Annual Report,
PFC2021-0118

6. POSTPONED REPORTS

(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1. Mount Royal University – AI Digital Twin for Trucks, PFC2021-0025

7.2. Expense Investigation Follow Up – Councillor Magliocca Ward 2 Hosting, PFC2021-0260

7.3. Update on Moving to an External Operator for City Golf Courses, PFC2021-0045
Attachment 3 held confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2025 February 01

7.4. 2021 Non-Residential Phased Tax Program Report, PFC2021-0060, PFC2021-0060

7.5. 2021 Supplementary Property Assessment and Tax Bylaw, PFC2021-0059

7.6. Off-site Levy Investment Income Q1 Update (Verbal), PFC2021-0246

7.7. Capping Food Delivery Fees (Verbal), PFC2021-0245

7.8. Council Innovation Fund Application - Heritage Calgary Naming, Renaming and Commemoration Process Design - PFC2021-0096

7.9. CIF Application - Calgary Economic Development Learning CITY Community Pilot - PFC2021-0189

8. ITEMS DIRECTLY TO COMMITTEE

8.1. REFERRED REPORTS

None

8.2. NOTICE(S) OF MOTION

8.2.1. Minimizing Negative Impacts of Waste and Recycling Sites, PFC2021-0222
Councillor Keating

8.2.2. Council Endorsement of Technology to Help Missing Children, PFC2021-0262
Councillor Farkas

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

10.2. URGENT BUSINESS

11. ADJOURNMENT



MINUTES
PRIORITIES AND FINANCE COMMITTEE

January 12, 2021, 9:30 AM
IN THE COUNCIL CHAMBER

PRESENT:

- Mayor N. Nenshi, Chair
- Councillor S. Chu, Vice-Chair (Remote Participation)
- Councillor G-C. Carra (CPS Chair) (Remote Participation)
- Councillor J. Davison (T&T Chair) (Remote Participation)
- Councillor J. Gondek (PUD Chair) (Remote Participation)
- Councillor W. Sutherland (UCS Chair) (Remote Participation)
- Councillor E. Woolley (Audit Chair) (Remote Participation)
- Councillor P. Demong (Remote Participation)
- Councillor J. Farkas (Remote Participation)
- Councillor D. Farrell (Remote Participation)
- Councillor S. Keating (Remote Participation)
- Councillor J. Magliocca (Remote Participation)

ALSO PRESENT:

- Chief Financial Officer C. Male (Remote Participation)
- Deputy City Clerk T. Mowrey
- Legislative Advisor G. Chaudhary

1. CALL TO ORDER

Mayor Nenshi called the Meeting to order at 9:31 a.m.

2. OPENING REMARKS

Mayor Nenshi provided a traditional land acknowledgment and asked for a moment of silence in recognition of the many community builders we have lost recently.

ROLL CALL

Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Farkas, Councillor Farrell, Councillor Keating, Councillor Magliocca, Councillor Sutherland, Councillor Woolley and Mayor Nenshi.

3. CONFIRMATION OF AGENDA

Moved by Councillor Davison

That the Agenda for today's meeting be amended by adding the following item of Urgent Business:

- 9.2. Notice of Motion - Updates to Snow and Ice Control (SNIC) Policy to Respond to Significant Winter Storm Events, PFC2021-0097

MOTION CARRIED

Moved by Councillor Carra

That the Agenda for today's meeting be amended by adding the following item of Urgent Business:

- 9.3. Notice of Motion – Restrictive Covenant at 6 New ST SE – No More Blank Walls on Public Spaces V2.0, PFC2021-0117

MOTION CARRIED

Moved by Councillor Carra

That the Agenda for today's meeting be amended by adding the following item of Urgent Business:

- 9.1. 9-1-1 Dispatch Update (Verbal), PFC2021-0110, to be Time Specific at 11:00 a.m.

MOTION CARRIED

Moved by Councillor Chu

That the Agenda for the 2021 January 12 Regular meeting of the Priorities and Finance Committee be confirmed, **as amended.**

For: (11): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Farkas, Councillor Farrell, Councillor Keating, and Councillor Magliocca

MOTION CARRIED

4. CONFIRMATION OF MINUTES

- 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2020 December 01

Moved by Councillor Chu

That the Minutes of the 2020 December 01 Regular Meeting of the Priorities and Finance Committee be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

Moved by Councillor Chu

That the Consent Agenda be approved as follows:

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

5.2.1 Status of Outstanding Motions and Directions, PFC2021-0031

For: (11): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Farkas, Councillor Farrell, Councillor Keating, and Councillor Magliocca

MOTION CARRIED

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 2021 Business Improvement Area Budgets and Enabling Bylaws, PFC2021-0029

Moved by Councillor Woolley

That with respect to Report PFC2021-0029, the following be approved:

That the Priorities and Finance Committee recommends that Council:

1. Approve the proposed 2021 Business Improvement Area (BIA) budgets (Attachment 2) and if budget amendments are needed authorize each BIA board to amend its respective budget by:
 - a. transferring amounts to or from a BIA board's reserves, and
 - b. transferring amounts between expenditures so long as the amount of the total expenditures is not increased; and
2. Give three readings to the proposed 2021 BIA Tax Rates Bylaw (Attachment 3).

And further, that the Priorities and Finance Committee forward this report and attachments to the next Combined Meeting of Council.

For: (10): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Farrell, Councillor Keating, and Councillor Magliocca

Against: (1): Councillor Farkas

MOTION CARRIED

7.2 2021 Business Improvement Area Tax Bylaw, PFC2021-0040

Moved by Councillor Woolley

That with respect to Report PFC2021-0040 the following be approved:

That the Priorities and Finance Committee:

1. Recommends that Council give three readings to the proposed 2021 Business Improvement Area Tax Bylaw (Attachment 2); and
2. Forward this report and attachments to the next Combined Meeting of Council.

For: (10): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Farrell, Councillor Keating, and Councillor Magliocca

Against: (1): Councillor Farkas

MOTION CARRIED

7.3 Strategy for a New Off-Site Levy Bylaw, PFC2021-0035

The following documents were distributed with respect to Report PFC2021-0035:

- A presentation entitled "Strategy for a New Off-Site Levy Bylaw"; and
- A letter from Building Industry and Land Development Association (BILD) and National Association for Industrial and Office Parks (NAIOP), dated January 8, 2021.

Moved by Councillor Gondek

That with respect to Report PFC2021-0035, the following be approved:

That the Priorities and Finance Committee recommend that Council direct Administration to use the principles in Attachment 2 as a strategic foundation for a new off-site levy bylaw.

For: (10): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Farkas, Councillor Keating, and Councillor Magliocca

Against: (1): Councillor Farrell

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

8.2.1 Notice of Motion - Plain Language Policy, Again, PFC2021-0049

Moved by Councillor Farrell

That with respect to Notice of Motion PFC2021-0049, the following be approved:

That Notice of Motion PFC2021-0049 be forwarded to the next Combined Meeting of Council for consideration.

For: (11): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Farkas, Councillor Farrell, Councillor Keating, and Councillor Magliocca

MOTION CARRIED

Committee then dealt with Item 9.2.

9. **URGENT BUSINESS**

9.1 9-1-1 Dispatch Update (Verbal), PFC2021-0110

This item was dealt with following Item 10.1.1.

A presentation entitled "9-1-1 Dispatch Update PFC2021-0110" was distributed with respect to Report PFC2021-0110.

Moved by Councillor Farrell

That with respect to Verbal Report PFC2021-0110 the following be approved:

That the Priorities and Finance Committee receive the presentation for the Corporate Record.

For: (11): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Keating, and Councillor Magliocca

MOTION CARRIED

9.2 Notice of Motion - Updates to Snow and Ice Control (SNIC) Policy to Respond to Significant Winter Storm Events, PFC2021-0097

This item was dealt with following Item 8.2.1.

Moved by Councillor Davison

That with respect to Notice of Motion PFC2021-0097, the following be approved:

That Notice of Motion PFC2021-0097 be forwarded to the next Combined Meeting of Council for consideration.

For: (11): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Farkas, Councillor Farrell, Councillor Keating, and Councillor Magliocca

MOTION CARRIED

9.3 Notice of Motion - Restrictive Covenant at 6 New ST SE - No More Blank Walls on Public Spaces, PFC2021-0117

Moved by Councillor Carra

That with respect to Notice of Motion PFC2021-0117, the following be approved:

That Notice of Motion PFC2021-0117 be forwarded to the next Combined Meeting of Council for consideration.

For: (10): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Woolley, Councillor Farkas, Councillor Farrell, Councillor Keating, and Councillor Magliocca

Against: (1): Councillor Sutherland

MOTION CARRIED

10. CONFIDENTIAL ITEMS

Moved by Councillor Woolley

That pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, Committee now move into Closed Meeting at 10:48 a.m., in the Council Boardroom, to discuss confidential matters with respect to the following item:

10.1.1 Confidential ENMAX Credit Agreement Update (Verbal), PFC2021-0051

For: (11): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Farkas, Councillor Farrell, Councillor Keating, and Councillor Magliocca

MOTION CARRIED

Committee reconvened in public meeting at 11:10 a.m. with Mayor Nenshi in the Chair.

ROLL CALL

Councillor Chu, Councillor Carra, Councillor Davison, Councillor Demong, Councillor Gondek, Councillor Farkas, Councillor Farrell, Councillor Keating, Councillor Magliocca, Councillor Sutherland, Councillor Woolley and Mayor Nenshi.

Moved by Councillor Chu

That Committee rise and report.

MOTION CARRIED

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

10.1.1 Confidential ENMAX Credit Agreement Update (Verbal), PFC2021-0051

People in attendance during the Closed Meeting discussions with respect to Report PFC2021-0051:

Clerks: T. Mowrey and L. Gibb. City Manager: D. Duckworth. Law: J. Saab. Advice: C. Male, A. Brown, S. Brandt, J. Lai, and M. MacDonald.

A confidential presentation was distributed with respect to Report PFC2021-0051.

Moved by Councillor Woolley

That with respect to Verbal Report PFC2021-0051, the following be adopted:

That the Priorities and Finance Committee recommends that Council:

1. Adopt Confidential Recommendation 2 as contained in the Confidential presentation; and
2. Direct that the Confidential presentation be held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), 24 (Advice from officials), and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2023 January 15.

For: (12): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Keating, and Councillor Magliocca

MOTION CARRIED

Committee then dealt with Item 9.1.

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Chu

That this meeting adjourn at 11:46 a.m.

MOTION CARRIED

The following items have been forwarded to the 2021 January 18 Combined Meeting of Council:

CONSENT

- Strategy for a New Off-Site Levy Bylaw, PFC2021-0035
- Confidential ENMAX Credit Agreement Update (Verbal), PFC2021-0051

ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

COMMITTEE REPORTS

- 2021 Business Improvement Area Budgets and Enabling Bylaws, PFC2021-0029
- 2021 Business Improvement Area Tax Bylaw, PFC2021-0040
- Notice of Motion - Plain Language Policy, Again, PFC2021-0049
- Notice of Motion - Updates to Snow and Ice Control (SNIC) Policy to Respond to Significant Winter Storm Events, PFC2021-0097

- Notice of Motion - Restrictive Covenant at 6 New ST SE - No More Blank Walls on Public Spaces, PFC2021-0117

The next Regular Meeting of the Priorities and Finance Committee is scheduled to be held on 2021 February 16 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

UNCONFIRMED

BRIEFING

Page 1 of 1

Item # 5.2.1

Chief Financial Officer's Briefing to
Priorities and Finance Committee
2021 February 16

ISC: UNRESTRICTED
PFC2021-0212

Status of Outstanding Motions and Directions

PURPOSE OF BRIEFING

Identify outstanding items for the Priorities and Finance Committee as of 2021 January 25.

SUPPORTING INFORMATION

On 2012 April 03, the Priorities and Finance Committee directed Administration to provide the Committee with a schedule of Status of Outstanding Motions and Directions.

This report is in alignment with the mandate of the Priorities and Finance Committee.

This report tracks outstanding motions and directions from the Priorities and Finance Committee to Administration. No specific risks are associated with this report. Any risks associated with specific directions or motions will be dealt with in the context of the report on that direction or motion.

ATTACHMENT(S)

1. Attachment 1 – Status of Outstanding Items for the Priorities and Finance Committee.

DATE BACK TO COMMITTEE	ITEM	DATE OF REQUEST	SOURCE	SUBJECT
As soon as possible	COUNCIL EXPENSE AUDIT FOLLOW-UP	2020 October 13	PFC2020-1143	That the Priorities and Finance Committee: 2. Direct the Council Expense Working Group to report back to the Priorities and Finance Committee as soon as possible on the findings related to certain hosting expenses where follow up or location of the named attendees is still outstanding for the PricewaterhouseCoopers (PWC) report.
2018 Q4	PROPOSED CODE OF CONDUCT FOR ELECTED OFFICIALS BYLAW26M2018	2018 May 28	PFC2018-0554	That with respect to PFC2018-0554, the following Motion arising be adopted: That Council direct the Ethics Advisor to investigate how to enhance reporter protection, including but not limited Councillors staff and Report back to the Priorities and Finance Committee no later than Q4 2018.
2019 Q2	ECONOMIC DEVELOPMENT INVESTMENT FUND GOVERNANCE AND TERMS OF REFERENCE	2018 March 06	PFC2018-0187	7. As part of the proposed reporting process for the Wholly Owned Subsidiary, direct Administration to work with the EDIF Wholly Owned Subsidiary to bring a report to the Priorities & Finance Committee that reviews the pilot EDIF governance structure no later than 2019 Q2.
2021 (Revised under C2020-0698)	OPPORTUNITY CALGARY INVESTMENT FUND GOVERNANCE STRUCTURE	2019 July 02	PFC2019-0841	Deferral.

<p>Progress Briefing no later than June 2020 (Revised under C2020-0698) 2021 Q3</p> <p>2020 January (Revised under C2020-0698) 2021 Q2)</p>	<p>2019 GROWTH STRATEGY MONITORING REPORT</p>	<p>2019 November 05</p>	<p>PFC2019-1062</p>	<p>That the Priorities and Finance Committee recommends that Council direct Administration to:</p> <ol style="list-style-type: none"> 5. Evolve the practice of looking at a direct incremental operating cost model to a full operating cost model, in conjunction with other stakeholders. A briefing on progress toward the new model will be presented at 2020 June 9 Priorities and Finance Committee meeting, with a targeted timeline for completion of no later than Q3 2021. 6. Explore the phasing out of the growth management overlay, and report back to the Priorities and Finance Committee no later than Q2 2020 with options to better align to our current economic situation and that creates policy that encourages a business-friendly environment and further development investment and retention in Calgary.
<p>2020 Q2 (Revised under C2020-0698) Q1 2021</p>	<p>RESILIENT CALGARY</p>	<p>2019 June 17</p>	<p>PFC2019-0617</p>	<p>That with respect to Report PFC2019-0617, the following be adopted:</p> <ol style="list-style-type: none"> 2. Direct Administration to report back with an update to the Priorities and Finance Committee no later than Q2 2020.
<p>2020 Q4 2021 March</p>	<p>NOTICE OF MOTION PROCESS FLOW AND CHECKLIST</p>	<p>2019 September 30</p> <p>2020 December</p>	<p>PFC2019-0913</p> <p>PFC2020-1374</p>	<p>That Council:</p> <ol style="list-style-type: none"> 4. Direct the City Clerk's Office to provide an update of this process to the Priorities and Finance Committee by Q4 2020. <p>Deferral to 2021 March</p>

2021 Q1	NOM – ENABLING CONSTRUCTION OF CALGARY CATHOLIC SCHOOL DISTRICT RANGEVIEW HIGHSCHOOL TO COMMENCE	2020 December 14	PFC2020-1265	<p>That with respect to Notice of Motion PFC2020-1265, the following be adopted:</p> <p>NOW THEREFORE BE IT RESOLVED, that Council direct Administration to explore options to enable the commencement of the construction of the Rangeview High School, that include:</p> <p>a. Deferring the levies associated with the subdivision of Phase 114 until the Rangeview High School has been granted occupancy. The levies would then be paid in three installments beginning the first year the high school has been granted occupancy (30%), the second year of occupancy (30%) and the third year of occupancy (40%);</p> <p>b. Deferring Brookfield's requirement to landscape the parcel until 2022, as subdivision will likely run late into fall 2021;</p> <p>c. Deferring the construction of the north leg of Main Street, to be included in a future phase;</p> <p>d. Facilitating the appropriate changes to the land use/zoning to enable the development and feasibility of the school site; and</p> <p>e. Other options deemed feasible.</p> <p>And report back with recommendations to Council through the Priorities and Finance Committee no later than Q1 2021.</p>
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2021 Q1	SOCIAL PROCUREMENT UPDATE (NOW CALLED BENEFIT DRIVEN PROCUREMENT POLICY)	2019 December 16	PFC2019-0384	<p>That Council:</p> <ol style="list-style-type: none"> 1. Approve the Social Procurement Advisory Task Force Terms of Reference, Scoping Report for the Pilot Projects and the Work Plan identified in Attachment 1; and 2. Direct Administration to return to the Priorities and Finance Committee with an update no later than Q1 2021.
2021 Q1	NOTICE OF MOTION – RENAMING JAMES SHORT PARK AND JAMES SHORT PARKADE	2020 July 20	PFC2020-0802	<p>That Council:</p> <ol style="list-style-type: none"> 1. Direct Administration to revise the Municipal Naming, Sponsorship and Naming Rights Policy CP2016-01 as follows: 2. DIRECT administration to develop a process by which citizen requests to re-examine an existing name of a city asset will be handled, ensuring that any such process involve community input with final decision-making by Council through the Priorities and Finance Committee as per the existing policy. In addition, this must also involve consultation with the Anti-Racism Advisory Committee once it is operational, with the report returning through the Priorities and Finance Committee no later than Q1 2021.
2021 Q1	2020 NON- RESIDENTIAL PROPERTY TAX RELIEF OPTIONS	2020 February 03	PFC2020-0015	<ol style="list-style-type: none"> 3. Direct Administration to come back with options for a transitional non-residential Phased tax program for 2021 if required to the Priorities and Finance Committee in Q1 2021 due to uncertainties relating to future market conditions and the 2021 assessment values.

2021 Q1	OFF-SITE LEVEY UPDATE (VERBAL)	2020 December 01	PFC2020-1365	That Council direct Administration to provide the next off-site levy investment income update to Council through the Priorities and Finance Committee in 2021 Q1.
2021 Q2	UNIVERSITY OF CALGARY – CITIZEN SCIENTIST WEARABLES PROGRAM	2019 September 30	PFC2019-1096	That with respect to Report PFC2019-1096, the following be adopted: That Council: 1. Approve this application for the Council Innovation Fund for the University of Calgary Citizen Scientist Wearable Program in the amount of \$57,500; and 2. Direct Administration to report back to Priorities and Finance Committee indicating how the money was spent and the outcomes of the projects no later than Q2 2021, as per the Council Innovation Fund Terms of Reference.
2021 Q2	FINANCIAL TASK FORCE RECOMMENDATIONS – IMPLEMENTATION NEXT STEPS	2020 December 01	PFC2020-1351	That the Priorities and Finance Committee recommends that Council: 2. Direct Administration to incorporate engagement plan implications in the 2021 Q2 Semi-Annual FTF Implementation Update Report to the Priorities and Finance Committee.

2021 Q2	NEW COMMUNITY GROWTH STRATEGY	2020 November 01	PFC2020-0963	<p>That Report PFC2020-0963 be amended by adding the following:</p> <p>6. That Council direct Administration to work with Belvedere landowners and consider options for adjustments/ reallocation and sequencing of existing GMO removals and proposed Business Cases for targeted GMO removals along the 17 AV MAX Purple BRT transit corridor.</p> <p>That the following proposed amendments, Recommendations 7 and 8, be referred to Administration until early results are available from Recommendation 6 and to identify a funding source for this work to report to Council through the Priorities and Finance Committee as soon as possible:</p> <p>7. Establish a funding and timing framework for the prioritization of the 17 AV MAX Purple BRT transit corridor; and,</p> <p>8. Report back to Priorities and Finance Committee no later than Q2 of 2021.</p> <p>That with respect to Report PFC2020-0963, the following Motion Arising be adopted:</p> <p>Council directs Administration to report to Council through Priorities and Finance no later than Q1 2021 with a report on the development of the aforementioned framework, business case evaluation template, and any necessary resources to ensure strategic alignment between the City's approved climate targets and future growth decision-making.</p>
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2021 April	NOM – PROVIDING INCENTIVE TO RESIDENTIAL DEVELOPMENT IN THE DOWNTOWN CORE	2020 December 14	C2020-1439	<p>That with respect to Notice of Motion C2020-1439, the following be adopted, as amended:</p> <p>NOW THEREFORE BE IT RESOLVED that Council direct City Administration to explore the potential creation of regulatory and financial investment incentives for the development of new high-density residential complexes and the conversion of office buildings to various forms of residential occupancy or other uses within the downtown generally, but with a focus on the Downtown Core, to coordinate with the work of the Real Estate Working Group and Urban Initiatives Downtown Strategy team.</p> <p>AND FURTHER BE IT RESOLVED that Administration report to the Priorities and Finance Committee with its findings no later than the end of April 2021.</p>
2021 September	COUNCIL INNOVATION FUND APPLICATION FOR VIRTUAL REALITY FIRE AND LIFE SAFETY EDUCATION PILOT	2020 July 14	PFC2020-0784	<p>That with respect to Report PFC2020-0784, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Approve this one-time application to allocate \$75,000 from the Council Innovation Fund for the Virtual Reality Fire and Life Safety Education Pilot. 2. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project by September 2021.

2021 Q4	HAWKWOOD OUTDOOR RECREATION FACILITY PROJECT	2020 July 20	PFC2020-0696	<p>That with respect to Report PFC2020-0696, the following be adopted: That Council:</p> <ol style="list-style-type: none"> 1. Consider this application for the Council Community Fund for the Hawkwood Community Capital project in the amount of \$500,000 one-time funding request; and 2. Direct Councillor Magliocca's office and the applicant to report back to the Priorities and Finance Committee within 12 months of project completion.
2021 Q4	GOLF COURSE OPERATIONS EXPRESSION OF INTEREST & REAL ESTATE ASSESSMENT	2020 October 13	PFC2020-0952	<p>That the Priorities and Finance Committee recommend that Council receive for the Corporate record the results of the assessment of market interest in a long-term contract to provide public golf service, and direct Administration to:</p> <ol style="list-style-type: none"> a. Direct RE&DS to bring back a real estate feasibility assessment that substantiates Corporate needs at the remaining land at Richmond Green, and the Richmond Green Operations Workplace Centers (OWC), to determine further disposition opportunities and report to Priorities and Finance Committee (PFC) on or before Q4 2021; <p>That Council add a new Recommendation #5, as follows, and renumber:</p> <ol style="list-style-type: none"> 5. Direct administration to develop a scoping report for the costs of the Request for Proposal for the contracting out of golf course operations, and a confidential Labour Relations Report returning to Council through the Priorities and Finance Committee for approval prior to proceeding and releasing the Request for Proposal as soon as possible.

ANNUALLY	CITY OF CALGARY CITIZEN PRIVACY DATA PRACTICES	2020 January 27	C2020-0039	2. Direct the City Clerk/FOIP Head to provide an annual report to the Priorities and Finance Committee on The City's Privacy Management Program.
2022 January	2020 GROWTH STRATEGY MONITORING REPORT	2020 October 19	PFC2020-0962	That with respect to Report PFC2020-0962, the following be approved: That the Priorities and Finance Committee recommends that Council direct Administration to bring a Growth Strategy Monitoring Report to the Priorities and Finance Committee no later than 2022 January.
2022 Q1	HERITAGE CONSERVATION TOOLS AND INCENTIVES UPDATE REPORT	2020 July 27	PUD2020-0758	That Council direct Administration to: b. Return to the Priorities and Finance Committee no later than Q1 2022 with the residential tax credit financial incentive package for consideration in the 2023-2026 budget deliberations.
2022 Q2	SUPPLEMENTAL REPORT – RESPONDING TO COUNCIL QUESTIONS ON THE COUNCIL INNOVATION FUND APPLICATION FOR DOWNTOWN ACCELERATOR PROGRAM – 1MILLION SQUARE FEET	2020 May 25	C2020-0600	That with respect to Report C2020-0600, the following be adopted: 4. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project by Q2 2022.

2022 Q2	WATER UTILITY INDICATIVE RATES – REVISED FOR 2021 AND 2022 AND FINANCIAL PLAN UPDATE	2020 October 19	PFC2020-1140	c. Direct Administration to report back on rates and limits for Wastewater extra strength surcharge parameters by Q2 2022.
2022 Q4	CIVIC CENSUS REVIEW	2020 February 03	PFC2020-0094	3. Direct the Returning Officer to report back with an evaluation of discussions with Statistics Canada and the provincial government and the ongoing value of a civic census by Q4 2022.
2023 Q1	COUNCIL INNOVATION FUND REQUEST FOR THE FUTURE OF STEPHEN AVENUE – ACTIVATE + EXPERIMENT	2020 March 10	PFC2020-0274	That the Priorities and Finance Committee recommends that Council: 1. Approve this application to the Council Innovation Fund for The Future of Stephen Avenue: Activate & Experiment, in the amount of \$300,000; and 2. Direct Administration to report back to Priorities and Finance Committee on the outcomes of this project by Q1 2023 as per the fund guidelines.
2023 Q2	ROADSIDE NATURALIZATION PILOT	2020 February 24	C2020-0265	That with respect to Report C2020-0265, the following be adopted: That Council: 4. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project no later than Q2 2023, with interim reports on project progress and return-on-investment as information becomes available.

BRIEFING

Page 1 of 2

Item # 5.2.2

City Manager's Office Briefing to
Priorities and Finance Committee
2021 February 16

ISC: UNRESTRICTED
PFC2021-0118

The City of Calgary's Privacy Management Program 2020 Annual Report

PURPOSE OF BRIEFING

On 2020 January 27, Council directed the City Clerk to provide an annual report to the Priorities and Finance Committee on The City's privacy management program. The purpose of this briefing is to provide information on The City of Calgary's ("The City's") 2020 key privacy activities, as well as the current state of the essential elements of the program to demonstrate The City's commitment to building and maintaining the trust of citizens and employees.

SUPPORTING INFORMATION

In Alberta, the *Freedom of Information and Protection of Privacy Act* ("FOIP Act") requires The City to protect the privacy of individuals by controlling the manner in which The City collects, uses and discloses personal information. The *FOIP Act* further provides that the head of a public body must protect personal information by making reasonable security arrangements against such risks as unauthorized access, collection, use, disclosure or destruction of personal information.

Over the course of 2020, the City Clerk's Office focused on developing a privacy management program that is consistent with the *FOIP Act*, and follows the guidance provided to public bodies by the Office of the Information and Privacy Commissioner of Alberta. A comprehensive privacy management program provides the following value to The City and the public:

- Ensures The City is compliant with Alberta's *FOIP Act*;
- Provides an effective mechanism to demonstrate compliance to Alberta's Information and Privacy Commissioner;
- Fosters a culture of privacy;
- Eliminates or reduces privacy-related risks; and
- Builds and maintains trust with employees and the public.

The Attachment, *Privacy Management Program 2020 Annual Report*, provides information on The City's key privacy activities, significant accomplishments and initiatives, and outlines the status of the privacy management program and the next steps.

Next Steps

As part of Administration's response to Councillor Diane Colley-Urquhart's Notice of Motion (C2019-0560), *City of Calgary Citizen Privacy Data Practices*, an external privacy expert was engaged to conduct a privacy gap assessment. Following receipt of the privacy expert's final recommendations in Q1 2021, the City Clerk will provide a report to Council on 2021 March 22 regarding the following results:

- Privacy expert's privacy gap assessment and recommendations; and
- Privacy Framework 2019-2021 Workplan, adopted by Council on 2020 January 27, to respond to Notice of Motion (C2019-0560), *City of Calgary Citizen Privacy Data Practices*, by developing a visible, accessible and overarching strategic Privacy Framework.

BRIEFING

Page 2 of 2

Item # 5.2.2

ATTACHMENT

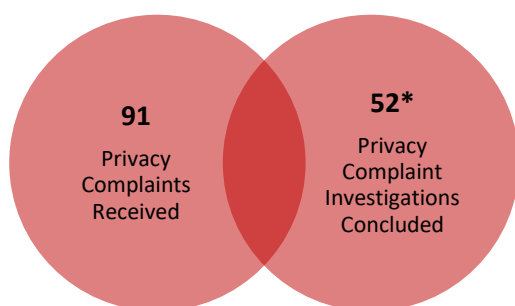
1. Attachment – *Privacy Management Program 2020 Annual Report*



Privacy Management Program 2020 Annual Report

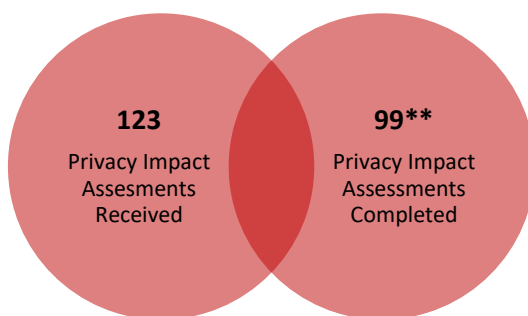
2020 Privacy Management Program at a Glance

Privacy Complaint Management



0.04% Privacy
Complaints received down from
2019

Privacy Impact Assessments



12.84% Privacy Impact
Assessments received up from
2019

2020 Key Privacy Accomplishments



COVID-19 Privacy Impact Assessments



Internal and External Privacy Research



Access and Privacy Website Improvements



Operational Privacy Toolkit Development and Improvement



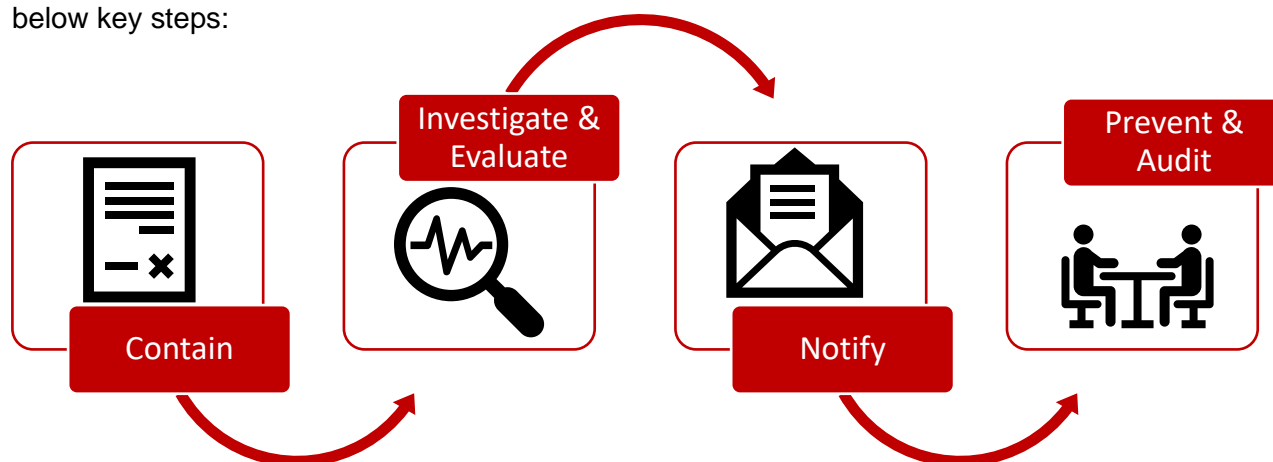
External Privacy Gap Assessment

*There were an additional 30 Privacy Complaint Investigations that were received in 2019 and closed in 2020.

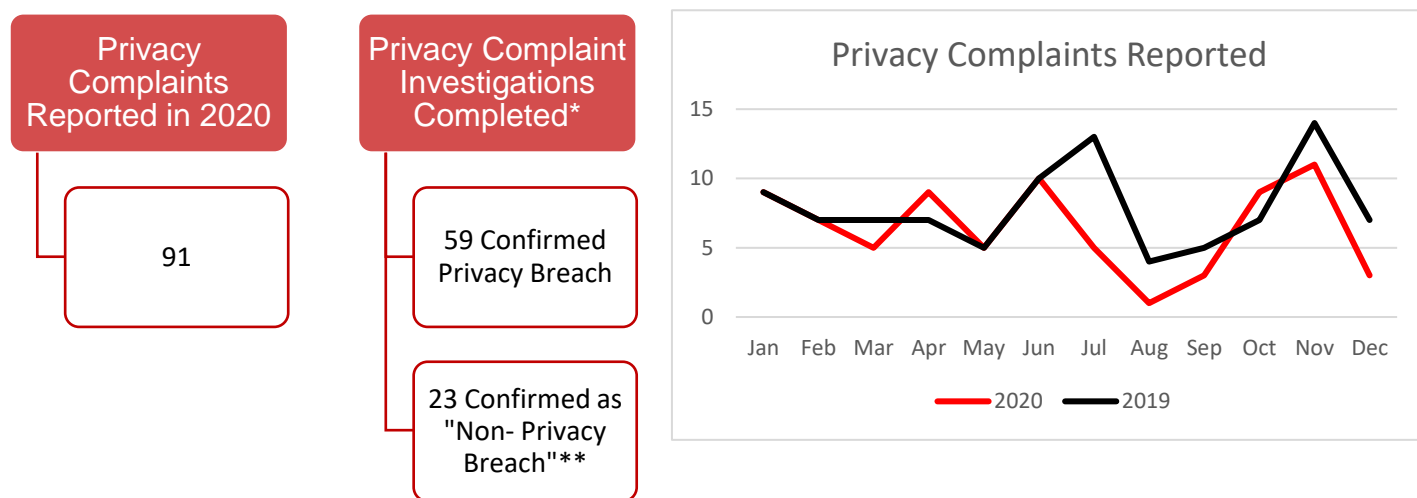
**There were an additional 35 Privacy Impact Assessments that were received in 2019 and closed in 2020.

Privacy Complaint Management

The City is committed to protect personal information by making reasonable security arrangements against such risks as unauthorized access, collection, use, disclosure or destruction. There are times when mistakes are made or threats arise to our information assets. When that occurs, The City has a privacy breach response plan in place, comprised of the below key steps:



Privacy Complaint Management by the numbers:



Notes: *Privacy complaint investigations carry over from year to year. These figures include privacy complaints reported in 2019 and investigations completed in 2020. There are 33 privacy complaints reported in 2020 that remain under investigation.

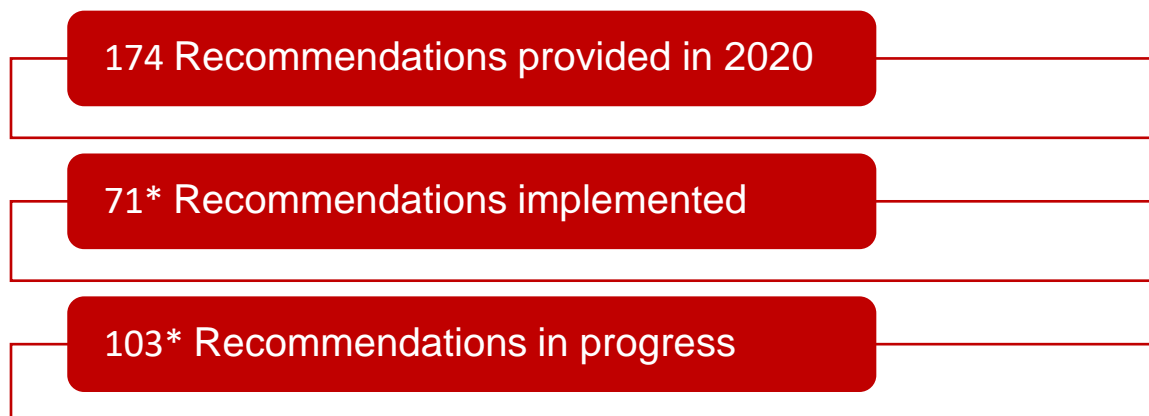
***"Non-Privacy Breach" means the collection, use or disclosure of personal information was authorized pursuant to the *Freedom of Information and Protection of Privacy Act* ("FOIP Act").

Privacy Complaint Management: Auditing

The privacy complaint management process includes providing Business Units with appropriate recommendations in order to mitigate or prevent future privacy complaints and breaches of similar nature. Access and Privacy follows up with each Business Unit that experienced a privacy breach on a monthly basis to ensure that recommendations have been implemented.

Some of our key privacy recommendations:

- ✓ Enroll in Privacy Awareness training;
- ✓ Review best practices surrounding privacy;
- ✓ Complete a Privacy Impact Assessment;
- ✓ Create or update processes and/or procedures; and,
- ✓ Stop practices that have privacy risks.



Recommendations are in progress for one or more of the following reasons:

- Training may be scheduled for a date in 2021;
- Privacy Impact Assessment under development and/or analysis;
- New practice or policy under development; or
- Conflicting priorities due to COVID-19.



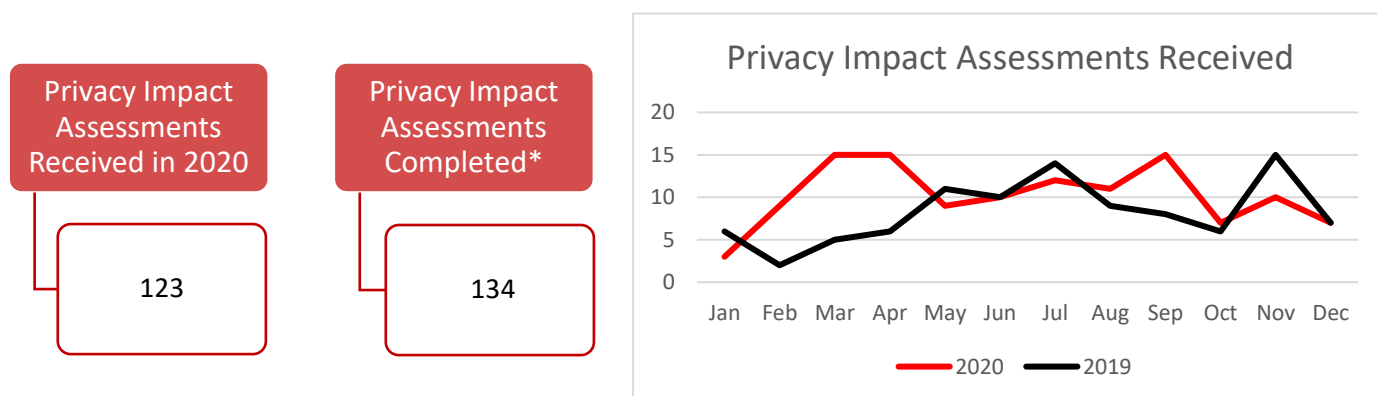
Note: *The figures are current as of 2021 February 2.

Privacy Impact Assessments

A Privacy Impact Assessment (“PIA”) is a process that assists The City assess impacts that a new program, administrative process, initiative or practice, technology or legislation may have on privacy. A PIA is both a due diligence exercise and a risk management tool that identifies privacy risks, recommends how to mitigate or eliminate privacy risks, and contributes to transparency, accountability, and informed decision making.



Privacy Impact Assessments by the numbers:



Some of our key Privacy Impact Assessments:

- ✓ Remote Planning and Development Video Inspections
- ✓ Covid-19 Secondary IT Help Desk
- ✓ Covid-19 Delivery of Basic Needs for Non-Profit Agencies
- ✓ SAVE Program – Employee Data Analysis
- ✓ SAVE Program – Engage Portal
- ✓ COVID-19 Service Impact and Investment Analysis Research Project

Note: *Privacy Impact Assessments carry over from year to year. The figure includes Privacy Impact Assessments received in 2019 and completed in 2020. There are 16 Privacy Impact Assessments received in 2020 that remain in process.

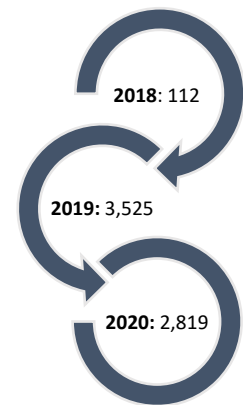
Effective January 2021, Access and Privacy will begin auditing the implementation of its recommendations issued to Business Units for mitigating and/or eliminating privacy risks identified within Privacy Impact Assessments.

Privacy Culture Snapshot

Building a culture of privacy awareness is one of the key components of an accountable privacy management program, and promoting privacy at The City was a priority throughout 2020:



Access & Privacy Awareness Training for employees by the numbers:



Key Privacy Initiatives: Tracking and Managing Projects with Digital Tools

Two key privacy initiatives were developed and launched at The City in 2020:

- I. **Digital Directory of Personal Information Banks:** this digital tool meets The City's obligation to publish a directory that lists the public body's personal information banks and provides employees and the public with information about the type of personal information collected, used, and disclosed at The City; and,
- II. **Digital Library for tracking, managing, and reporting City services and projects involving personal information:** this digital tool provides Administration and the public with information on completed PIAs, providing them with information about how The City handles personal information.

Number of Personal Information Banks
Created in 2020

46

Number of Privacy Impact Assessments
Managed with the Digital Library in 2020

205



Accountable Privacy Management

Accountability is a key principle of privacy and good governance. Since 2018, The City's Privacy Management Program has been undergoing development and evaluation to ensure that The City is meeting its obligations under Alberta's access and privacy legislation. Privacy must be built into all City initiatives, services and technologies by design in order to maintain the trust of employees and citizens.

Privacy Management Programⁱ

Program Essentials		Current State	2021 Next Steps
Organizational Commitment	Commitment and support	On 2019 April 29, Council adopted Notice of Motion (C2019-0560), which stated "there is a strategic governance requirement for City Council to lead in the overall public domain of digital governance, by ensuring administrative controls are in place over The City's data (including citizen data) when deploying Smart Cities technologies. And, as part of our legislative responsibility and social contract obligation with citizens, ensure that a comprehensive Administrative Privacy Program is in place to uphold the public's trust and confidence". An administrative governance structure is in place.	Continue
	Designate a privacy team	Council appointed the City Clerk as the head of the local public body for the purposes of the FOIP Act. The City Clerk is supported by an Access and Privacy Section. There is an opportunity to improve clarity about authorities for decision making.	Enhance
	Reporting	Internal reporting mechanisms established: 1. Regular reporting to ELT on access and privacy matters; and 2. Annual Privacy Management Program Report to the Priorities and Finance Committee (implemented effective 2021).	Enhance
Program Controls	Directory of Personal Information Banks	A digital Directory of Personal Information Banks was established in 2020, and The City began the process of identifying Personal Information Banks across the Corporation.	Continue
	Policies	There is an opportunity to develop further Administration policies to ensure comprehensive Corporate guidance with respect to protection of privacy.	Develop and Enhance

Program Essentials		Current State	2021 Next Steps
	Risk Assessment Tools	A <i>Privacy Impact Assessment Policy</i> is in place, requiring a Privacy Impact Assessment for all projects, initiatives and technologies involving personal information. Privacy Impact Assessments are embedded in the Cloud Computing and Open Source Program, which assist business units in evaluating third party service providers. Threat Risk Assessments are completed by Corporate Security.	Continue
	Training and educational requirements	The City has mandatory Code of Conduct training, which includes modules on the FOIP Act and Acceptable Use of City Technology Resources. There are two (2) optional on-line training courses available to all City staff and vendors: Access to Information and Privacy Awareness. In person targeted access and privacy training courses are available for FOIP Program Administrators and specific business units handling personal information. Additional in-depth privacy training and electronic resources are desired and planned.	Enhance
	Privacy complaint management	Complaint management process is in place for responding to privacy complaints. A privacy breach response plan is in place. The City Clerk collaborates with Information Technology and Corporate Security, as well as other partners across the Corporation, as required.	Continue
	Service provider management	Standard processes are defined; however, follow through and monitoring require further development.	Enhance
	External communication	The Calgary.ca website provides public with information on access and privacy at The City. A project website was established to provide information on current work related to the <i>City of Calgary Citizen Privacy Data Practices</i> (C2019-0560). Notices of collection are in place across the Corporation; however, monitoring could be improved to ensure consistency. Additional external communication is forthcoming as a result of work related to the <i>City of Calgary Citizen Privacy Data Practices</i> (C2019-0560).	Enhance
Ongoing Assessment	Oversight and Review Plan	An annual oversight and review plan will be developed in 2021 following the current privacy management program evaluation being conducted by an external privacy expert.	Develop in 2021 Initiate in 2022
	Assess and Revise Program Controls	Assessment and revisions of the privacy program controls will be initiated following the current evaluation being conducted by an external privacy expert.	Initiate in 2022

¹ This Privacy Management Program framework is adopted from and is based on the *Privacy Management Program – At A Glance*, published in “*Getting Accountability Right with a Privacy Management Program*”. April 2012. Office of the Information and Privacy Commissioner of Alberta, Office of the Privacy Commissioner of Canada and Office of the Information and Privacy Commissioner for British Columbia. Available [online](#).

Mount Royal University – Artificial Intelligence Digital Twin for Trucks

RECOMMENDATION(S):

1. That the Priorities and Finance Committee recommend Council approve this application for the Council Innovation Fund for Mount Royal University's Artificial Intelligence Digital Twin for Trucks Program in the amount of \$50,000.
2. That the Priorities and Finance Committee direct Administration to report back to PFC indicating how the money was spent and outcomes of the project within 12 months of its end date, as per the Council Innovation Fund Terms of Reference.
3. That Report PFC2021-0025 be forwarded to the 2021 March 1 Combined meeting of Council.

HIGHLIGHTS

The proposed Council Innovation Fund application is sponsored by Councillor Chahal, Chair of The Calgary Goods Movement and Logistics Advisory Group. The application supports a request from Mount Royal University (MRU) for \$50,000, to develop an artificial intelligence (AI)-powered digital twin platform for trucks. A digital twin for trucks is a virtual replica of a physical truck, used to better understand and manage its condition and behavior.

- Throughout the COVID-19 pandemic, Calgarians have relied on the delivery of goods and services more than ever to meet their daily needs. From accommodating e-commerce deliveries to home delivery of groceries and meals, goods movement plays a significant role in supporting citizens. Goods move in many ways, and trucks continue to be an essential mode of service.
- What does this mean to Calgarians?
 - The project will engage the local transportation and logistics industry, apply leading research in the area and use new technology to improve industry outcomes such as predicting equipment failure and reducing the total cost of ownership for small and medium-sized trucking companies.
 - The project will advance innovation for the trucking industry, allowing operators to improve productivity and safety, and create jobs in our local technology and transportation sectors.
- Why does this matter?
 - Digital Transformation, the method of converting services/businesses, by swapping manual processes with digital processes, is rapidly becoming a primary driver of innovative solutions for many industries worldwide, including here in Canada, and Calgary in general.
 - This project would not only make our organization (and city) a leader in this type of technology for Goods Movement but could also help perpetuate the digital transformation of other services throughout the organization in the future.
- For the most part, mobility trends have indicated that truck traffic has stayed steady on Calgary's road network through the duration of the COVID-19 pandemic. This general consistency emphasizes the importance of supply chains to Calgary's essential businesses and Calgarians as a whole.
- The Council Innovation Fund grant will be used towards students and researchers who will be conducting the studies and analyses for the project.

Mount Royal University - Artificial Intelligence Digital Twin for Trucks

- Information and outcomes from the MRU project will be made available to The City. The City will have access to all the project's learnings to help understand the benefits to City fleet vehicles, specifically in improving operational efficiencies if the technology is adopted. This understanding will further enable city services to conduct pilot projects using the technology.
- The project supports the implementation of Strategic Direction 6 of the Calgary Goods Movement Strategy, "Enable data collection and collaboration on goods movement research".
- Strategic Alignment to Council's Citizen Priorities: A prosperous city
- The Council Innovation Fund (CIF) has been in place since 2011 to encourage innovative and pilot projects that have the potential to support or contribute to the goals of Council and that have city-wide application. The CIF Terms of Reference are included as Attachment 1.

DISCUSSION

Mount Royal University - AI Digital Twin for Trucks Project

MRU proposes to develop and run a Digital Twin platform for Calgary's small and mid-sized trucking sector. The university will provide faculty, student and lab support (via the CN Supply Chain Data Analytics Lab), from data capture to deployment. A broader description of the project details and work is outlined in the Application for Council Innovation Fund (Attachment 2).

Background on Digital Twin Technology and Truck Digital Twins

A digital twin is a virtual depiction of a process, service, or physical object. It monitors and simulates the object's actual condition and behavior. The virtual model is continuously and automatically connected to the physical object and updates itself to reflect real-world changes. By creating simulations, digital twins can understand the system from the past and optimize the present to predict future performance. The global digital twin market has increased significantly over the last few years and is expected to continue growing in the coming years.

In trucking, AI-powered "Digital Truck Twins" can be used in various applications across the value chain. These applications can include (but are not limited to) monitoring a truck's health, providing predictive maintenance, predicting equipment failure, improving fuel savings, managing fleets, and reducing Total Cost of Ownership (TCO). The digital twin platform can provide an overview of the truck's state and ensure that it is as efficient as possible, thereby decreasing TCO.

Opportunity for Truck Digital Twins in Calgary

Calgary has a substantial number of small and medium-sized trucking companies that can significantly benefit if they could access the innovative technology of a digital twin for trucks. While truck manufacturers and large fleet owners have the resources to invest and build technology for their purpose, most small fleet owner-operators will not.

This project brings critical insights to trucking data, which can be used by small and medium-sized trucking companies in Calgary to improve their operational efficiencies. Mount Royal University students shall develop the technology in collaboration with its technology partners

**Transportation Report to
Priorities and Finance Committee**

**ISC: UNRESTRICTED
PFC2021-0025
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Mount Royal University - Artificial Intelligence Digital Twin for Trucks

and then offer it as a service to Calgary trucking companies on a no-profit, no-loss basis. Subsequent commercialization will be done per guidelines of the Office of Research at MRU.

There is a gap in Maintenance & Repair (M&R) costs as vehicles age. By using enhanced prediction tools, and effectively utilizing the existing life of a truck's components, that gap can be bridged. Hence, if small and mid-sized trucking companies can use a digital twin for their fleet, they can better manage M&R costs. Based on a recent report on lifecycle strategy, with calculations derived from AI-powered TCO software, M&R costs on a 2015 truck compared with a new 2020 truck can provide savings of approximately \$12,000. With a fleet of 100 trucks, this can amount to an annual savings of \$1.2 million.

Consultation with Internal Business Units

Joint discussions with Fleet Services and IT at The City indicated two potential opportunities where a Digital Twin for Trucks would benefit City services in the future:

- A digital twin could help Fleet Services proactively maintain its units to avoid expensive failures, improving unit uptime and reducing life cycle costs.
- Further analysis of Fleet Service's maintenance database can provide insight into future improvements of the equipment specifications. As a result, The City could improve its mobile asset reliability and longevity, and reduce life cycle costs.

It was suggested that the digital twin could benefit Transit and CPS fleet maintenance as well.

Next Steps

Upon approval of funding, MRU will work with a team of AI experts (from Braintoy Inc.) to develop a project plan.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☒ Stakeholder or customer dialogue/relations were undertaken

The project was presented to The Calgary Goods Movement and Logistics Advisory Group (Advisory Group) on December 8, 2020. Calgary Economic Development, a member of the Advisory Group has also been engaged on the project and believe it will advance innovation in Calgary for the trucking industry. The project was discussed with the Dean of the Faculty of Business & Communication Studies at Mount Royal University (MRU) who supports the proposal on behalf of MRU. Additionally, the project was presented at the Truck Route Committee Meeting on January 7, 2021. The Alberta Motor Transport Association (AMTA), a participant of the Truck Route Committee, has 15,000 members in Alberta and is eager to provide access to early adopters of this platform. Letters of support from these groups are attached.

IMPLICATIONS

Social

Mount Royal University - Artificial Intelligence Digital Twin for Trucks

The AI Digital Twin for Trucks project allows for small and mid-sized trucking companies in Calgary to access the same innovative technology as larger companies. This results in equal opportunities for Calgary-based owner operators.

Environmental

Almost 30% of Canada's greenhouse gas emissions come from the transportation industry. A large part of this is because of long-haul trucks. A digital twin will track the fuel consumption of a truck during a trip and can then optimize that value and predict what the fuel use could have been. By leveraging that data, fuel economy can be enhanced to reduce carbon emissions.

Economic

The AI Digital Twin for Trucks project allows smaller businesses to save money, thereby supporting local Calgary communities. MRU supply chain/transportation faculty supervisors will be offering an in-kind contribution to the project. It is also anticipated that the one-time investment of \$50,000 will be matched by other grant sources, including Mitacs (a national not-for-profit organization that supports academic research involving students), and Western Economic Diversification Canada (a federal department that promotes economic growth in Western Canada).

Service and Financial Implications

Council Innovation Fund request

This Council Innovation Fund application is requesting one-time funding of \$50,000. As of December 31, 2020, the balance in the Council Innovation Fund is \$2.716 million.

Current and Future Operating Budget:

No operating budget impacts.

Current and Future Capital Budget:

No capital budget impacts.

RISK

Lack of support from industry – Success of this project relies on active participation from trucking companies. Initial engagement with industry stakeholders and fleet operators created interest and support.

Limited implementation opportunities – This project uses new and sophisticated technology. The benefits may not be realized if participants fail to leverage the data/outcomes to make operational changes. Education and encouragement for fleet operators to seek alternative resources for support will help reduce this risk.

ATTACHMENT(S)

1. Attachment 1 – Terms of Reference for the Council Innovation Fund
2. Attachment 2 – Application for Council Innovation Fund
3. Attachment 3 – Letter of Support from Goods Movement and Logistics Advisory Group
4. Attachment 4 – Letter of Support from Calgary Economic Development
5. Attachment 5 – Letter of Support from Mount Royal University

**Transportation Report to
Priorities and Finance Committee****ISC: UNRESTRICTED
PFC2021-0025
Page 5 of 5****Mount Royal University - Artificial Intelligence Digital Twin for Trucks**

Department Circulation

General Manager	Department	Approve/Consult/Inform
Doug Morgan	Transportation	Approve
Carla Male	CFO	Inform

TERMS OF REFERENCE FOR THE COUNCIL INNOVATION FUND

Purpose of the Fund

The Council Innovation Fund (CIF) provides non-repayable financial support for **innovation** projects that aim to improve quality of life in Calgary.

Innovation Definition

For the purposes of the CIF, **innovation** is defined as:

The translation of ideas into new or improved services, products, processes, or social interaction, that create value for the community.

Guidelines 1. Types of Funding Applications

Applications may be submitted for:

- a) Startup project grant.
- b) Pilot project grant.

2. Criteria for Successful Funding Applications

Funding applications should demonstrate that the proposal:

- a) meets the **innovation** definition as set out in these Terms of Reference,
- b) supports Council's priorities,
- c) has the potential to change city-wide policies and procedures, if successful upon implementation,
- d) is viable and sustainable in the long term,
- e) is fiscally sound,
- f) will be managed well, and
- g) has not previously received a CIF grant.

3. Process for Funding Applications

This process will be followed for all applications.

- a) Applications for CIF grant may be prepared by a variety of organizations and must be sponsored by a member of Council or prepared and sponsored by a member of Council prior to submission to the Chief Financial Office.
- b) The Chief Financial Office will be the point of contact for all applications.
- c) The applicant must complete and submit a CIF application form to the Chief Financial Office. It is the applicant's responsibility to use the prescribed application form, describe the project in the context of these guidelines, and include detailed documentation.
- d) Applications should be submitted to the Chief Financial Office no later than six weeks in advance of the targeted Priorities and Finance Committee (PFC) meeting date.

- e) The Chief Financial Office shall forward all applications to Council for review and approval, through a report to PFC. PFC will recommend approval or refusal to Council based on the criteria as set out in these Terms of Reference.
- f) Applicants will be informed of the status of their application once Council has decided to approve or refuse the application.
- g) Following application approval, a Contribution or Funding Agreement will be prepared for signing by the applicant and The City of Calgary, laying out the legally binding responsibilities and obligations of both parties. The Agreement will specify that the applicant must return any unused portion of a CIF grant to The City of Calgary.

4. Reporting and Fund Replenishment

- a) Successful applicants must submit an update report to the Chief Financial Office indicating how the CIF grant was spent and the outcomes of the project, within 12 months of the project end date.
- b) The Chief Financial Office shall submit a summary report to Council through PFC annually, on CIF grants and the overall status of the CIF.
- c) A CIF summary report identifying all projects, project approval dates, project budgets and total fund expenses, shall be included in the four-year service planning and budget process.
- d) Council may review the financial status of the CIF as part of The City's four-year service planning and budget discussions and direct that additional funding be allocated to the CIF.



APPLICATION FOR COUNCIL INNOVATION FUND

CC 941 (R2019-10)

*** Be sure to save your completed document to your desktop before you print and/or email the form for submission so you do not lose your content. Please email your desktop copy and other attachments to the [CFOD Administrative Assistant](#) (see Contact Information on the CFOD myCity page for details), who will confirm receipt.**

Date of Submission

2021-05-01

Name of Project

Mount Royal University – AI Digital Twin for Trucks

Sponsoring Councilor

Councilor George Chahal

Applicant Name

Dr. Rajbir Bhatti and Amit Varma

Applicant Contact Number

825-712-6055

Include area code, no spaces

Applicant Business Unit or Name of Organization

Faculty of Business and Communications Studies: Bissett School of Business, Mount Royal University

Affected Business Units and/or Departments

Transportation Department, Fleet Services, and IT

Amount of Funds Requested - please attach budget breakdown details in an attachment

\$50,000.00

Draft PFC cover report attached

☒ Yes ☐ No

Please list supporting documents provided.

1. Trucking Digital Twin Schematic
2. Budget Breakdown

Applications for the Council Innovation Fund are to be submitted to the Chief Financial Officer Department (name of person) no later than six (6) weeks in advance of the targeted Priorities and Finance Committee (PFC) meeting date.

Only completed applications supported by a PFC cover report will be submitted for placement on the PFC agenda. The PFC will review the report and proposal and provide their recommendation to Council. The recommendation and report will then be forwarded to Council at their next scheduled meeting.

The project proposes an “AI-Powered Digital Twin” for the trucking sector in Calgary. This is done as a technology sandbox so that Mount Royal University (MRU) students can use the data contributed by Calgary’s small and medium size trucking companies, to learn from and build solutions that give them a competitive advantage. Everyone wins - students learn, the small and medium sized- trucking companies in Calgary get ready-made solutions, and the City of Calgary promotes a digital economy. With the City’s support on this project, internal City departments can also enjoy access to all learnings from this project, to improve their own efficiencies.

Background:

In trucking, AI powered Digital Twins are used in a variety of applications - from monitoring the health of a truck, predictive maintenance, predicting machine failure, improving fuel savings, management of fleets, and optimization of logistics systems. Sensors generate data that flow into a data lake, which then uses Machine Learning to make the trucking operation “continuously more efficient”. Imagine 15% fuel savings, knowing when a breakdown is going to happen, or a 30% reduction in empty miles driven! These make a difference between a thriving business or becoming uncompetitive and losing critical mass.

While large truck manufacturers, OEMs and fleet owners can invest in AI for competitive advantage, small and medium fleet owner-operators just cannot do it, as they don’t have the scale, size, and/or the resources to invest in cumbersome and expensive AI-based asset-optimizations. Calgary has many such small and medium sized truck owner operators who can benefit significantly if they can get access to such pioneering technology that supports predictive and prescriptive management. Why should they be left behind? Why can’t the playing field be leveled to enable such local Calgary truckers to compete with larger organizations.

Project Logistics:

MRU professors from the Department of Supply Chain Management in collaboration with Braintoy, a local Calgary technology company, will manage and run this project. The university provides faculty, students, laboratory hardware and software support, including the state-of-the-art CN Supply Chain Data Analytics Lab. Up to 10 undergraduate students will be trained each year to be qualified as experts in Artificial Intelligence. It is expected that 100 small and medium trucking businesses in Calgary get value from this project.

Benefits:

Calgary’s small and medium size trucking companies get an opportunity to create value. New solutions and technology investments are becoming the largest driver of the economy. IDC Canada forecasts an estimated \$7.5 billion will be spent in Calgary through 2022 with Calgary companies leading the \$18.4 billion forecasted to be spent in Alberta. Spending on technologies and services enable digital transformation of business practices, products, and organizations across all industries. The three industries in Calgary that will invest the most in digital transformation from 2019 to 2022 are: Energy (\$1.9 billion), creative industries (\$1 billion), and life sciences (\$627 million). This project will add a fourth (and crucial) sector, *Transportation!* - a sector that is important to Calgary’s economic development but has traditionally not been an early adopter of technologies like AI. This intervention is especially vital in the aftermath of the COVID-19 pandemic.

This proposal is a classic “triple helix” innovation model, which refers to interactions between academia, industry and government to foster economic and social development. It assumes that the driving force of economic development is the production and dissemination of socially organized knowledge. As interactions increase within this framework, each component evolves to adopt some characteristics of the other institution, which then gives rise to hybrid institutions. In this project, bilateral interactions exist between university, industry and government. A Calgary post-secondary institute (MRU) works with a Calgary technology business (Braintoy), helping Calgary small and medium size businesses (trucking owner-operators), with the support of the municipal government of Calgary. All elements of success exist to develop a local solution for effective fleet management that reduces Total Cost of Ownership (TCO) of trucks – the lifeline of any economy.

Since this is a local-made solution for Calgary's economy, the cycle of economic development and growth remains in Calgary! The direct savings to each fleet operator is estimated to be 15-30% in efficiency. There is a gap in Maintenance & Repair (M&R) costs as vehicles age. By using better prediction tools, and effectively utilizing the existing life of Maintenance, Repair and Operations (MRO) components, that gap can be bridged to save the differential amount, even as the vehicle ages. Hence, if small and mid-sized trucking companies can use better knowledge management tools, they can lessen increasing M&R costs. Based on a recent report on lifecycle strategy, with calculations derived from AI-powered TCO software, M&R costs on a 2015 truck compared with a new 2020 truck can provide savings of approximately \$12,000. With a fleet of 100 trucks, this can amount to an annual savings of **\$1.2 million**. This stays and grows within the local economy.

The project also benefits the research and development (R&D) and economic growth of the AI/ML industry in Calgary. In the last two decades, Alberta has invested over \$40 million towards AI/ML and is home to 1 of 3 Canadian AI hubs. It has been successful in drawing world-class AI innovators like Google, RBC and Mitsubishi to the province, who have opened research facilities here. Provincial & federal AI investments are estimated to result in more than 6,000 trained, skilled Albertans, the creation of over 140 new companies, over 30 new multi-national offices, labs in Alberta, over \$207 million in leveraged investments by industry, increased competitiveness and productivity of at least 150 Alberta businesses. A very small percentage of this AI centric development has come in the transportation sector!

Immediate benefits can be measured in terms of the ability of fleet managers to:

- Predict on-road tire failure (validated as the most significant impact item)
- Optimize Maintenance & Repair (M&R) costs and Total Cost of Ownership (TCO)
- Reduce cost of consumables such as fuel and engine oil (reduced cost, environmental impact)
- Increase asset utilization (reduced cost, increased revenue)

The City would foster economic development and diversification by supporting research and development, using MRU's research expertise in transportation and supply chain management, all the while helping local small and medium size trucking companies to improve their productivity and profits. Academically, this project will result in peer reviewed research publications for MRU faculty and students.

The project is innovative in nature since it presents a new approach to improve productivity in fleet management scenarios. The funding from the City of Calgary will be used to initiate the project - hire student interns, faculty release time, data scientists, and deploy the technology for the project. It is expected that each dollar of this investment is matched by other grant sources - matching funds will be requested from MITACS, a federal government program to support academic research involving students, and the Western Economic Diversification Canada.

Roles & Responsibilities:

The City of Calgary:

Provide a one-time seed funding of \$50,000 through the Council Innovation Fund to initiate the development of this project. Because of the funding, enrollments from the City of Calgary departments is at no cost. GMS stakeholders and departments will communicate and collaborate with MRU researchers.

Mount Royal University:

Provide student interns, faculty support, software, hardware, and access to the CN Supply Chain Data Analytics Lab. MRU finds and enrolls participants (trucking owner-operators, City of Calgary departments, etc.), collaborate with the technology partner to obtain, analyze, anonymize, and secure the trucking data on a dedicated computing instance, and guides the students to build and deploy models that solve problems. Because of the funding, truckers enroll at no cost. Their role is to simply supply a problem, give data, and validate solutions with the MRU researchers from time to time.

Braintoy Inc.:

Provide the Machine Learning Operating System and Data Scientists to assist incubating and supporting the project. Training MRU faculty, as well as all improvements in technology comes at no cost to the project.

Identify how this project meets the criteria as outlined in the Terms of Reference for the Council Innovation Fund.
Please attach additional information as required.

The proposed project:

- a) Meets the innovation definition as set out in the Terms of Reference because a digital twin will improve and optimize the performance of a physical object (in this case trucks owned by small-mid sized trucking companies in Calgary).
- b) Supports Council's priorities of A Prosperous City, as this program supports the key industry sector of Transportation and Logistics.
- c) Has the potential to change city-wide policies and procedures, if successful upon implementation since it could also help perpetuate the digital transformation of other services throughout the organization in the future.
- d) Is viable and sustainable in the long term given that the global digital twin market has not only increased significantly over the last few years, but it's expected to continue growing in the coming years.
- e) Is fiscally sound because the Prepare and Share phases (shown below) will be completed in-kind. It is also anticipated that the requested funding will be matched by other grant sources, including MITACS, a federal government program to support academic research involving students, and the Western Economic Diversification Canada.
- f) Will be managed well, as outlined in the roles and responsibilities above.
- g) Has not previously received a CIF grant.

Outline the proposed timeline for this project, including the final report back date.

The project starts March 2021. It is expected to achieve the outcomes by February 2022, i.e. in 12 months.

Mar – May 2021 (Prepare):

- Funding applications
- Enrollment of participants (SMB trucking companies, MRU faculty and students, City of Calgary)
- Write use cases and data collection

June 2021 – February 2022 (Complete):

- Technology deployments
- Training MRU students
- Prove solutions by validation

February 2022 onwards (Share):

- Enroll more businesses
- Enroll more colleges and universities

April/May 2022:

- Final Report to PFC on program execution, including lessons learned

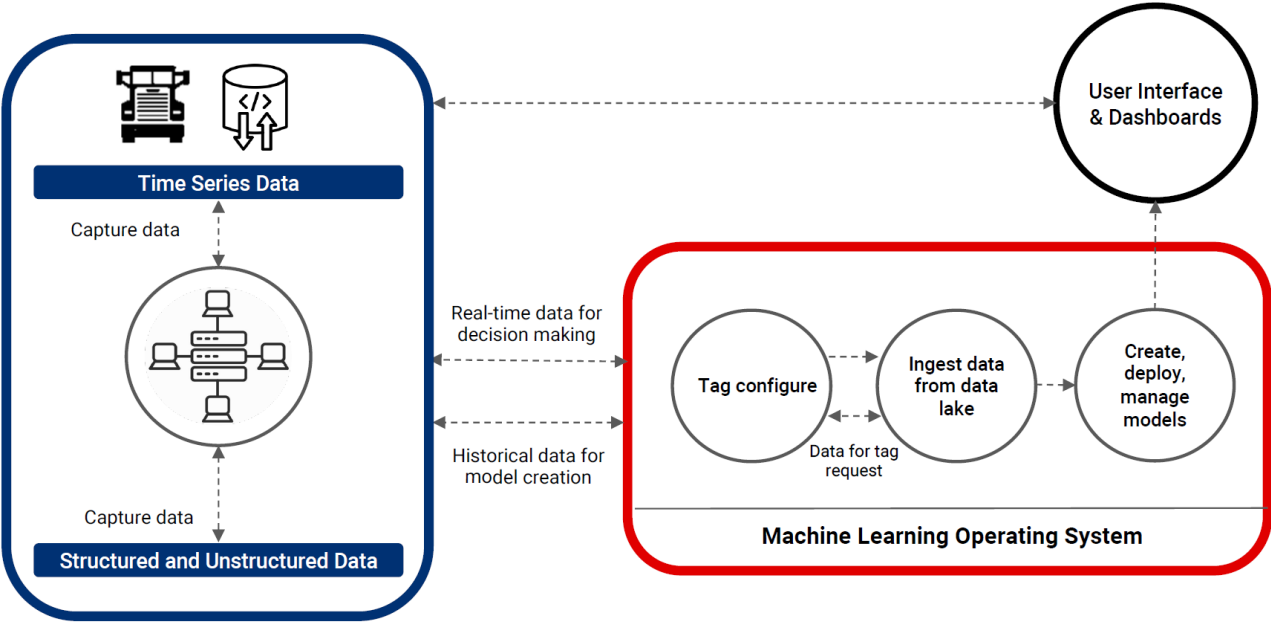
Identify what success looks like, and how it will be measured.

The project will be a success if:

- **Max.** 10 students and researchers from Calgary are sourced and trained
- **At least** 10 Calgary trucking companies / City departments participate in this program
- **At least** 10 AI solutions are made by MRU students during the project

Your personal information is being collected, used and disclosed for the administration and processing of your application for funding under the Council Innovation Fund Project. Your information is collected pursuant to section 33(c) of The Freedom of Information and Protection of Privacy Act ("FOIP Act") of Alberta. If you have any questions about the collection, use or disclosure of your personal information, please contact The City of Calgary's Chief Financial Office (#8003), The City of Calgary P.O. Box 2100, Stn. M, Calgary, AB T2P 2M5 and by calling at 403-268-5664.

AI Digital Twin Schematic



Supporting Document #2: Project Budget Breakdown

Phase	Activities	Timeline	Resources	Budget
Prepare	Participant enrollments (SMB truckers, City of Calgary, MRU faculty, MRU students)		Internal	In-kind
Deploy	Technology deployment (1 MRU instance)	Apr-Dec 2021	Braintoy	\$ 24,000
	Software licensing (10 users)		Braintoy	\$ 7,680
	Collect trucking data (10 participants)		MRU Faculty / Student Release Time	\$ 80,000
	Use case writing (20-30 use cases)		MRU Faculty / Student Release Time	
	Develop prototype models (about 10 solutions)		MRU Faculty / Student Release Time	
	Deploy and validate solutions (about 10 solutions)		MRU Faculty / Student Release Time	
Share	Enroll other businesses, colleges and universities	Dec-21	Internal	In-kind
	Final Report to PFC	Feb-22		
Total				\$ 111,680
Note: MITACS covers a portion of the Student Release Time. Hence funding of \$50K from City of Calgary is sufficient.				



December 22, 2020

To: Priorities and Finance Committee

RE: Support for AI Digital Twin for Trucks Project

On behalf of the Calgary Goods Movement and Logistics Advisory Group (Advisory Group), I am pleased to submit a letter of support for Mount Royal University's Artificial Intelligence (AI) Digital Twin for Trucks Project proposal, and the application to the Council Innovation Fund.

This project supports the implementation of Strategic Direction 6 of The Calgary Goods Movement Strategy, "Enable data collection and collaboration on goods movement research". The project also supports one of the mandates of the Advisory Group: *"to provide a forum to bring together key public and private sector stakeholders, to guide the continuous innovation and improvement for the future of goods movement"*.

The concept of a Digital Twin for the Transportation Sector is unique and compelling, and abundantly encourages the idea of innovation for Goods Movement. Furthermore, it promotes the research and development, and economic growth of AI/Machine Learning (ML) within the Transportation industry in Calgary, and will train undergraduate students each year in the use of data analytics, AI and ML. Overall, digital transformation provides Calgary industries with opportunities for value creation and is becoming the largest driver of new solutions and technology investments among Calgary businesses.

I believe this project will pave way for many more innovative and advanced technological initiatives in the Transportation & Logistics Industry, the second biggest economic sector in Calgary. This project and the collaboration between The City of Calgary and Mount Royal University is a great example of how we will achieve our directive for the future by working together, and supporting the research, development and implementation of innovative technology for Goods Movement. The Advisory Group is happy to support this project.

Sincerely,

A handwritten signature in black ink, appearing to read "George Chahal".

George Chahal
Ward 5 Councillor

cc: Dr. Rajbir Bhatti, PhD, Associate Professor, International Business & Supply Chain Management, Mount Royal University
Meera Kopp, P.Eng., City of Calgary



I acknowledge and honour the traditional territories of the Blackfoot, the Treaty 7 people, and the Métis Nation of Alberta, Region III.

4 February, 2021

Priorities and Finance Committee

RE: Council Innovation Fund submission for Mount Royal University – AI Digital Twin for Trucks

To whom it may concern,

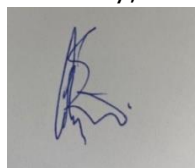
Thank you for the opportunity to provide a letter of support to Mount Royal University's application to the Council Innovation Fund. The project will advance innovation right here in Calgary for the trucking industry allowing them to improve efficiency, safety and create jobs in our local technology and transportation sector.

Calgary in the New Economy has set a vision for Calgary's economy as the home in Canada for the world's best entrepreneurs embracing advanced technologies to solve some of the world's greatest challenges in energy, food, health and transportation. This project is directly in line with Calgary's sweet spot – applying technology to digitally transform industry. The project will engage the local transportation industry, apply leading research in the area and deploy new technology including artificial intelligence and machine learning to improve industry outcomes.

It is projects like this that make the vision come alive. As Canada's second largest inland distribution centre and headquarters to national leaders in the transportation sector, Calgary is ideally suited to embrace new technology to transform an existing industry to fuel growth in the new economy, creating high paying jobs.

As stewards of *Calgary in the New Economy*, Calgary Economic Development supports this project and application to the Council Innovation Fund. This project would not only make our city a leader in this type of technology for goods movement but could also help perpetuate the digital transformation of other services throughout the community in the future.

Sincerely,



Court Ellingson
Vice-President, Research and Strategy
Calgary Economic Development



Sunday, January 10, 2021

Faculty of Business and Communication Studies
4825 Mount Royal Gate SW, Calgary, AB, Canada T3E 6K6

mtroyal.ca/communicationstudies

Subject: Application for Council Innovation Fund – MRU – An AI Powered Digital Twin for Trucks

Dear Priorities and Finance Committee (PFC),

I am pleased to write this letter today in support of the *Mount Royal University – An AI Powered Digital Twin for Trucks* project which seeks to help students have high-impact, purposeful learning experiences while simultaneously partnering with a local Technology development company (BrainToy) and the City of Calgary.

Enabling Change

In this project, a cohort of students will engage in Artificial Intelligence and Machine Learning methods to develop digital twin models to help optimize truck performance for the transportation sector, especially the small and medium trucking operators in Calgary. This project will be led by Associate Professor, Dr. Rajbir Bhatti (MRU Supply Chain and International Business) and Mr. Armit Varma (BrainToy).

At Mount Royal University, we pride ourselves on providing meaningful student experiences and our connection to the community. The private and public sector partnership between MRU, BrainToy and the City of Calgary offers:

- Opportunities for work-integrated learning, mentorship, and cross-curricular learning
- Empowerment of students to apply critical thinking skill to real-world problems
- Strengthens the pool of Calgary talent in the area of AI and ML

Life Skills – Leadership by Doing

The ability to understand complex problems, identify innovative and sustainable solutions, and develop technical expertise, are all valuable skills in an increasingly uncertain world. I am confident in the proposal by Dr. Bhatti and Mr. Varma, that the outcome from this work will be impactful and a model for future partnerships. This initiative should stimulate others in the corporate and not-for-profit sectors to harness the potential of students and mentors. It will also signal how collaborative approaches can help strengthen and diversify our Calgary economy to help position it for future success.

Investing in this unique *MRU – An AI Powered Digital Twin for Trucks* project would undoubtedly give our students a real-world, meaningful experience that could have significant benefits to our City.

Sincerely,

Brian Traynor
Acting Dean, Faculty of Business and Communications Studies

Coordinating Coordinating Committee of the Councillors' Office
Report to
Priorities and Finance Committee
2021 February 16

ISC: UNRESTRICTED

PFC2021-0260

Expense Investigation Follow-up – Councillor Magliocca Ward 2 Hosting Expenses

RECOMMENDATION(S):

The Coordinating Committee of the Councillors' Office (CCCO) recommends that:

1. Priorities and Finance (PFC) confirms that of the \$5,830.63 in total hosting expenses claimed by Councillor Magliocca as identified in Attachment 2, that only \$2,464.33 has been determined to be eligible as appropriate and acceptable hosting expenses;
2. PFC confirm that of the \$5,830.63 in total hosting expenses claimed by Councillor Magliocca as identified in Attachment 2, that \$3,366.30 has been determined to be ineligible as appropriate and acceptable hosting expenses;
3. PFC confirm for the record that Councillor Magliocca previously repaid the City \$2,159.05, with a remaining ineligible amount of \$1,207.25;
4. PFC direct that Councillor Magliocca reimburse The City \$1,207.25 for ineligible hosting expenses as identified in Attachment 2 on or before 2021 March 31;
5. PFC request that the Mayor send a letter to Councillor Magliocca communicating the decisions made by PFC no later than 2021 February 26;
6. PFC direct that should reimbursement not be received by 2021 March 31 that the Council Expense Policy Working Group report back to PFC no later than 2021 April 30.
7. Following submission of this report to PFC, a copy be provided to Councillor Magliocca to allow him the opportunity to review and provide any additional information to PFC.

HIGHLIGHT

- The Council Expense Policy Working Group presented a report to Members of Coordinating Committee of the Councillors' Office (CCCO) in January 2021 for their feedback. CCCO established that the governance and oversight of this matter rests with CCCO and as such CCCO will present this report at the 2021 February 16 PFC meeting.
- This report supports recommendation 1.a) contained in the PWC Forensic Investigation Report (PWC Report) for Ward 2 Expenses in relation to incorrect reporting of certain hosting attendees, which states:

1. Recoveries

- a) Based on our assessment of the Claims as against the Policies and consideration of all voluntary reimbursements made by Councillor Magliocca, there is no current calculated amount owing with respect to deemed ineligible expenses. There is a calculated overpayment in the amount of \$563.66; however, this amount does not include the PFC's determination of the amount of air fare upgrades and eligibility of certain hosting expenses to be reimbursed, if any.

The City needs to attend to the calculation of the air fare upgrade reimbursement and eligibility of certain hosting expenses to assess the amount to be recovered, if any, from Councillor Magliocca.

- Council policies PAC006 (Councillors' Expenses Allowances Policy) and PAC007 (Councillors' Expenses - Out of Town Travel Policy) require a Councillor to provide the names of attendees at hosted events.
- What does this mean to Calgarians? This report supports Council's ongoing efforts to maintain effective accountability and transparency regarding the use of Councillor and Mayor operating budgets.
- Why does it matter? This report supports ongoing efforts to close governance gaps and improve transparency associated with the management of elected officials expense claims.
- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

PWC Report Recommendations

In 2020 July, The City received the PWC Report for Ward 2 Expenses. Among other things, the PWC Report identified gaps and potential gaps related to the requirement for Councillors to provide names of hosting attendees. The PWC Report identified a number of attendees could not be contacted or located in order to substantiate hosting expenses claimed. The PWC Report recommended that PFC should attempt to locate these attendees and follow-up with them to determine the eligibility of certain hosting expenses.

There are two Council expense policies that specifically address requirements related to the disclosure of hosting attendees. They are PAC006 (Councillors' Expenses Allowances Policy) and PAC007 (Councillors' Expenses - Out of Town Travel Policy), which provide some direction to Councillors when travelling at the expense of the Office of the Councillors' Budget, and who incur hosting expenses. Both policies identify that Councillors are required to provide the name(s) of any party(ies) hosted, and either initial or sign the applicable receipts to confirm the veracity of the expenses submitted.

The PWC Report identified that current Council expense policies contain unclear and potentially confusing guidance that leaves room for personal interpretation of appropriate hosting practices and expenses. An excerpt from the PWC Report is included below for reference:

c) PAC006 & PAC007

i. Hosting

- The policies lack a definition as to what qualifies as hosting. For example, having drinks at a bar versus having a sit down meal. The City should provide clarity on what qualifies as hosting as it is left for personal interpretation.
- Councillors are required to provide the names of the attendees; however, there is no requirement in the policies to disclose the organization/company. The City should consider amending the policies to include this requirement as it will assist in the full disclosure of attendees and assist in identifying the nature of business.

Audit Recommendations

In addition, an Audit Report (C2020-0658) prepared by the City Auditor's Office, and presented to Council in 2020 July, identified policy clarity as an issue that, if improved, would further support elected officials in making expense-related decisions. A recommendation was included to revise and update Council expense policy wording and supporting documentation

requirements and processes to provide enhanced clarity, including but not limited to, hosting, alcohol, travel, gifts and donations, and office equipment expenses.

Administrative Actions Taken

Consistent with the recommendation provided in the PWC Report, Administration, on behalf of PFC, attempted to contact all attendees noted on the receipts or related documentation of the Ward 2 hosting events, and who were identified through the PWC Report for follow-up.

Attachment 2 provides a detailed summary of the findings of type and number of items related to the hosting anomalies identified.

A lack of clear policy direction, as briefly described above, required Administration to establish an alternate framework with which to assess the eligibility of hosting expenses. In attempting to determine the eligibility of Ward 2 hosting expenses for reimbursement, Administration used the criterion of confirmed attendance to support grouping expenses into one of two categories:

1. Eligible for reimbursement - if parties were identified as having been hosted by Councillor Magliocca, and their attendance was confirmed through Administration's follow-up work, the expense was deemed to be eligible for reimbursement. For those instances where there was vague (i.e. the attendees recall meeting but could not recall the specific date of the meeting) or conflicting confirmation (i.e. hosting with multiple attendees where some attendees confirmed attendance, and others did not confirm), the benefit of the doubt was provided to Councillor Magliocca, and the expense was deemed to be eligible for reimbursement.
2. Ineligible for reimbursement – if Administration was unable to contact attendees or attendance was not confirmed by the individual contacted, the expense was deemed to be ineligible for reimbursement.

Table 1 below summarizes the outcome of the determination of the eligibility of hosting expenses by Administration. It is recommended that Priorities and Finance Committee ultimately determine the final amount of eligible and ineligible expenses based on this report being scheduled to be presented at the 2020 February 19 PFC Meeting.

Table 1 – Summary of Expense Eligibility from Attendee Contact Tracing

Status	Number of Items	Total Expenses
Eligible expense	22	\$2,464.33
Ineligible expense	24	\$3,366.30

Based on these findings, Administration has determined \$3,366.30 in expenses have been identified as ineligible and require reimbursement from Councillor Magliocca, subject to direction from PFC. Councillor Magliocca has previously repaid some eligible and ineligible expenses totaling \$2,159.05, leaving a balance owing The City of \$1,207.25 in ineligible expenses. The reimbursement of this or any other amount for ineligible expenses is to be decided by PFC.

In addition to supporting the investigative work associated with Ward 2 expenses, Administration is also working with CCCO to rescind, harmonize and more closely align existing Council expense policies. CCCO is in the process of developing new Council expense policies that better align with the City Administration expense policies. This work will support enhanced

governance, accountability and transparency in the management of taxpayer dollars, and mitigate financial and reputational risk to The City.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☒ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

This report was shared with members of the Council Expense Working Group consisting of City Solicitor, the City Manager's Chief of Staff, Chief Financial Officer, and Ethics Advisor for approval and/or input prior to distribution to PFC. The report was also shared with the City Auditor who provides advisory support to the Council Expense Working Group. The report was also shared with Councillor Magliocca following CCCO consideration and prior to PFC.

IMPLICATIONS

Social

The analysis determined that no social implications were applicable.

Environmental

The analysis determined that no environmental implications were applicable.

Economic

The analysis determined that no economic implications were applicable.

Service and Financial Implications

Under the current policies, discretion is with the Office of the Councillors to follow Administrative policies. Inconsistency in the perceived application of policy guidance can contribute to potential financial implications.

Tax-supported funding

RISK

Council Expense Audit C2020-0658 identified systemic issues specific to expense governance and related policy which if not promptly actioned could increase reputational and financial risk to Council and The City of Calgary.

ATTACHMENT(S)

1. Attachment 1 – Previous Council Direction
2. Attachment 2 – Administration's Recommendations of Eligibility of Hosting Events

Department Circulation

General Manager	Department	Approve/Consult/Inform
Chief Financial Officer Carla Male	Chief Financial Officer's	Approve
City Manager David Duckworth	City Manager's Office	Approve
City Solicitor Jill Floen	Law	Approve
Emily Laidlaw	Ethics Advisor	Approve
Katharine Palmer/Liz Ormsby	The City Auditor/Deputy City Auditor	Consult

Background

This report is in response to the direction from report C2020-0658 that certain matters be referred to Priorities and Finance Committee (PFC) for consideration. This report provides information to support a PFC decision on the eligibility of hosting expenses identified in the PricewaterhouseCoopers (PWC) Forensic Investigation Report where attendees could not be confirmed.

Context

In 2020 July, The City received the PWC Forensic Investigation Report for Ward 2 Expenses. The report recommended that PFC should attempt to locate those attendees who could not be contacted by PWC and follow-up with them to determine the eligibility of certain hosting expenses.

Previous Council Direction

On 2020 February 24, Council approved the following recommendations contained in Notice of Motion C2020-0263 Closing the Governance Gap in Office of the Councillors Efforts at Public Disclosure:

NOW THEREFORE BE IT RESOLVED THAT:

- In order to address the issue of Ward 2 expense claim discrepancies, Council direct the City Auditor:
- To immediately conduct a forensic investigation into the Ward 2 City Councillor's expenses (including those incurred at FCM) to the beginning of the present Council's term in office,
- To be funded through the Fiscal Stability Reserve (FSR), and
- To be conducted by a specialist (internal or external) under the direct oversight of the City Auditor's Office in order to ensure independence, objectivity and an unbiased result, with recommendations to be presented to Council as soon as possible;
- In order to objectively and cost-effectively demonstrate adherence to expense policies by all members of Council (including the Mayor), Council direct the City Auditor to immediately determine and execute the best way to verify expenses for all ward council offices and Mayor's Office budgets for the present Council's term in office, to identify whether individual or systemic issues exist that require further attention;
- In order to make all event related expenses easily available to the public (similar to the publicly posted Ward Office expenses), Council direct the Chief Financial Officer to immediately determine and execute the best way to make all centrally disclosed expenses for **Members of Council** and Administration (e.g. FCM, AUMA, Grey Cup, etc.) publically accessible going back to the beginning of the present Council's term in office; and

- In order to address the governance gap that exists in some matters of Council oversight, Council direct the City Manager to work with the City Auditor and other appropriate parties to determine a better governance model for Council oversight that either enhances and/or replaces some processes or responsibilities presently residing with the CCCO to eliminate conflicts of interest for members of Council and ensure that staff within the Office of the Councillors are able to act independently of Council, with recommendations to be presented to Council as soon as possible.

On 2020 July 27 Council received Council Expense Audit C2020-0658 for the Corporate Record.

On 2020 October 13, with respect to Report PFC2020-1143, the Priorities and Finance Committee did:

2. Direct the Council Expense Working Group to report back to the Priorities and Finance Committee as soon as possible on the findings related to certain hosting expenses where follow up or location of the named attendees is still outstanding for the PricewaterhouseCoopers (PWC) report.

Table Timeline

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2/24/2020	C2020-0263	<p>Closing the Governance Gap in Office of the Councillors Efforts at Public Disclosure</p> <p>This report directed Administration to undertake a number of initiatives to verify ward council office expenses; support public disclosure of expense data, and determine a governance model for Council oversight.</p>
07/27/2020	C2020-0658	<p>Council Expense Audit</p> <p>This report was provided to Council to be received into the Public Record.</p>
10/13/2020	PFC2020-1143	<p>Council Expense Audit Follow-up</p> <p>This report was provided to PFC to determine the eligibility of the amount of airfare upgrades to be recovered and direct the Council Expense Working Group to report back to PFC as soon as possible on the findings related to certain hosting expenses where follow up or location of the named attendees is still outstanding.</p>

Bylaws, Regulations, Council Policies

The following bylaws and policies inform Councillors' expenses.

Bylaw 26M2018 - Code of Conduct for Elected Officials

PAC006 - Councillors' Expense/Allowance Policy

PAC007 - Councillors' Expenses – Out of Town Travel Policy

PAC008 - Office of the Councillors' Expenditure Authorization Policy

CC008 - Council to Cover Expenses of Prospective Federation of Canadian Municipalities (FCM) Directors

Administration's Recommendation of Eligibility of Hosting Events

Item Number	Date of Hosting Event	Amount	Vendor Name	Location	Description	Eligibility	Status
1	11/23/2017	\$186.66	Mamma Teresa Restaurant	Ottawa	Hosting - FCM Ottawa 4 Guests	Eligible	Reimbursement not required
2	2/15/2018	\$46.62	Cinquecento Cucina	Calgary	Ward 2 Strategic Meeting	Eligible	Reimbursement not required
3	3/7/2018	\$342.17	P.F. Changs Laval	Laval QC	Hosting - Alberta Caucus Dinner at FCM Quebec W/8 Guests	Eligible	Reimbursement not required
4	4/11/2018	\$54.19	Villa Firenze	Calgary	Offsite meeting	Eligible	Reimbursement not required
5	5/12/2018	\$55.49	Boston Pizza	Calgary	Offsite meeting	Eligible	Reimbursement not required
6	6/1/2018	\$137.99	Salty's	Halifax	FCM Hosting	Eligible	Reimbursement not required
7	6/2/2018	\$61.95	Tony's Donair	Halifax	FCM Hosting/Offsite meeting	Eligible	Reimbursement not required
8	6/8/2018	\$230.05	The Smokehouse	Calgary	Hosting - Ward 2 Transportation tour June 8, 2018	Eligible	Reimbursement not required
9	6/9/2018	\$63.68	Mercato	Calgary	Offsite Meeting Re: Ward 2 Issues	Eligible	Reimbursement not required
10	11/20/2018	\$135.08	Bier Market	Ottawa	Hosting - FCM Ottawa	Eligible	Reimbursement not required

Item Number	Date of Hosting Event	Amount	Vendor Name	Location	Description	Eligibility	Status
11	12/4/2018	\$8.51	Mount Royal University	Calgary	Hosted – Mount Royal Speaking Event to Students	Eligible	Reimbursement not required
12	2/5/2019	\$111.52	Rea's Italian Cucina	Calgary	Offsite Meeting	Eligible	Reimbursement not required
13	2/22/2019	\$34.50	Burger 320	Calgary	Lunch meeting	Eligible	Reimbursement not required
14	3/10/2019	\$26.50	State & Main	Calgary	Meal before Community Event	Eligible	Reimbursement not required
15	7/11/2019	\$47.88	Centini Restaurant	Calgary	Offsite Meeting	Eligible	Reimbursement not required
16	9/24/2019	\$24.05	Fairmont Hotel	Edmonton AB	United Party Conservative	Eligible	Reimbursement not required
17	9/27/2019	\$48.63	Cactus Club	Edmonton AB	Meal AUMA Edmonton	Eligible	Reimbursement not required
18	5/29/2019	\$281.88	3 Brasseur	Quebec	FCM Hosting Quebec City May 28 - Jun 3, 2019.	Eligible	Repaid
19	5/29/2019	\$41.40	Societe Cigare	Quebec	Hosting - FCM Quebec - B.C - May 29 - Jun 3, 2019	Eligible	Repaid
20	5/29/2019	\$11.50	Societe Cigare	Quebec	Hosting - FCM Quebec - May 29 - Jun 3, 2019	Eligible	Repaid
21	5/30/2019	\$330.58	3 Brasseur	Quebec	Hosting - FCM Quebec - May 29 - Jun 3, 2019	Eligible	Repaid

Item Number	Date of Hosting Event	Amount	Vendor Name	Location	Description	Eligibility	Status
22	5/30/2019	\$183.50	Portofino Bistro	Quebec	FCM Hosting Quebec City May 28 - Jun 4, 2019	Eligible	Repaid

Total Eligible Events - \$2,464.33

Total Eligible Events Repaid - \$848.86

Item Number	Date of Hosting Event	Amount	Vendor Name	Location	Description	Eligibility	Status
23	5/29/2018	\$26.91	State & Main	Calgary	Offsite lunch Meeting	Ineligible	Seek reimbursement
24	5/30/2018	\$169.30	The Five Fisherman	Halifax	FCM Hosting (FCM guests)	Ineligible	Seek reimbursement
25	5/31/2018	\$225.80	DA Maurizio Dining Room	Halifax	FCM Hosting (City of Edmonton City Councillors, Alberta Caucus FCM)	Ineligible	Seek reimbursement
26	6/1/2018	\$94.94	Salty's	Halifax	FCM Hosting	Ineligible	Seek reimbursement
27	6/2/2018	\$165.98	Antojo Tacos' Tequila	Halifax	FCM Hosting	Ineligible	Seek reimbursement
28	6/4/2018	\$214.18	Baton Rouge	Halifax	FCM Hosting	Ineligible	Seek reimbursement
29	10/10/2018	\$152.00	HY's Steakhouse	Calgary	Offsite Meeting - Ottawa Cllr FCM Board	Ineligible	Seek reimbursement

Item Number	Date of Hosting Event	Amount	Vendor Name	Location	Description	Eligibility	Status
30	11/20/2018	\$117.46	Bier Market	Ottawa	Ottawa - FCM Dinner	Ineligible	Seek reimbursement
31	2/7/2019	\$170.11	Bistro Bar L'Atelier	Quebec	Hosting- Que City Councillors	Ineligible	Seek reimbursement
32	2/8/2019	\$160.04	Bello Ristorante	Quebec	Hosting	Ineligible	Seek reimbursement
33	2/10/2019	\$60.00	L'Oncle Antoine	Quebec	Hosting	Ineligible	Seek reimbursement
34	3/12/2019	\$89.86	Hooded Merganser Restaurant	Penticton BC	Hosting FCM Penticton - Dinner	Ineligible	Seek reimbursement
35	3/12/2019	\$30.00	Penticton Lakeside Res	Penticton BC	Hosting Ottawa Cllr FCM Board	Ineligible	Seek reimbursement
36	3/14/2019	\$195.45	Penticton Lakeside Res	Penticton BC	Hosting	Ineligible	Seek reimbursement
37	5/29/2019	\$69.99	Societe Cigare	Quebec	Hosting - FCM Quebec - May 29 - Jun 3, 2019	Ineligible	Repaid
38	6/1/2019	\$347.70	Fairmont Le Chateau	Quebec	FCM Hosting Quebec City May 28 - Jun 4, 2019	Ineligible	Repaid
39	6/1/2019	\$144.86	Café Hobbit 2000	Quebec	FCM Hosting Quebec City May 28 - Jun 4, 2019	Ineligible	Repaid
40	6/1/2019	\$216.66	Club Casablanca	Quebec	FCM Hosting Quebec City May 28 - Jun 4, 2019	Ineligible	Repaid

Item Number	Date of Hosting Event	Amount	Vendor Name	Location	Description	Eligibility	Status
41	6/2/2019	\$110.38	Sapristi	Quebec	FCM Hosting Quebec City May 28 - Jun 4, 2019	Ineligible	Repaid
42	6/3/2019	\$249.72	Le Beffroi Bar Fou	Quebec	FCM Hosting Quebec City May 28 - Jun 4, 2019	Ineligible	Repaid
43	7/4/2019	\$94.38	Centini Restaurant	Calgary	Offsite Meeting	Ineligible	Seek reimbursement
44	7/19/2019	\$170.88	Franca's Italian Spec	Calgary	Offsite Meeting	Ineligible	Repaid
45	9/27/2019	\$70.00	Fairmont Hotel	Edmonton AB	Meeting with the United Conservative Party Upcoming Budget. UCP Meeting	Ineligible	Seek reimbursement
46	9/27/2019	\$19.70	Fairmont Hotel	Edmonton AB	Hosting	Ineligible	Seek reimbursement

Total Ineligible Events - \$3,366.30

Total Ineligible Events Repaid - \$1,310.19

Total Eligible Events Repaid - \$848.86

Total Repaid - \$2,159.05

Total Ineligible for Reimbursement \$1,207.25

Reconciliation:

1. $\$2,464.33 + \$3,366.30 = \$5,830.63$ **Total expenses reviewed**
2. $\$848.86$ **Owed to Councillor Magliocca for reimbursement of eligible expenses**
3. $\$3,366.30 - \$1,310.19 = \$2,056.11$ **Owed by Councillor Magliocca for ineligible expenses**
4. $\$2,056.11 - \$848.86 = \$1,207.25$ **Net amount to be paid by Councillor Magliocca**

Update on Moving to an External Operator for City Golf Courses

RECOMMENDATIONS:

That the Priorities and Finance Committee recommend that Council:

1. Direct Administration to develop and execute a strategy to secure a third party operator including defining the contract format and developing a market-ready Request for Proposal (phases 1-3 as noted in this report) and to seek approval from Council through the Priorities and Finance Committee in Q4 2021 to issue the Request for Proposal;
2. Receive the Golf Sustainability Framework Update (Attachment 4) for the Corporate Record as the required update on this related work; and
3. Direct that Attachment 3 remain confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed 2025 February 01.

HIGHLIGHTS

- Following analysis of the costs associated with developing a Request for Proposal (RFP) for an external provider to manage City golf courses, including the confidential findings of a related labour relations report, a five-phased scope of work has been developed to transition City golf courses to an external operator.
- In parallel to developing an RFP, work continues on the plan to reduce tax-funded operating support to golf operations to zero by the end of 2022. The Golf Sustainability Framework Update (Attachment 4) provides a Council-directed progress report on the status of sustainability initiatives to operate City golf courses without tax support.
- What does this mean to Calgarians?
 - Completing the initial phases of the RFP development process will provide the information required to develop a viable RFP. It demonstrates reasonable exercise of care for a new contract with an external service provider.
 - Continuing the planned work on the Golf Sustainability Framework initiatives reduces reliance on tax support.
- Why does this matter?
 - The work to develop an RFP will identify a practical path to attracting a capable service provider and contribute to effective contract negotiations and the successful transition of the service.
 - Updates on the success of the Golf Sustainability Framework initiatives demonstrate continued accountability while also carrying out Council's later direction to pursue an external provider for the management of City golf courses.
- The scoping report (Attachment 2) describes activities, decision points, known costs and resourcing requirements to get an RFP to market, and includes targeted and achievable timelines to complete all five phases of work.
- The Labour Relations report (Attachment 3) outlines the considerations of contracting out City golf courses to an external operator under the Alberta Labour Relations Code.
- Administration is committed to an informed, impartial and timely process by engaging a specialized external consultant to execute the work up to completion of the development of the RFP for a new operator in Phase 3.
- An RFP for the specialized external consultant was tendered in Q1 2021 and the submission did not meet the minimum threshold for evaluation. Alternate procurement

Update on Moving to an External Operator for City Golf Courses

strategies are being explored to secure the needed skills to meet the deliverable timelines noted in Attachment 2.

- With Calgary Recreation continuing to carry out Golf Sustainability Framework initiatives, 84 per cent of the target to reach net zero tax support has been achieved since 2018 (Attachment 4).
- Most Recent Council Direction: *Develop a scoping report for the costs of the Request for Proposal, and a confidential Labour Relations report returning to Council through the Priorities and Finance Committee for approval prior to proceeding and releasing the Request for Proposal as soon as possible.*
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

This report outlines the steps and estimated costs to secure an external operator for City golf courses, potential Labour Relations implications, and an update on sustainability initiatives.

Scoping Report

The scoping report presents a phased approach to transitioning City golf service to an external operator. Phases allow Administration to effectively manage resourcing, expenses and risks based on the findings at each stage, to ensure a successful RFP process and service transition. The phases are:

1. Internal Impact Review
2. Contract Exploration
3. Contract & RFP Development
4. Procurement, Negotiation & Award
5. Transition

Preliminary costs for the first three phases total an estimated \$225 thousand (please see Attachment 2 for detailed costs). External consulting costs will be determined through an RFP procurement process.

Labour Relations Report

Moving to an external provider for the City's golf courses is a complex task due in part to the Alberta Labour Relations Code implications of contracting out a line of business of this magnitude. Attachment 3 (confidential) explores how contracting out City golf courses compares with other service model types and situations The City has previously engaged in and includes an external legal opinion.

Golf Sustainability Framework Update

The update summarizes the status of initiatives and progress towards achieving an ongoing break-even financial position for City golf courses by 2022. At 2020 year-end, The City had realized 84 per cent of the \$1 million target, with revenue of \$418 thousand and expense savings of \$422 thousand (Attachment 4).

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Update on Moving to an External Operator for City Golf Courses

Next Steps

Upon Council approval of this report, Administration will secure the necessary skill sets to complete Phase 1. Administration is exploring various procurement strategies in order to expedite the work.

After the completion of Phase 3, Administration will report back to Council through the Priorities and Finance Committee by Q4 2021 with recommendations on the contract structure and RFP. The recommendations will guide the procurement and transition work in Phases 4 and 5.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder or customer dialogue/relations were undertaken

IMPLICATIONS

Social

Council-approved Guiding Principles (Attachment 5) serve as a framework for decision-making about City golf course operations. They identify that City golf courses offer basic services and amenities intended to uniquely serve the diverse needs of Calgarians.

The scope of work for contract and RFP development includes establishing detailed contract terms, evaluation criteria and a selection process to ensure these Guiding Principles would be carried forward by an external operator. This process will safeguard ongoing accessibility, affordability, equity, quality of service, accountability and overall community benefit for Calgarians.

Environmental

Responsible stewardship, effective management of municipal lands and their relationship to the environment must be considered in the development of detailed contract terms and evaluation criteria. The process will ensure proposals are evaluated for a proponent's ability to maintain environmental management practices and standards.

Economic

The process will define a clear contract structure inclusive of terms, evaluation criteria and selection method to ensure long-term financial sustainability within the competitive golf marketplace, while upholding The City's service mandate.

Service and Financial Implications

Other: One-Time Funding – Up to \$750 thousand

As documented in Attachment 2, this amount represents the maximum estimated cost for Phases 1-3. The known costs total an estimated \$225 thousand and include external Labour Relations legal fees estimated at \$50 thousand and an estimated \$175 thousand in internal

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Update on Moving to an External Operator for City Golf Courses

support and resources required to support this work. Consultant fees for phases 1-3 are unknown and will be determined through a procurement process.

Identified expenses do not include estimates for future costs and resource requirements in Phases 4 and 5. Future costs may include (but are not limited to) prolonged negotiations, severance, contract cancellation penalties and possible site upgrade requirements to transition the service. These costs will depend on proponent submissions and the successful proponent's state of readiness.

Funds will be sourced from the Golf Course Reserve. The current balance is \$4.48 million including \$1 million in restricted funds for capital improvements at Shaganappi Point golf course. \$750 thousand is currently allocated for work related to transitioning City golf courses to an external operator. Utilizing funds from the Reserve reduces funding for future capital projects. Diligence will be exercised to responsibly manage expenses and impact on the Reserve.

RISK

This course of action could impact The City's ability to implement other corporate initiatives that require management-union collaboration. To mitigate this, an external consultant will be engaged to complete the work with support from external legal counsel. Administration has openly communicated with the unions and provided required notice in order to maintain compliance, transparency and to act in good faith.

Completing the work described in this report does not guarantee a successful outcome. A well-designed contract structure and RFP document may not attract a viable external operator. A negotiated contract may not yield the desired service and financial performance, and The City could lose line of sight and influence over the service when delivered at arm's length. To mitigate these risks, effective promotion of the RFP will help attract bids. Clearly defined performance measures and reporting mechanisms will ensure ongoing service and performance accountability.

Administration has identified strategic, operational, financial and regulatory compliance risks to the Corporation. The proposed scope of work is intended to manage those risks by implementing a process that increases the probability of a successful outcome for all parties while maintaining the ongoing public benefit of City golf courses.

ATTACHMENTS

1. Previous Council Direction, Background
2. Request for Proposal Scoping Report for External Operator of City Golf Courses
3. CONFIDENTIAL – Labour Relations Report on Contracting Out City Golf Courses
4. Golf Sustainability Framework Update
5. Guiding Principles for Golf Course Operations Decision-Making

Department Circulation

General Manager	Department	Approve/Consult/Inform
Carla Male	Chief Financial Officer's Department	Approve
Chris Arthurs	Deputy City Manager's Office	Approve
Jill Floen	City Solicitor & General Counsel	Approve
Michael Thompson	Utilities & Environmental Protection	Inform

Background

Context

The City operates seven municipal golf courses with 90 holes and three driving ranges at five locations. These courses provide an estimated \$10 to \$11 million in direct economic activity each year. From 1995 to 2012, The City's courses were self-supporting, funding both their operational and capital requirements, including \$14 million in golf course capital projects. This contributed to the quality and longevity of these assets. Over this 18-year period, Calgary Recreation was required to provide \$200 thousand annually to Corporate general revenues, totalling \$3.6 million in contributions.

With consideration of Golf Course Operation's rising expenses and constrained revenue growth in an increasingly congested market, as well as capital funding challenges, Council removed the contribution requirement in 2013, and allowed City courses to receive operating tax support. Between 2015 and 2017, when all City golf courses were open and operating regularly, annual tax support averaged \$700,000.

Through the Golf Sustainability Framework, Council directed Administration to identify opportunities to improve Golf Course Operations with the target of reaching net zero operating support by the end of 2022. Council also directed Administration to pursue a Request for Proposal for the long-term management of City golf courses by an external service provider. In Q3 2020, Administration assessed interest from the market to enter a contract for the operations and service provision of municipal golf courses. Feedback from respondents identified a well-defined contract structure is required to further evaluate this opportunity.

Previous Council Direction

On 2020 November 2, with respect to Report PFC2020-0952, the following was adopted, as amended:

That Council receive for the Corporate Record the results of the assessment of market interest in a long-term contract to provide public golf service, and direct Administration to:

1. Direct Real Estate and Development Services (RE&DS) to prepare land use and subdivision applications for the ±5 acre parcel at 33 AVE SW and Sarcee Road SW and if planning approvals are granted, proceed to market the property consistent with The City's established sales process;
2. Direct RE&DS to bring back a real estate feasibility assessment that substantiates Corporate needs at the remaining land at Richmond Green, and the Richmond Green Operations Workplace Centers (OWC), to determine further disposition opportunities and report to Priorities and Finance Committee (PFC) on or before Q4 2021;
3. Prepare and implement a plan to accommodate disc golf as an interim use at Richmond Green starting in 2021 and until such time that a future redevelopment plan has been completed and implemented;
4. Approve new capital budget in Real Estate and Development Services Program #705 for up to \$750,000 in 2021 from the Real Estate Services Reserve, for all work at Richmond Green; and
5. Direct Administration to develop a scoping report for the costs of the Request for Proposal, and a confidential Labour Relations Report returning to Council through the Priorities and Finance Committee for approval prior to proceeding and releasing the Request for Proposal as soon as possible.

6. Direct that Attachment 4 remain confidential pursuant to Section 25 (Disclosure harmful to economic and other interests of a public body) of the Freedom of Information and Protection of Privacy Act, to be reviewed 2025 October 01.

On 2020 March 16, Council directed Administration to (PFC2020-0251):

1. To investigate a shorter time frame option and expression of interest from the marketplace;
2. To prepare a financial report on the closure of Richmond Green and options for stage 2 assessment; and
3. Discontinue further investigation of Shaganappi Point golf course.
4. That Recommendations 1 and 2 return to the April 21 Priorities and Finance Committee Meeting.

On 2019 November 18, Council approved the Golf Course Operations Request for Proposal Notice of Motion (C2019-1468) which provided the following instructions:

1. Direct Administration to develop a Request for Proposal (RFP) and go to market to secure a long-term management contract for the operations and service provision of all City of Calgary golf courses.
2. Direct Administration to develop a scope of work to deliver an RFP to the market and report back to Council through the SPC on Community and Protective Services no later than early Q1 2020 with a timeline and funding recommendation required to create, administer and evaluate and RFP process.

On 2019 November 12, the results of Golf Programs and Activities' Sub-Service Review were delivered to Council in Attachment 10 of the 2020 Adjustments to the One Calgary Service Plans and Budgets (C2019-1052).

The results supported Golf remaining a public service in light of the Sustainability Framework to break-even by the end of 2022. The findings indicated:

- a. Risks to contracting out based on contracting reviews completed;
- b. A higher tax support requirement to re-purpose municipal lands; and,
- c. Limited to no real estate development potential.

On 2019 October 08, a Golf Sustainability Framework briefing note (PFC2019-1227) was provided to the Priorities and Finance Committee (PFC). The briefing note contained:

- a. An interim update on the Golf Course Sustainability Strategy;
- b. An interim update on the Golf Course Real Estate and Development Assessment; and,
- c. Options for future use of the Richmond Green land.

On 2019 July 16, Council approved the recommendation below regarding a sub-service review, of which Golf Programs and Activities was one of six sub-services initially approved for review. That with respect to Recommendation 1 of Report C2019-0883, the following be adopted:

That Council:

1. Approve the sub-service reviews contained in Table 1 of Attachment 3, released to the public during the presentation at the 2019 July 16 Strategic Meeting of Council, to be completed for the November 2019 adjustments to the One Calgary 2019 – 2022 Service Plans and Budgets.

On 2019 June 17, the Richmond Green Golf Course Closure notice of motion (C2019-0790) was approved by Council. It stated that Council:

1. Direct Administration, as part of its Golf Course Sustainability Strategy, to proceed to close the Richmond Green Golf Course after the end of the 2019 golf season.
2. Direct Administration to return to Priorities and Finance Committee (PFC) in October 2019 with:
 - a. An interim update on the Golf Course Sustainability Strategy;
 - b. An interim update on the Golf Course Real Estate and Development Assessment; and,
 - c. Options for future use of the Richmond Green land, considering the utilities and road requirements, as well as the Currie Barracks Master Plan.

On 2019 May 27, with respect to report CPS2019-0475, the following was adopted:

That Council:

1. Adopt the recommendation to proceed with Stage 1 of the proposed plan for a Real Estate and Development Assessment, leveraging The City's internal expertise to conduct an initial assessment of all golf course properties and return to the Priorities and Finance Committee no later than Q1 2020 with a recommendation on which properties should be included in Stage 2 of the analysis. The plan for Stage 2 will include Administration's recommendation on which golf course lands require further analysis as well as recommendations on timeline, scheduling and costs for Stage 2; and
2. Not include McCall Lake Golf Course in any development assessments given a Redevelopment Feasibility Study was completed on McCall Lake Golf Course in 2014, and the recent investment and improvements to the course in 2018-2019.

On 2018 November 30, through a motion arising at the One Calgary budget discussions (C2018-1158), Council directed Administration to:

1. Bring forward a plan for a real estate and redevelopment assessment (including costs) which may include decommissioning, repurposing, and/or divesting of public golf course(s) for reinvestment in the remaining amenities to sustain the overall operations of public golf courses in Calgary. And further, report back directly through the SPC on Community and Protective Services no later than May 2019.

On 2018 November 19, per CPS2018-1256 Golf Course Operations Update, Council directed Administration to report back to Council through the SPC on CPS by Q2 2021 with an update on progress toward the options outlined in the report, which were the break even options of the Sustainability Work Plan.

On 2018 June 25, Council adopted CSP2018-0349 Golf Course Sustainability Work Plan Update:

1. Direct that Administration report back to Council on results, indicators and performance measures by Q2 of the final year of each planning cycle to inform a plan for the next cycle;
2. Direct that Attachment 6 remain confidential pursuant to Sections 23(1)(b), 24(1), and 25(1) of the Freedom of Information and Protection of Privacy Act (and that Council consider content therein in camera if requested by Council).

3. Direct that Administration report back to Council through the One Calgary budget process with options that reflect the overall Golf Course Operations to break even in terms of revenue and operating expenses.

On 2017 November 27, at the 2018 budget adjustment deliberations:

With respect to report CPS2017-0539 Review of Golf Courses Planning Considerations and Taxation Implications, and the Motion Arising for Report CPS2017-0539 contained in the 2017 July 24 Minutes of the Regular Meeting of Council,

Council directed Administration to come forward to the SPC on Community and Protective Services no later than 2018 June with an update on the Golf Course Operations Sustainability Workplan and a status report on the direction from the Motion Arising from CPS2017-0539.

On 2017 July 24, in response to NM2017-04 Administration delivered to Council report CPS2017-0539 Review of Golf Courses Planning Considerations and Taxation Implications.

With respect to report CPS2017-0539, Council requests Administration to consider the content of Councillor Colley-Urquhart's proposed Motion Arising document (contained in the 2017 July 24 Minutes of the Regular Meeting of Council) and return to Council at the 2018 budget adjustment process with options on how to move forward with City-owned golf course operations.

On 2017 February 27, Council referred Notice of Motion NM2017-04 Tax Burden of Calgary Golf Courses to the Administration and that in advance of executing the resolution contained in NM2017-04, Council directs Administration to review the state of golf and golf courses within The City of Calgary and propose a framework for addressing golf course retention and redevelopment and report back to Council through the SPC on Community and Protective Services and/or the SPC on Planning and Urban Development by Q3 2017.

On 2015 December 14, Council adopted CPS2015-0947 Golf Course Operations Sustainability Work Plan Update:

1. Direct Administration to continue providing municipal golf services with a City operated service model, inclusive of contracting out select services where efficiencies can be realized; and
2. Direct that Attachment 2 remain confidential pursuant to Sections 23(1)(b), 24(1) (c), 24(1)(g) and 2S(1)(c) of the Freedom of Information and Protection of Privacy Act, until Administration fully implements Council's decision(s) with regard to Attachment 2 content.

On 2015 June 29, Council adopted CPS 2015-0492 Golf Course Capital Update:

That Council receive this update report for information on the current state of Capital needs for Golf. It referenced a report for Sport Facility Renewal Funding (SFR) submissions to the province which included funds for renovations to the McCall Lake facility.

Excerpt from CPS2015 -0492: It should be noted that Sport Facility Renewal Funding (SFR) Program recommendations will be brought forward to the SPC on Community & Protective Services in 2015 July and will include a recommendation for funding lifecycle, maintenance and service upgrades for the McCall Lake Golf Course.

On 2014 July 21, Council adopted recommendations contained in Report CPS2014-0398 McCall Lake Redevelopment Feasibility Study:

1. Direct Administration to discontinue McCall Lake redevelopment planning and Outline Plan preparation;
2. Direct Administration to implement the Updated Golf Course Operations Sustainability Work Plan as outlined in Attachment 2, after amendment to the Targeted Completion Date for the Item "Service Model Analysis", contained on Page 1 of 2, by deleting the date "Q1 2016", and by substituting with the date "Q4 2015"; and
3. Direct that Attachments 6 and 7 remain confidential pursuant to Sections 23(1)(b), 24(1)(c), 24(1)(g), 25(1)(a), 25(1)(b), and 25(1)(c) of the Freedom of Information and Protection of Privacy Act.

On 2013 May 27, Council adopted CPS2013-0410 Golf Course Operations Guiding Principles:

1. Approve the guiding principles as a framework for Golf Course Operations revised fee structure decision-making; and
2. Direct Administration to bring a revised fee structure to Council during the 2014 budget adjustment process (2013 November) for consideration.

On 2012 October 15, Council adopted CPS2012-0702 Golf Course Operations Operational Business Review & Update:

1. Approve, in principle, the elimination of the \$200,000 annual contribution to general revenues from the Business Unit Recreation – Golf, Operating Budget Program 426 and refer this recommendation to the 2013 budget adjustment process in 2012 November for consideration;
2. Approve, in principle, the change of Golf Course Operations mandate from "fully self-sufficient" to "tax supported" to align with the mandate of the rest of the Recreation Business Unit and refer this recommendation to the 2013 budget adjustment process in 2012 November for consideration;
3. Approve the recommendations outlined in Attachment 2, Appendix 4 to develop a revised golf course fee structure and report back through SPC on Community and Protective Services by 2013 May with recommendations on golf fee structure.
4. Approve Administration Recommendation 4 and that Recommendation 4 remain confidential under Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 25(1)(c)(ii) of the Freedom of Information and Protection of Privacy Act; and
5. Direct Administration Recommendation 4, as amended, and the Report and Attachments, remain confidential pursuant to Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 25(1)(c)(ii) of the Freedom of Information and Protection of Privacy Act.

Request for Proposal Scoping Report for External Operator of City Golf Courses

Scope of Work

Council directed the development of a scoping report to determine the costs of the Request for Proposal (RFP) for an external operator of City golf courses. To deliver on this direction, a five-phased scope of work to transition the service has been developed. This work is phased to provide key decision points for Administration and Council to effectively manage resourcing, expenses and risks based on the findings at each stage. This report focuses on the execution of Phases 1-3, up to and before issuing the RFP to market.



Overview of Phases

In Phases 1-3, the total estimated amounts are:

- \$50,000 in external fees for Labour Relations legal expertise to be recovered from the Golf Course Reserve
- \$155,000 in internal support and resources that will be absorbed into regular business operations
- \$20,000 in internal support and resources to be recovered from the Golf Course Reserve
- External Consultant fees are to be determined through a procurement process and recovered from the Golf Course Reserve

Phase	Activities	Deliverables	Estimated Costs	Timeline/Action:
Phase 1 Internal Impact Review	Analyze organizational impacts of transitioning the service model by: <ul style="list-style-type: none"> • Understanding existing service contract obligations • Identifying existing interests & supports currently provided to City golf courses by Business Units. For example: <ul style="list-style-type: none"> ▪ Supply Management: Procurement; Asset Disposal Options & Strategy ▪ Facility Management: Building Condition Assessments 	<ul style="list-style-type: none"> • Internal Impact Review • Report on implications: Law, Human Resources & Labour Relations 	<ul style="list-style-type: none"> • \$55,000 for internal support & resources • TBD for Consultant 	Phase Timeline: Up to 2 months

Phase	Activities	Deliverables	Estimated Costs	Timeline/Action:
Phase 2 Contract Exploration	<ul style="list-style-type: none"> Analyze Strengths, Weaknesses, Opportunities & Threats of contract types Define contract strategies to mitigate potential legal liabilities & risks to assets, resources & labour action with internal stakeholders (i.e. Finance, Law, Human Resources & Labour Relations) 	<ul style="list-style-type: none"> Viable contract structure recommendation 	<ul style="list-style-type: none"> \$65,000 for internal support & resources (\$45,000 absorbed into regular operations & \$20,000 recovered from the Reserve) \$50,000 for external Labour Relations legal counsel TBD for Consultant 	Phase Timeline: Up to 3 months <i>Administration Review (Q3 2021)</i>
Phase 3 Contract & RFP Development	<ul style="list-style-type: none"> Develop RFP document based on recommended contract structure, terms & legal considerations Establish evaluation criteria & selection process 	<ul style="list-style-type: none"> Final contract RFP document 	<ul style="list-style-type: none"> \$55,000 for internal support & resources absorbed into regular operations TBD for Consultant 	Phase Timeline: Up to 2 months <i>Report to PFC (Q4 2021)</i>
Phase 4 Procurement, Negotiation & Award	<ul style="list-style-type: none"> Post RFP to market; promote & support the opportunity Evaluate submissions; select proponent Complete formal contract negotiations Execute binding agreement 	<ul style="list-style-type: none"> RFP posted to market Executed contract 	Phase Cost & Timeline: To be determined based on proponent submissions <i>Announcement of successful proponent</i>	
Phase 5 Transition	<ul style="list-style-type: none"> Implementation planning & execution Payment & closure of current contract obligations Move City operations off sites Asset disposition Complete Human Resources obligations 	Completion of implementation activities to support the transition	Phase Cost & Timeline: To be determined based on successful proponent's state of readiness <i>Support to Selected External Operator</i>	

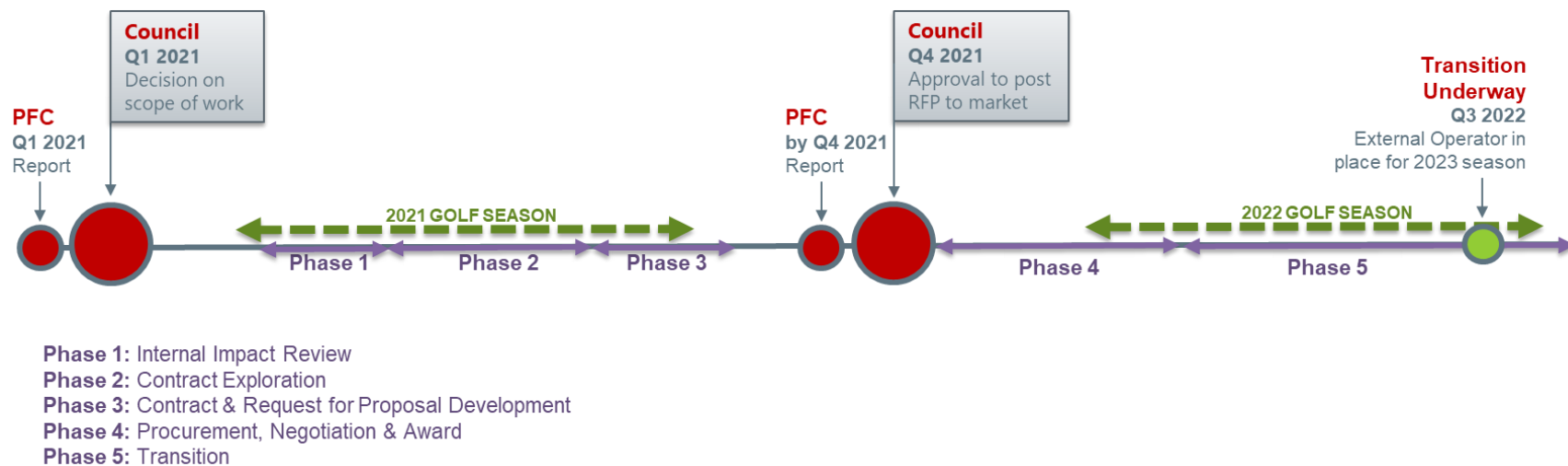
External Consultant Scope

The work of securing an external operator for City golf courses requires a specialized skill set (involving golf course management, labour relations and contracting expertise), specific experience and an impartial perspective to analyze material, prepare reports and make recommendations. For these reasons, Calgary Recreation is working with the Supply Management Business Unit to identify a qualified consultant(s) to oversee and complete the first three phases of work. A consultant will be identified and retained upon Council endorsement of this report.

Contract development will be completed by the consultant. The consultant will engage City stakeholders in the development of the contract and support the Supply Management Business Unit in the development of the RFP and evaluation criteria to align with the external operator contract. The total cost for the consultant services in Phases 1-3 is still to be determined through the procurement process.

Timeline and Council Decision Points

Administration is committed to completing this work in a responsible, efficient and expeditious manner. The proposed timeline reflects the breadth and depth of work involved, access to operational expertise while City golf courses are operating, and the Council calendar.



Golf Sustainability Framework Update

Under the Golf Sustainability Framework, a combination of revenue and cost saving initiatives are designed to meet and exceed financial performance targets towards the goal of realizing a break-even position and no reliance on tax support by the end of 2022. Council directed (CPS2018-1256) this report back by Q2 2021 with an update on the progress towards the break-even options of the Sustainability Work Plan.

Golf Sustainability Initiatives Update

Initiatives	2022 Target	2020 Achievements	Progress Update as of February 2021
Richmond Green Closure	\$150,000	\$150,000	• <u>Completed</u>
Debt Fulfillment	\$142,000	\$142,000	• <u>Completed</u>
Annual Fee Adjustments	\$100,000+	\$150,000	<ul style="list-style-type: none"> 2021 fee adjustments: Projected \$200,000 incremental revenue On-going: Golf fee structure under review for 2022 to optimize revenue generating opportunities
McCall Lake Re-Opening	\$285,000	\$203,000	<ul style="list-style-type: none"> Renovations completed late Q2 2019. Performance expectations exceeded in 2020 On-going: Marketing & pricing initiatives will support improved performance to realize & exceed target
Optimization of operational practices efficiencies & savings	\$194,000	\$130,000	<ul style="list-style-type: none"> A variety of initiatives being undertaken to ensure quality products & services while realizing efficiencies (e.g. supervisory structure change with Richmond Green closure) On-going: Additional efficiencies & cost savings to be realized in 2021 & 2022 (e.g. shift adjustments for maintenance staff, new approaches to tasks and inclement weather processes)
Golf Technology Solution	\$185,000	\$65,000	<ul style="list-style-type: none"> Launched new technology in May 2020 to streamline services & improve access to tee times On-going: Expanded use of software in 2021 & 2022 (e.g. special offers, new golf packages & email campaigns to increase utilization and revenue)
Contracting of Select Peripheral Services	\$20,000	-	<ul style="list-style-type: none"> Pilot contract for rough mowing cancelled by vendor in Q1 2019. Contract did not realize anticipated profits in addition to resourcing & equipment challenges. Contracting of select peripheral services is paused pending Council Direction on a scope of work for an external operator RFP

TOTAL **\$1,000,000+** **\$840,000** • 84% of target achieved since 2018. Revenue \$418,000; Expense savings \$422,000

Annual Tax Support Trend Analysis

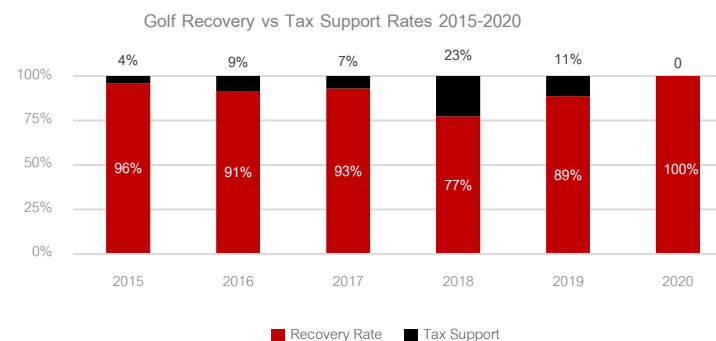
2020 Results

- **100% cost recovered.** No tax support was required in 2020.
- Golf exceeded a break-even position with a **surplus to budget of \$841,000**. For 2020, golf's budgeted tax support of \$420,000 was returned to the corporation through the budget savings account with the remaining surplus balance of \$421,000 being transferred to the Golf Reserve.

Tax Support

- Annual tax support is the total expenditures on golf funded through tax dollars. **In 2015-2017, when all City golf courses were open and operating regularly, annual tax support averaged \$700,000.** In addition, **7% of expenditures have been funded by tax support.** The remaining 93% of expenditures have been funded via direct golf revenues. See Figure 1 for the golf recovery vs. tax support summary.
- In 2018-2019, regular operations were not achievable due to a combination of the McCall Lake golf course closure for renovation and the number of poor weather days. This resulted in a higher tax support requirement.
- In 2020, Golf had a favourable financial outcome, although operations experienced delayed openings, a condensed season and reduced service levels with the onset of COVID-19.

Figure 1



Guiding Principles for Golf Course Operations Decision-Making

Guiding principles approved by Council in 2013 May (CPS2013-0410) are applied as a framework for all decision-making around City golf courses. They are part of the Golf Sustainability Framework, a mechanism for responding to Council direction in a consistent, expedient and transparent way.

The guiding principles reflect the role of City golf courses in the context of the competitive golf marketplace:

Quality Products & Services

Provide quality services and basic amenities that meet customer needs, service level expectations, and engage customers in the evaluation of appropriate golf products and services.

Sustainable Business Practices

Implement best practices in revenue optimization through a pricing structure that offers fair market value while balancing service levels and social benefits against the cost of service provision.

Accessibility & Affordability

Provide a range of affordable recreational golf services, within the context of the competitive golf market, for golfers of all ages and skill levels.

Community Benefits

Provide social, economic and environmental benefits to citizens and where appropriate, support a range of recreational opportunities and uses beyond the provision of golf services.

Accountability

Demonstrate financial accountability, transparency, good governance and due diligence, in accordance with corporate and departmental policies and priorities.

Continuous Improvement

Continuously seek opportunities to improve and enhance customer satisfaction and optimize revenue, resources and assets.

2021 Non-Residential Phased Tax Program

RECOMMENDATION(S):

That the Priorities and Finance Committee recommend that Council:

1. Direct Administration to implement a non-residential Phased Tax Program with a 10 per cent non-residential municipal property tax cap for 2021 with a revised estimated cost of \$13 million;
2. Approve \$3 million from unused funds previously allocated for prior years' Phased Tax Programs and \$10 million left over from the originally approved \$24 million property tax rebate for a total of up to \$13 million for the 2021 Phased Tax Program; and
3. That Report PFC2021-0060 be forwarded to the 2021 March 1 Combined meeting of Council.

HIGHLIGHTS

- As directed by Council on 2020 November 26, Administration is hereby reporting back to the Priorities and Finance Committee to finalize the 2021 Municipal Non-Residential Phased Tax Program.¹
- What does this mean to Calgarians? The 2021 Phased Tax Program will provide tax relief to non-residential properties that are expected to experience the highest year over year municipal property tax increases.
- Why does this matter? The 2021 Phased Tax Program will cap non-residential municipal property taxes at 10 per cent, not including prior year's rebate and prior year's Phased Tax Program credits, to provide relief to property owners impacted by large year over year tax shifts. The program is estimated to cost \$13 million.
- The initial estimated cost was \$21 million using preliminary assessments. The cost difference is, in part, due to Council deliberations during the Mid-Cycle Adjustments and adjustments based on SAVE business cases, as well as the finalization of the 2021 assessment roll.
- Calgary has endured harsh economic conditions in the recent past and uncertainty as to the future persists.² Most non-residential properties have decreased in assessed value year over year. The few properties that deviate from this trend will bear significant property tax increases.
- The 2021 Phased Tax Program will perpetuate a "bow wave" however, a 10 per cent municipal tax cap will result in a least harm approach; as it provides the intended transitional phasing effect to lessen the impact of year-over-year municipal tax increases.
- Strategic Alignment to Council's Citizen Priorities: A prosperous city and A well-run city
- Background and Previous Council Direction is included as Attachment 1.

¹ See Attachment 1 under "Previous Council Direction".

² See The City of Calgary, *Calgary and Region Economic Outlook: 2020 – 2025*, (Online: The City of Calgary, Fall 2020).
<<https://www.calgary.ca/content/dam/www/cfod/finance/documents/corporate-economics/calgary-and-region-economic-outlook/calgary-and-region-economic-outlook-2020-fall.pdf>>.

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2021 Non-Residential Phased Tax Program

DISCUSSION

Program Summary

The Municipal Non-Residential Phased Tax Program was initially developed to address the property tax redistribution caused by the sharp and rapid decline in the market value of downtown office properties, while the values for other non-residential property types remained relatively stable.

While the original intent was to use one-time funding to address the issue in 2017, Phased Tax Programs have been used for the past four years to phase in municipal non-residential property tax increases by capping them to provide transitional relief to property owners impacted by large year over year tax shifts. However, a consequence of the program was that it facilitated the onset of the “bow wave” effect and the ongoing need to implement transitional non-residential municipal tax relief measures in subsequent years.

While most non-residential property types will see an overall decrease in their 2021 assessments, the primary exceptions are industrial (particularly large format warehouses) properties. As a result of the revenue neutral shift, these properties are expected to see an increase in property taxes in 2021.

This issue was raised before the Priorities and Finance Committee on 2020 October 13. During a Special Meeting of Council on 2020 November 26, Council directed Administration to implement a 2021 Municipal Non-Residential Phased Tax Program with a 10 per cent non-residential municipal property tax cap, which at the time had an estimated cost of \$21 million using preliminary assessments and the budget prior to Mid-Cycle Adjustments.³ Now that the 2021 assessment roll and budget are finalized, the estimated cost of the program is \$13 million. Even though the cost is lower than anticipated, Administration continues to recommend the program cap non-residential tax increases at 10 per cent as proposed. A 10 per cent municipal tax cap will perpetuate a “bow wave” however, this option will result in the least impact.

The proposed 2021 Phased Tax Program eligibility criteria is outlined in Attachment 2.

Table 1: 2021 Phased Tax Program Cost and Beneficiary Summary

	Cap on Non-Residential Municipal Tax Increases	Non-Residential Taxable Properties	Estimated Number of Qualifying Properties	Estimated Program Cost	Beneficiary %, Number of Recipients		Beneficiary %, Value of the Phased Tax Program	
2021 Phased Tax Program	10.00%	14,646	1,984	\$13,000,000	Industrial	66	Industrial	66
					Office	8	Office	12
					Retail	22	Retail	19
					Other	4	Other	4

³ See Attachment 1 under “Previous Council Direction”.

A multi-residential Phased Tax Program was also explored by Council in early 2020, however it was ultimately defeated for a variety of reasons. See the “2020 Information on Phased Tax Program for Multi-Residential Tax Payers Report,” [C2020-0486](#), for further information.

2021 Non-Residential Phased Tax Program

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☒ Public/Stakeholders were informed
- ☐ Stakeholder or customer dialogue/relations were undertaken

The City released the 2021 Assessment Roll Briefing to the public on 2021 January 14, which discussed both the changes in non-residential assessed values and the Council approved 2021 Phased Tax Program. Feedback from public written submissions and registered public speakers during Council's Mid-Cycle Adjustments in 2020 November was taken into consideration in the preparation of this report. Administration also worked with Calgary Economic Development and the Calgary Chamber of Commerce when reviewing tax relief options for 2017 and 2018. Feedback from non-residential property owners on the 2017 and 2018 Phased Tax Program has also been taken into consideration in the preparation of this report.

IMPLICATIONS

Social

There are no social implications anticipated in association with implementing these recommendations.

Environmental

There are no environmental implications anticipated in association with implementing these recommendations.

Economic

Per the Government of Alberta:

"The COVID-19 crisis is the latest in a series of challenges that Alberta's economy has faced in recent years, dating back to the 2014 oil price crash and 2015-16 recession. The result has been a prolonged period of weakness in the economy."⁴

The local economy in Calgary is no exception and faces a great deal of uncertainty as to the future.⁵ As a result, both Administration and City Council have expressed concern with the significant amount by which some non-residential properties' taxes are expected to increase year over year. A 2021 Municipal Non-Residential Phased Tax Program will aid in providing tax relief to eligible properties, as well as a degree of tax predictability for property owners.⁶ By providing property tax relief to property owners, the program will indirectly assist businesses impacted by the COVID-19 pandemic. Furthermore, Council's willingness to provide non-residential municipal property tax relief may also serve to increase the attractiveness of Calgary as a destination for investment and job creation.

⁴ Alberta, Government of Alberta Treasury Board and Finance, *2020-21 Mid-year Fiscal Update and Economic Statement*, (Online: Government of Alberta, November 2020) at 13 <<https://www.alberta.ca/economic-outlook.aspx>>.

⁵ *Supra* note 3.

⁶ And their tenants, who are often directly responsible for paying property taxes in the case of a net lease.

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2021 Non-Residential Phased Tax Program

Service and Financial Implications

Existing operating funding - One-time
\$13,000,000

The 2021 non-residential Phased Tax Program will cost approximately \$13 million. Council previously approved \$3 million from unused funds previously allocated for prior years' Phased Tax Programs and \$18 million left over from the originally approved \$24 million property tax rebate for a total of up to \$21 million.

RISK

Administration has reviewed options for 2021 non-residential tax relief and the proposed Phased Tax Program provides the highest level of benefit to those impacted by the largest tax increases due to the reassessment process, while minimizing risks, operational concerns and administrative costs to non-residential property owners.

Providing tax relief by "phasing in" tax increases is authorized by section 347(2) of the *Municipal Government Act*. However, the proposed 10 per cent non-residential municipal tax cap will still perpetuate a "bow wave" for future years. As such, the program is inconsistent with recommendations of the Financial Task Force, particularly number 34.⁷ Furthermore, tax responsibility will not be tied exclusively to assessed value, reducing transparency.

ATTACHMENT(S)

1. Attachment 1 - Background and Past Council Direction
2. Attachment 2 - Proposed 2021 Municipal Non-Residential Phased Tax Program Criteria
3. Attachment 3 - Illustrative Examples

Department Circulation

General Manager	Department	Approve/Consult/Inform
CFO Carla Male	CFOD	Approve
City Solicitor Jill Floen	Law	Inform

⁷ The City of Calgary Financial Task Force, *Report and Recommendations*, (Online: City of Calgary, 2020) at 41.

Background

Phased Tax Programs have been used in previous years to “cap” increases to the municipal portion of non-residential property tax to provide relief to property owners impacted by large year over year tax shifts. Administration explored options to provide tax relief to properties facing the largest municipal tax increases, and to minimize further exacerbation of the “bow wave” effect.

The program was first implemented in 2017 and was adopted again in 2018, 2019 and 2020, with a total of \$247 million in approved funding. In addition, 2020 tax relief was supplemented by shifting 3 per cent of the tax responsibility from non-residential to residential properties. As Table 1 shows, Council placed various caps on property taxes in each year a Phased Tax Program was implemented. In 2020, Council also considered implementing a Phased Tax Program for multi-residential properties, but ultimately decided against it.¹

Table 1.1 Previous Years' Phased Tax Programs

Year	Council Approved Amount	Number of Accounts Credited by the Phased Tax Program	Phased Tax Program Credits Processed*	Non-Residential Municipal Tax Cap
2017	\$ 45,000,000	5,082	\$ 27,361,840	5%
2018	\$ 41,000,000	7,051	\$ 30,755,890	5%
2019	\$ 130,900,000	11,748	\$ 120,414,398	-10%
2020	\$ 30,000,000	4,550	\$ 21,711,416	10%
			\$ 200,243,544	

*As at January 27, 2021

Context

Previous year's Phased Tax Programs were intended to address the tax shifts resulting from the disproportional market value changes experienced by the different sectors of the non-residential inventory by limiting increases to the municipal portion of the non-residential property tax. Specifically, at the onset of the economic downturn in Alberta there was a very sharp and rapid decline in the market value of downtown office properties while the values for other non-residential property types remained relatively stable. As a result, a large share of the tax burden previously carried by the downtown office inventory was transferred to other sectors of the non-residential inventory located outside the downtown.

Of the \$247 million in Phased Tax Program funding approved by Council since 2017, approximately \$200 million in credits have been issued as at 2021 January 27 to provide tax relief to non-residential property owners over the last 4 years.

Council's decision on 2019 November 29 to shift a portion of the 2020 tax share from residential to non-residential has also served to ease the property tax burden for non-residential property owners. Another benefit was the reduction in the impact of the “bow wave” effect created due to the substantial credits issued in 2019. Furthermore, Council's recent deliberations on the Mid-Cycle Adjustments, as well as the approved adjustments based on the SAVE business cases, have also reduced the burden for taxpayers.

¹ See Combined Meeting of Council on 2020 April 27, report number C2020-0486, item 12.2.1.

For example, Council approved an overall tax rate decrease of 1.77 per cent for 2021 and identified \$26 million in net base budget savings.²

For 2021, most non-residential property types will see an overall decrease in their assessments, with the notable exceptions of industrial (particularly large format warehouses). As a result, these properties are expected to see increases in property taxes in 2021. During the 2020 November Special Meeting of Council Re: Adjustments to One Calgary Service Plans and Budgets, Administration put forward its preliminary findings of the 2021 assessment roll and options for a non-residential Phased Tax Program for 2021.

Previous Council Direction

The most recent previous Council direction is as follows:

During the 2019 November 12 Strategic Meeting of Council, Council directed Administration to return with options for a transitional non-residential Phased Tax Program for 2021. At the 2020 November 9 Special Meeting of Council, Council:

1. Directed Administration to implement a non-residential Phased Tax Program, with an estimated cost of \$21 million and estimated 10 per cent non-residential municipal property tax cap for 2021;
2. Approved \$3 million from unused funds previously allocated for prior years' PTP and \$18 million left over from the originally approved \$24 million property tax rebate for a total of up to \$21 million for the 2021 PTP; and
3. Directed Administration to report back to the Priorities and Finance Committee in Q1 2021 for finalization of the program after the 2021 property assessment roll is mailed.

Timeline

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2017 January 23	C2017-0057	Municipal Non-Residential Phased Tax Program (PTP) Report – 2017 PTP
2018 March 19	PFC2018-0045	2018 Tax Relief Option Report – 2018 PTP
2019 June 10	C2019-0782	Amended Notice of Motion re: Immediate Tax Relief for Calgary Businesses – 2019 PTP
2020 January 21	PFC2020-0015	2020 Non-Residential Property Tax Relief Options Report – 2020 PTP
2020 April 27	C2020-0486	Information on Phased Tax Program for Multi-Residential Taxpayers

² Council took additional steps as well, see Adjustments to One Calgary Service Plans and Budgets during Special Meeting of Council on 9 November 2020 and 23 – 26 November 2020, the details of which can be found here: Council and Committee Agendas, Minutes and Video (calgary.ca) <<https://www.calgary.ca/ca/city-clerks/legislative-services/agenda-minutes.html>>; See also: Mid-Cycle Adjustments (calgary.ca) <<https://www.calgary.ca/cfod/finance/plans-budgets-and-financial-reports/plans-and-budget-2019-2022/mid-cycle-adjustments.html>>.

Bylaws, Regulations, Council Policies

The following legislation informs PTP:

Municipal Government Act, RSA 2000 c M-26, s. 347(2).

PROPOSED 2021 MUNICIPAL NON-RESIDENTIAL PHASED TAX PROGRAM CRITERIA

Summary

The purpose of the Phased Tax Program is to phase-in 2021 non-residential property tax increases (municipal portion only) by limiting the increase in property taxes in 2021 to 10 per cent. This means that eligible non-residential property owners will experience a maximum increase in the municipal non-residential property tax of 10 per cent (not including effects of prior year's rebate and prior year's Phased Tax Programs) resulting from the preparation of the 2021 market value assessment.

The Phased Tax Program is a one-year program only.

Eligibility

1) Market Value Changes Only

This program is designed to phase-in only the non-residential property tax effects resulting from the preparation of the 2021 annual market value assessment. Thus, the focus is on market value changes only.

2) Non-Market Value Changes

Properties which had physical changes that affected the 2021 assessment relative to the 2020 assessment or had changes due to other external non-market impacts (e.g. a zoning change, servicing, remediation, a change in taxable status, factual corrections, a change in assessment class) would be excluded from the Phased Tax Program.

3) Regulated Rate Properties

Any non-residential property not valued on the market value standard is excluded; such as farmland and linear properties.

4) Other Criteria

To be included in the Phased Tax Program, non-residential properties:

- Must have existed in 2020.
- Must have a tax status of "taxable".
- For properties assessed with more than one assessment class, only those properties where the non-residential component is 50% or higher will be included.
- Must have 2021 municipal non-residential property taxes greater than \$50.
- The amount to be phased-in exceeds \$25.

5) Provincial Non-Residential Property Tax

The Phased Tax Program does not include any non-residential property tax effects from the provincial government. At this point, The City of Calgary has not been informed of the provincial requirements for property tax to be collected from the non-residential property group.

6) Impact of Filing an Assessment Complaint

In accordance with the *Municipal Government Act* property owners who disagree with their assessment have the right to file a complaint with the Assessment Review Board (ARB). The Phased Tax Program requires known and final assessment values to determine if the tax change is above or below the phase-in threshold (10 per cent). Any non-residential property that has filed a 2021 complaint will not be included in the Phased Tax Program until the decision of the ARB has been rendered and any further appeals or reviews have been concluded. Any non-residential property that has an outstanding prior years' appeal or review will not be included in the Phased Tax Program until the appeal or review is concluded. Once a final determination of the assessed value has been received, any resulting tax effect will be taken into consideration in accordance with the Phased Tax Program.

7) Processing the Phase-in

There will be no application process required, and the tax effect of the Phased Tax Program will be applied on the annual non-residential property tax bill. Property tax accounts using the Tax Instalment Payment Plan will have the payment amounts accordingly adjusted.

ILLUSTRATIVE EXAMPLES

52% Residential : 48% Non-Residential				
	2020	2021	Year-over-Year Change	10% Cap
Non-Residential \$5M Property				
Assessment	\$5,000,000	\$5,000,000	0.00%	\$5,000,000
Municipal Taxes	\$79,139	\$83,063	4.96%	\$83,063
One-time Rebate	-\$1,042			
Less PTP	\$0			\$0
Municipal Taxes After PTP	\$78,097	\$83,063	6.36%	\$83,063
Muni Tax Change After PTP Excl 2020 Rebates				4.96%
Retail - Strip Mall				
Assessment	\$3,440,000	\$3,020,000	-12.21%	\$3,020,000
Municipal Taxes	\$54,448	\$50,170	-7.86%	\$50,170
One-time Rebate	-\$717			
Less PTP	-\$3,144			\$0
Municipal Taxes After PTP	\$50,587	\$50,170	-0.82%	\$50,170
Muni Tax Change After PTP Excl 2020 Rebates				-7.86%
Retail - 17th Avenue SW (1)				
Assessment	\$1,980,000	\$1,890,000	-4.55%	\$1,890,000
Municipal Taxes	\$31,339	\$31,398	0.19%	\$31,398
One-time Rebate	-\$413			
Less PTP	-\$4,184			\$0
Municipal Taxes After PTP	\$26,742	\$31,398	17.41%	\$31,369
Muni Tax Change After PTP Excl 2020 Rebates				0.19%
Retail - 17th Avenue SW (2)				
Assessment	\$2,170,000	\$2,060,000	-5.07%	\$2,060,000
Municipal Taxes	\$34,346	\$34,222	-0.36%	\$34,222
One-time Rebate	-\$452			
Less PTP	\$0			\$0
Municipal Taxes After PTP	\$33,894	\$34,222	0.97%	\$34,222
Muni Tax Change After PTP Excl 2020 Rebates				-0.36%
Retail - Neighbourhood Shopping Centre				
Assessment	\$44,410,000	\$44,250,000	-0.36%	\$44,250,000
Municipal Taxes	\$702,913	\$735,103	4.58%	\$735,103
One-time Rebate	-\$9,255			
Less PTP	-\$56,243			\$0
Municipal Taxes After PTP	\$637,415	\$735,103	15.33%	\$735,103
Muni Tax Change After PTP Excl 2020 Rebates				4.58%
Industrial - Typical Warehouse				
Assessment	\$2,770,000	\$2,830,000	2.17%	\$2,830,000
Municipal Taxes	\$43,843	\$47,013	7.23%	\$47,013
One-time Rebate	-\$577			
Less PTP	\$0			\$0
Municipal Taxes After PTP	\$43,266	\$47,013	8.66%	\$47,013
Muni Tax Change After PTP Excl 2020 Rebates				7.23%

52% Residential : 48% Non-Residential				10% Cap
2020	2021	Year-over-Year Change		
Industrial - Large Format Warehouse				
Assessment	\$48,990,000	\$54,100,000	10.43%	\$54,100,000
Municipal Taxes	\$775,404	\$898,736	15.91%	\$898,736
One-time Rebate	-\$10,210			
Less PTP	-\$29,704	-\$45,792		-\$45,792
Municipal Taxes After PTP	\$735,490	\$852,944	15.97%	\$852,944
Muni Tax Change After PTP Excl 2020 Rebates				10.00%
Suburban Office				
Assessment	\$13,100,000	\$13,040,000	-0.46%	\$13,040,000
Municipal Taxes	\$207,344	\$216,627	4.48%	\$216,627
One-time Rebate	-\$2,730			
Less PTP	\$0			\$0
Municipal Taxes After PTP	\$204,614	\$216,627	5.87%	\$216,627
Muni Tax Change After PTP Excl 2020 Rebates				4.48%
Office - Downtown AA Class				
Assessment	\$315,370,000	\$276,490,000	-12.33%	\$276,490,000
Municipal Taxes	\$4,991,613	\$4,593,190	-7.98%	\$4,593,190
One-time Rebate	-\$65,723			
Less PTP	\$0			\$0
Municipal Taxes After PTP	\$4,925,890	\$4,593,190	-6.75%	\$4,593,190
Muni Tax Change After PTP Excl 2020 Rebates				-7.98%
Accommodation - Hotel				
Assessment	\$111,170,000	\$79,120,000	-28.83%	\$79,120,000
Municipal Taxes	\$1,759,577	\$1,314,381	-25.30%	\$1,314,381
One-time Rebate	-\$23,168			
Less PTP	\$0			\$0
Municipal Taxes After PTP	\$1,736,409	\$1,314,381	-24.30%	\$1,314,381
Muni Tax Change After PTP Excl 2020 Rebates				-25.30%

2021 Supplementary Property Assessment and Tax Bylaw

RECOMMENDATION(S):

That the Priorities and Finance Committee recommends that Council:

1. Give three readings to the proposed 2021 Supplementary Property Assessment Bylaw and 2021 Supplementary Property Tax Bylaw (Attachments 2 and 3) which will remain in force until repealed; and
2. Forward this report and attachments to the 2021 March 01 Combined Meeting of Council.

HIGHLIGHTS

- Passing the proposed bylaws will allow The City to prepare supplementary property assessments and impose supplementary property tax.
- What does this mean to Calgarians? It ensures that properties with improvements under construction, which are completed or occupied within the tax year, as well as designated manufactured homes moved into The City within the tax year, pay their share of property taxes.
- Why does this matter? Not only does it provide for fairness in the property tax system, but the revenue from supplementary property taxes are included in Council's approved One Calgary 2019-2022 Service Plans and Budgets to help facilitate the continued provision of services to Calgary's citizens.
- The supplementary assessment and tax program is to be administered in the same manner as tax year 2020.
- The 2021 Supplementary Property Assessment Bylaw must be passed prior to 2021 May 01.
- Recent revisions to the Municipal Government Act (MGA) allow Council to make both the supplementary assessment and tax bylaws to be continuous until repealed.
- Administration therefore recommends that Council make the proposed bylaws continuous to enhance administrative efficiency.
- Strategic Alignment to Council's Citizen Priorities: A well-run city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

In order to prepare supplementary assessments, Council must pass a bylaw to authorize such action.¹ Council must also pass a concurrent bylaw authorizing it to impose supplementary property tax.² The tax rates imposed on supplementary assessments will be the same as the tax rates set out in the 2021 Property Tax Bylaw that is expected to be passed by Council later this spring. The legislative authority for supplementary assessment and tax bylaws is discussed further in Attachment 1. Recent revisions to the MGA allow Council to make both the supplementary assessment and tax bylaws to be continuous until repealed.³ Prior to these revisions Council was obliged to pass both bylaws on an annual

¹ *Ibid* at s. 313.

² *Ibid* at s. 369(1).

³ *Supra* note 1.

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2021 Supplementary Property Assessment and Tax Bylaw

basis. Administration recommends that Council take advantage of this new ability and make the bylaws continuous as this would foster administrative efficiency. The supplementary assessment and property tax program has been administered by The City since 1995 with few changes made to the bylaws at issue within the past 10 years and no changes to the bylaws are expected in the foreseeable future.

The proposed 2021 Supplementary Property Assessment Bylaw can be found in Attachment 2, and the proposed 2021 Supplementary Property Tax Bylaw can be found in Attachment 3.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder or customer dialogue/relations were undertaken

The annual process for preparing the 2021 Supplementary Property Assessment and Supplementary Property Tax Bylaws report includes staff members from the Finance, Law and Assessment business units.

IMPLICATIONS

Social

There are no social implications anticipated in association with implementing these recommendations.

Environmental

There are no environmental implications anticipated in association with implementing these recommendations.

Economic

The Supplementary Property Assessment Bylaw and the Supplementary Property Tax Bylaw authorize The City to assess and tax properties within the current taxation year. Passing the bylaws is consistent with The City of Calgary's municipal tax direction in 2020 and prior years.

Supplementary property taxes for municipally assessed properties are included as a revenue source in Council's approved One Calgary 2019-2022 Service Plans and Budgets. Absent the above mentioned Bylaws, this revenue will not be available.

**Chief Financial Officer's Report to
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2021 Supplementary Property Assessment and Tax Bylaw

Service and Financial Implications

Other:

Supplementary tax revenues are a source of funding for current and future operating fiscal plans. For 2021, the estimated budget amount is \$8.2 million in municipal supplementary property tax revenues.

RISK

The Supplementary Assessment Bylaw must be passed prior to 2021 May 01 in order to apply to 2021.⁴ If it is passed after this deadline, the stream of revenue from supplementary property tax will not be available for tax year 2021.

There are no other significant risks associated with this report.

ATTACHMENT(S)

1. Attachment 1 - Previous Council Direction, Background
2. Attachment 2 - Proposed Wording for the 2021 Supplementary Property Assessment Bylaw
3. Attachment 3 - Proposed Wording for the 2021 Supplementary Property Tax Bylaw

Department Circulation

General Manager	Department	Approve/Consult/Inform
CFO Carla Male	Chief Financial Officer's Department	Approve
City Solicitor Jill Floen	Law	Inform

⁴ *Ibid* at s. 313(3) of the MGA.

Background

Council has passed similar bylaws since 1995 authorizing the preparation and taxation of supplementary property assessments, permitting the collection of tax revenue on properties that have completed construction, for example.

Context

Supplementary Property Assessments

Individual residential and non-residential property assessments, as well as machinery and equipment assessments in annexed areas, are prepared by The City of Calgary's Municipal Assessor the year before the property tax is imposed and reflect the property's market value as of July 01 and the characteristics and physical condition of the property on December 31.

During the tax year, under the direction of a Council Bylaw, the Municipal Assessor prepares supplementary assessments where there is an increase in property value due to completed construction, the occupation of an improvement made to a property, or when a manufactured/mobile home is moved into Calgary after December 31 of the prior year. The value of a supplementary assessment is pro-rated to reflect the number of months during which the improvement is completed or occupied or, in the case of a manufactured home, how long it has been located in Calgary.

A summary of property tax revenue generated through supplementary assessments over the past three years has been provided in Table 1, below.

Table 1. Previous Years Supplementary Assessment Revenue

Year	Budgeted Municipal Property Tax Revenue	Actual Municipal Property Tax Revenue
2018	\$ 8,200,000	\$ 6,700,000
2019	\$ 9,200,000	\$ 9,200,000
2020	\$ 8,800,000	\$ 7,900,000*

*As of January 10, 2021

Supplementary Assessment and Tax Bylaws

Section 313 of the *Municipal Government Act*¹ (MGA) provides Council with the authority to pass a Supplementary Property Assessment Bylaw for municipally assessed property types and to direct the Municipal Assessor to prepare and issue supplementary property assessments. The Bylaw applies to the year in which it is passed and only if it is passed before May 01 of the same year.

Once Council passes the Supplementary Property Assessment Bylaw, a Supplementary Property Tax Bylaw must also be passed in the same year under the authority of section 369 of the MGA.

Additions to the MGA

¹ *Municipal Government Act*, RSA 2000, c M-26.
PFC2021-0059 Attachment 1

Bill 25, also known as the *Red Tape Reduction Implementation Act*,² came into force on December 5, 2019. Among other things, Bill 25 modified the MGA allowing Council to choose to make certain bylaws continuous until repealed.

Respecting supplementary assessments and supplementary tax bylaws, the relevant additions to the MGA are sections 325.1 and 369.1, respectively:

“325.1 Bylaws enacted under section 297 or 313 remain in force after the year in which they are enacted and apply in respect of subsequent years until they are repealed.”³

“369.1 Bylaws enacted under section 369(1), 371 or 379 remain in force after the year in which they are enacted and apply in respect of subsequent years until they are repealed.”⁴

In light of the above, it is recommended that The City make both of the proposed bylaws continuous to promote administrative efficiency as the bylaws are virtually identical year over year, with the exception of the dates referenced therein.

Previous Council Direction

Council has passed similar bylaws since 1995 authorizing the preparation and taxation of supplementary property assessments. Furthermore, revenue from supplementary property taxes are included in Council's approved One Calgary 2019-2022 Service Plans and Budgets.

Timeline

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2019 February 12	PFC2019-0027	2019 Supplementary Property Assessment and Tax Bylaws Report
2020 February 11	PFC2020-0010	2020 Supplementary Property Assessment and Tax Bylaws Report

Bylaws, Regulations, Council Policies

The following legislation informs supplementary assessment and property tax:

Municipal Government Act, RSA 2000 c M-26

² Bill 25, *Red Tape Reduction Implementation Act*, 1st Sess, 30th Leg, Alberta, 2019.

<https://docs.assembly.ab.ca/LADDAR_files/docs/bills/bill/legislature_30/session_1/20190521_bill-025.pdf>.

³ *Supra* note 1 at s. 325.1 [emphasis added].

⁴ *Ibid* at s. 369.1 [emphasis added].

PROPOSED WORDING FOR THE SUPPLEMENTARY PROPERTY ASSESSMENT BYLAW

WHEREAS section 313 of the *Municipal Government Act*, R.S.A. 2000, c.M-26 (“the Act”) provides that the council of a municipality must pass a supplementary assessment bylaw to authorize the preparation of supplementary assessments in respect of improvements for the purpose of imposing a tax in the same year;

AND WHEREAS section 313 of the Act provides further that a supplementary assessment bylaw or any amendment to it applies to the year in which it is passed, only if it is passed before May 1 of that year;

AND WHEREAS section 325.1 of the Act provides that bylaws enacted under section 313 remain in force after the year in which they are enacted and apply in respect of subsequent years until they are repealed;

AND WHEREAS The City of Calgary wishes to pass a supplementary assessment bylaw to provide for the preparation of supplementary assessments in respect of improvements for the taxation year 2021 and subsequent years;

NOW THEREFORE THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. This Bylaw may be cited as the “Supplementary Property Assessment Bylaw”.
2. In this Bylaw,
 - (a) “Act” means the *Municipal Government Act*, R.S.A. 2000, c.M-26;
 - (b) “Municipal Assessor” means the person appointed to the designated officer position of Municipal Assessor pursuant to section 284.2 of the Act and Bylaw 49M2007;
 - (c) “City of Calgary” means The City of Calgary, a municipal corporation of the Province of Alberta and, where the context so requires, means the geographical area within the boundaries of the City of Calgary;
 - (d) “Council” has the same meaning as in section 1 of the Act;
 - (e) “Improvement” has the same meaning as in section 284 of the Act;
 - (f) “Supplementary Assessment” means an assessment made pursuant to this Bylaw and Part 9, Division 4 of the Act.
3. Supplementary Assessments shall be prepared in 2021 and in each subsequent year for the purpose of imposing a tax in the same year under Part 10 of the Act.
4. Subject to the provisions of section 314 of the Act, the Municipal Assessor must prepare Supplementary Assessments for each year:

- (1) for machinery and equipment used in manufacturing and processing, if those Improvements are operational in that year;
 - (2) for all other Improvements, if they are completed in that year, are occupied during all or any part of that year, or are moved into the City of Calgary during that year and will not be taxed in the same year by another municipality; and
 - (3) in the same manner as the assessments are prepared under Part 9, Division 1 of the Act, but must pro-rate the Supplementary Assessments to reflect only the number of months during which the Improvement is completed, occupied, located in the City of Calgary or in operation, including the whole of the first month in which the Improvement was completed, was occupied, was moved into the City of Calgary or began to operate.
5. The Municipal Assessor may prepare a Supplementary Assessment for a designated manufactured home that is moved into the City of Calgary during the year in which it is to be taxed under Part 10 despite the fact that the designated manufactured home will be taxed in that year by another municipality.
6. A supplementary assessment roll shall be prepared in accordance with section 315 of the Act.
7.
 - (1) A supplementary assessment notice shall be prepared in accordance with sections 316 and 316.1 of the Act for every assessed Improvement shown on the supplementary assessment roll.
 - (2) The supplementary assessment notices shall be sent in accordance with sections 316 and 316.1 of the Act to the assessed persons.
8. This Bylaw comes into force on the day it is passed.

PROPOSED WORDING FOR THE SUPPLEMENTARY PROPERTY TAX BYLAW

WHEREAS section 369 of the *Municipal Government Act*, RSA 2000, c M-26 (the “Act”) provides that the council of a municipality must pass a supplementary property tax bylaw to authorize it to impose a supplementary property tax in respect of property for which supplementary assessments have been prepared;

AND WHEREAS section 369.1 of the Act provides that Bylaws enacted under section 369(1) remain in force after the year in which they are enacted and apply in respect of subsequent years until they are repealed;

AND WHEREAS Council has enacted Bylaw xxM2021 to authorize supplementary assessments to be prepared for 2021 and subsequent years;

NOW THEREFORE THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. This Bylaw may be cited as the “Supplementary Property Tax Bylaw”.
2. In this Bylaw,
 - (a) “Act” means the *Municipal Government Act*, RSA 2000, c M-26;
 - (b) “Bylaw xxM2021” refers to a bylaw of The City of Calgary to authorize the preparation of supplementary assessments in the City of Calgary for 2021 and subsequent years;
 - (c) “City of Calgary” means The City of Calgary, a municipal corporation of the Province of Alberta and, where the context so requires, means the geographical area within the boundaries of the City of Calgary;
 - (d) “Council” has the same meaning as in section 1 of the Act;
 - (e) “Supplementary Assessment” means an assessment made pursuant to Bylaw xxM2021 or section 314.1 of the Act.
3. A supplementary property tax shall apply to all taxable Supplementary Assessments which have been prepared in accordance with Bylaw xxM2021 or section 314.1 of the Act.
4. Subject to the provisions of section 369 of the Act, the supplementary property tax rates for any specific year are the same as the property tax rates set by the annual Property Tax Bylaw for that year and section 359.3 of the Act.
5. A supplementary property tax roll shall be prepared in accordance with section 369 of the Act.
6. (1) Supplementary property tax notices shall be prepared in accordance with section 369 of the Act for all taxable property shown on the supplementary property tax roll of The City of Calgary.

- (2) Supplementary property tax notices shall be sent in accordance with section 369 of the Act to the persons liable to pay the taxes.
7. This Bylaw comes into force on the day it is passed.

TEXT FOR DISCUSSION ONLY

CIF Application - Heritage Calgary Naming, Renaming and Commemoration Process Design

RECOMMENDATIONS:

That the Priorities and Finance Committee recommend that Council:

1. Approve the Council Innovation Fund Application in the amount of \$162,000; and
2. Direct Administration to report back to the Priorities and Finance Committee on outcomes no later than Q4 2021.

HIGHLIGHTS

- The proposed Council Innovation Fund application sponsored by Councillor Colley-Urquhart would provide support for Heritage Calgary (Calgary Heritage Authority) to design a new process based on leading practices and broad community input for naming, renaming and commemoration (the Council Innovation Fund application is included as Attachment 3, and full proposal from Heritage Calgary is included as Attachment 4). The development of a new process to approach this work aligns with the Council Innovation Fund Terms of Reference in terms meeting the definition of “innovation”, aligning with the Citizen Priorities, and having the potential to change City policy and procedures.
- **What does this mean for Calgarians?** A new process would support The City and other stakeholders, including community organizations, to make intentional, inclusive and enduring decisions around naming, renaming and commemoration of assets and spaces that reflect our shared history, values and norms.
- **Why does it matter?** Developing a new process to guide naming, renaming and commemoration is a resource The City, community organizations and other stakeholders can consider for implementation to support an inclusive, vibrant and diverse community; the mental health of minority, racialized and otherwise impacted equity seeking populations; and the overall wellbeing of all Calgarians.
- Strategic Alignment to Council’s Citizen Priorities: A city of safe and inspiring neighbourhoods
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

The proposed project to be led by Heritage Calgary (Calgary Heritage Authority) will develop an inclusive, grassroots process for naming, renaming and commemoration that is uniquely Calgarian. The proposal (Attachment 4) provides a detailed overview of the project including project rationale; project scope; project team, including external consultants, budget; and timeline. This Council Innovation Fund application is sponsored by Councillor Colley-Urquhart.

The project proposes to undertake research including a literature review, and a scan to identify existing practices in the broader community, leading practices, and existing City of Calgary policies, plans, projects and initiatives. It focuses on a process of broad public engagement. The project will result in a final research report with recommendations and a process for

**Community Services Report to
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**CIF Application - Heritage Calgary Naming, Renaming and Commemoration
Process Design**

naming, renaming and commemoration that will be shared with The City and community for consideration.

The project methodology proposes a Project Advisory Team to guide the work. Members of the advisory team would include City Administration, community members, Heritage Calgary staff and board members, and other key stakeholders.

The results of this project will be considered by The City for integration into existing policies and practices, or to help guide the development of new policies and practices. The City would consider any next steps within the context of work underway in related areas, including work to respond to the 2020 July Notice of Motion to rename James Short Park and James Short Parkade (PFC2020-0802). This Notice of Motion directed Administration to develop a process by which citizen requests to re-examine an existing name of a city asset will be handled, ensuring that any such process involve community input with final decision-making by Council through the Priorities and Finance Committee as per the existing policy. To date, Administration has engaged key internal stakeholders and Heritage Calgary, undertaken a survey of Councillors, and is conducting a scan of practices in other municipalities, among other ongoing activities. Administration is to report back on this work no later than Q1 2021.

As the proposed Heritage Calgary project focuses broad community engagement that is outside the scope of Administration's current work related to the Notice of Motion, if Heritage Calgary's project proceeds, it would compliment the existing initiative, and help inform changes in policy or practices related to naming, renaming and commemoration. If the Heritage Calgary project is approved, timing of Administration's report back to PFC on the results of their work might be impacted.

About Heritage Calgary

Heritage Calgary (The Calgary Heritage Authority) was established in 2000 through the amalgamation of the Heritage Advisory Board (established in 1979) and the Municipal Heritage Properties Authority (established in 1985). CHA operates under the *Calgary Heritage Authority Act* (Alberta) and is a City of Calgary Civic Partner with annual operating funding in the One Calgary 2019-2022 budget.

Under the Act, Heritage Calgary's mandate is to recommend to Council appropriate expenditures, improvements or acquisitions to promote public interest in heritage resources; manage historic resources owned by The City; advise Council on matters related to historic resources; maintain and amend The City's inventory of historic sites; and advise the City on restoration, alteration and demolition of sites in the inventory. This project aligns with its mandate, and proposes additional support from external consultants where additional expertise is required.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☒ Public/Stakeholders were informed
- ☒ Stakeholder or customer dialogue/relations were undertaken

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**CIF Application - Heritage Calgary Naming, Renaming and Commemoration
Process Design**

This report was prepared in consultation with Heritage Calgary, based on Heritage Calgary's Council Innovation Fund Application (Attachment 3) and full proposal (Attachment 4), and reviewed by Heritage Calgary.

The report was prepared in consultation with subject matter experts in related areas of Administration including Corporate Analytics and Innovation who steward the *Municipal Naming, Sponsorship and Naming Rights Policy* (CP2016-01); Arts and Culture; and Calgary Neighbourhoods, including the Indigenous Relations Office and subject matter expert related to the Social Wellbeing Policy (CP2019-01).

IMPLICATIONS

Social

Naming, renaming and commemoration practices reflect a community's shared history, and evolving values and norms, including reconciliation. Developing related processes based on leading practices, helps ensure that naming, renaming and commemoration continues to be relevant and consistent with changes in the larger community.

Naming, renaming and commemoration practices can have a significant impact on racialized communities that are seeking equity and the health of the broader community. Not Applicable

Environmental

Not Applicable

Economic

Processes that support naming, renaming and commemoration support economic development by a contributing to the development of an inclusive, healthy and vibrant community that attracts and retains companies, and encourages individuals to live, work and play in Calgary.

Service and Financial Implications

Council Innovation Fund request

\$162,000

The current balance of the Council Innovation Fund is approximately \$2.716 million. This application is a one-time funding request of \$162,000. A detailed budget is included in the full proposal from Heritage Calgary (Attachment 4).

RISK

The risk of not supporting the proposed project is the loss of an opportunity to leverage community capacity and expertise to engage in broad public engagement with a diverse range of stakeholders to develop a process for naming, renaming and commemoration that can be used by The City, community, and other stakeholders.

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Process Design**

ATTACHMENTS

1. Previous Council Direction
2. Terms of Reference for the Council Innovation Fund
3. Application for Council Innovation Fund
4. Naming, Renaming and Commemoration Process Design Project Proposal

Department Circulation

General Manager	Department	Approve/Consult/Inform
Carla Male, CFO and General Manager	Chief Financial Officer's Department	Inform

Previous Council Direction

The following is Previous Council Direction related to PFC2021-0096.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
7/20/2020	PFC2020-0802	<p>Notice of Motion: Renaming James Short Park and James Short Parkade</p> <p>That with respect to Notice of Motion PFC2020-0802, the following be approved:</p> <p>NOW THEREFORE BE IT RESOLVED that City Council directs City Administration, through the Tomorrow's Chinatown project and with support from Arts and Culture, to engage the Chinatown community to discuss the history of the Short site, the roles of James Short and the Anti-Chinese League in Chinatown's history, the relocation of Chinatown, and the resiliency of the Chinese community in Calgary; AND FURTHER BE IT RESOLVED that City Council directs City Administration to report back with new names for the Short Site that are recommended by the community through Tomorrow's Chinatown, with particular consideration of names recognizing historical Chinese Canadian contributions to Calgary, as well as with an action plan for further programming and/or physical installations that interpret the historical learnings from the community discussions; AND FURTHER BE IT RESOLVED that City Council requests that the Mayor write to the Calgary Board of Education to encourage the name change of the James Short Memorial School, and interpretation of Short's past, for the same reasons as detailed above.</p> <p>Con't next page</p>

Con't

That with respect to Notice of Motion PFC2020-0802 the following Motion Arising be adopted:

That Council: 1.Direct Administration to revise the Municipal Naming, Sponsorship and Naming Rights Policy CP2016-01 as follows: a. In Schedule 1, add a new section 1.1.2 as follows: i.1.1.2 Names should not be divisive in nature. When an individual or group is identified by a name, best efforts should be taken to ensure that the name is not seen as linked with discrimination, oppression and systemic racism nor in violation of community standards as they exist today. b. In Schedule 1: i. Add the following words to the end of section 2.1.1: "in accordance with section 1.1.2 above."

c. In Schedule 2: i. Replace section 1.3.3 with: Names should not be divisive in nature. When an individual or group is identified by a name, best efforts should be taken to ensure that the name is not seen as linked with discrimination, oppression and systemic racism nor in violation of community standards as they exist today. Names that are otherwise offensive, misleading, or ineffective are also not permitted.

2. DIRECT administration to develop a process by which citizen requests to re-examine an existing name of a city asset will be handled, ensuring that any such process involve community input with final decision-making by Council through the Priorities and Finance Committee as per the existing policy. In addition, this must also involve consultation with the Anti-Racism Advisory Committee once it is operational, with the report returning through the Priorities and Finance Committee no later than Q1 2021.

4/29/2019	PFC2019-0381	<p>Proposed Approach to Council Innovation Fund Update</p> <p>Council approved updates to the Council Innovation Fund Terms of Reference. Any Member of Council can submit an application for CIF to the Priorities and Finance Committee for review and consideration and ultimately for Council's consideration and approval. The proposal for funding must demonstrate credibility, fiscal responsibility and good management which will be important considerations in the evaluation of applications.</p>
3/22/2018	PFC2018-0159	<p>Municipal Naming, Sponsorship and Naming Rights Policy Update</p> <p>That the Priorities and Finance Committee recommends that Council approve the proposed amendments to the Municipal Naming, Sponsorship and Naming Rights Policy, CP2016-01(Attachment 2).</p>
1/23/2017	NM2017-02	<p>Notice of Motion- Renaming the Langevin Bridge as the Reconciliation Bridge</p> <p>NOW THEREFORE BE IT RESOLVED that Council hereby renames the Langevin Bridge as the "Reconciliation Bridge" as a sincere act of reconciliation on behalf of the citizens of Calgary; AND BE IT FURTHER RESOLVED that Council waive the usual process under the Municipal Naming, Sponsorship and Naming Rights Policy, and that the passage of this Notice of Motion be taken as final approval of the name change; AND BE IT FURTHER RESOLVED that Administration consult with the Mayor's Office, interested Members of Council, Treaty 7 Knowledge Keepers, CAUAC and the Calgary Heritage Authority in developing wording and procuring a plaque that both explains the history of all bridge structures at the location, as well as the story of Hector Langevin and the story of the Indian residential school system and its impact on Canada's Indigenous community, to facilitate community dialogue; AND FURTHER THEREFORE BE IT RESOLVED that Council authorizes Administration to work with the Mayor's Office, interested Members of Council, Treaty 7 Knowledge Keepers and CAUAC in organizing a ceremony in 2017 to rededicate the Langevin Bridge as the "Reconciliation Bridge" and to foster healing and reconciliation within the community.</p>

4/11/2016

C2016-0218

Municipal Naming, Sponsorship and Naming Rights

That Council: 1. Rescind, in whole, the following Council Policies: a) Municipal Naming Policy (CS03); b) Naming Rights Guidelines – City-Owned, Civic Partners Operated Facilities (CSPS012); and c) Sponsorship Policy – City-Owned, City Managed Assets (CS011). 2. Approve Attachment 1, Municipal Naming, Sponsorship and Naming Rights Policy; 3. Receive Attachment 4, Naming Rights Practice Analysis and Options, for information; 4. Direct Administration to monitor the implementation of the Municipal Naming, Sponsorship and Naming Rights Policy and report back to the Priorities and Finance Committee no later than the end of Q1 2017 with recommended amendments, if any.

Bylaws, Regulations, Council Policies

The following policies are referred to PFC2021-0096

CP2016-01 Municipal Naming, Sponsorship and Naming Rights Policy

The purpose of this Council policy is to: streamline and outline the authorizing process and management of Municipal Naming, Sponsorship and Naming Rights to ensure a positive municipal image and enhance City products and services; protect The City from risk; provide naming guidelines and criteria that reflect Calgary's Heritage and/or further a sense of community; provide corporate guidelines and procedures based on best practices; and uphold The City's stewardship role to safeguard City Assets and interests.

CP2017-02 Indigenous Policy

The purpose of this Council Policy is to guide Council on how best to listen to, learn from, and act on ways forward together with Indigenous communities in planning, advising and decision-making; to strengthen Council and Administration's understandings, relationships, and opportunities with Treaty 7 First Nations on matters of historical, traditional, and cultural significance due to their traditional territory and; to strengthen Council and Administration's understandings, relationships, and opportunities with Indigenous communities on matters of contemporary significance.

CP2019-01 The Social Wellbeing Policy

The purpose of this policy is to outline policy statements and procedures for how City Services can contribute to achieving quality of life and increased Civic Participation for all Calgarians. This Council policy addresses the need to: provide guidance on how The City can reduce barriers and continually improve delivery of Services to all Calgarians, considering aspects of diversity including but not exclusive to: age, disability, family status, gender, gender identity/expression, marital status, Indigenous heritage/identity, level of income, place of origin, place of residence, race, religious beliefs, and sexual orientation; and develop an efficient and effective approach to the coordination of relevant existing or future strategies that advance the Social Wellbeing Principles.

TERMS OF REFERENCE FOR THE COUNCIL INNOVATION FUND

Purpose of the Fund

The Council Innovation Fund (CIF) provides non-repayable financial support for **innovation** projects that aim to improve quality of life in Calgary.

Innovation Definition

For the purposes of the CIF, **innovation** is defined as:

The translation of ideas into new or improved services, products, processes, or social interaction, that create value for the community.

Guidelines

1. Types of Funding Applications

Applications may be submitted for:

- a) Startup project grant.
- b) Pilot project grant.

2. Criteria for Successful Funding Applications

Funding applications should demonstrate that the proposal:

- a) meets the **innovation** definition as set out in these Terms of Reference,
- b) supports Council's priorities,
- c) has the potential to change city-wide policies and procedures, if successful upon implementation,
- d) is viable and sustainable in the long term,
- e) is fiscally sound,
- f) will be managed well, and
- g) has not previously received a CIF grant.

3. Process for Funding Applications

This process will be followed for all applications.

- a) Applications for CIF grant may be prepared by a variety of organizations and must be sponsored by a member of Council or prepared and sponsored by a member of Council prior to submission to the Chief Financial Office.
- b) The Chief Financial Office will be the point of contact for all applications.
- c) The applicant must complete and submit a CIF application form to the Chief Financial Office. It is the applicant's responsibility to use the prescribed application form, describe the project in the context of these guidelines, and include detailed documentation.
- d) Applications should be submitted to the Chief Financial Office no later than six weeks in advance of the targeted Priorities and Finance Committee (PFC) meeting date.

- e) The Chief Financial Office shall forward all applications to Council for review and approval, through a report to PFC. PFC will recommend approval or refusal to Council based on the criteria as set out in these Terms of Reference.
- f) Applicants will be informed of the status of their application once Council has decided to approve or refuse the application.
- g) Following application approval, a Contribution or Funding Agreement will be prepared for signing by the applicant and The City of Calgary, laying out the legally binding responsibilities and obligations of both parties. The Agreement will specify that the applicant must return any unused portion of a CIF grant to The City of Calgary.

4. Reporting and Fund Replenishment

- a) Successful applicants must submit an update report to the Chief Financial Office indicating how the CIF grant was spent and the outcomes of the project, within 12 months of the project end date.
- b) The Chief Financial Office shall submit a summary report to Council through PFC annually, on CIF grants and the overall status of the CIF.
- c) A CIF summary report identifying all projects, project approval dates, project budgets and total fund expenses, shall be included in the four-year service planning and budget process.
- d) Council may review the financial status of the CIF as part of The City's four-year service planning and budget discussions and direct that additional funding be allocated to the CIF.



APPLICATION FOR COUNCIL INNOVATION FUND

CC 941 (R2019-10)

** Be sure to save your completed document to your desktop before you print and/or email the form for submission so you do not lose your content. Please email your desktop copy and other attachments to the [CFOD Administrative Assistant](#) (see Contact Information on the CFOD myCity page for details), who will confirm receipt.*

Date of Submission

2021-01-06

Name of Project

Naming, Renaming, & Commemoration Process Design

Sponsoring Councilor

Cllrs Colley-Urquhart...et al

Applicant Name

Josh Traptow / Heritage Calgary

Applicant Contact Number

(587) 316-9870

Include area code, no spaces

Applicant Business Unit or Name of Organization

Heritage Calgary (Calgary Heritage Authority)

Affected Business Units and/or Departments

Corporate Analytics and Innovation, Office of Partnerships, Planning and Development (Heritage Planning)

Amount of Funds Requested - please attach budget breakdown details in an attachment

\$162,000.00

Draft PFC cover report attached

☒ Yes ☐ No

Please list supporting documents provided.

Naming, Renaming, and Commemoration Process Design Project Proposal (prepared by Heritage Calgary in collaboration with Hatlie Group & Intelligent Futures)

Applications for the Council Innovation Fund are to be submitted to the Chief Financial Officer Department (name of person) no later than six (6) weeks in advance of the targeted Priorities and Finance Committee (PFC) meeting date.

Only completed applications supported by a PFC cover report will be submitted for placement on the PFC agenda. The PFC will review the report and proposal and provide their recommendation to Council. The recommendation and report will then be forwarded to Council at their next scheduled meeting.

Provide a summary description of the project to a maximum of 2 pages.

This project is intended to begin the process of addressing the issues surrounding naming, renaming, & commemoration in Calgary. The project outlined in the proposal attached will develop a process to make intentional, inclusive and enduring decisions around naming, renaming and commemoration.

As various sectors contend with the implications of commemoration and historical interpretation in the context of reconciliation, Indigenous cultural resurgence and the far-reaching impact of important social movements like Black Lives Matter, Me Too and other actions that challenge systemic barriers and bias in our communities, it has become clear that a new approach to naming, renaming and commemoration is critical in our cities in the long term. Addressing the issues intentionally and thoughtfully is the ideal way to ensure that Calgary leads in deciding for themselves how choices about public memory are made now and for decades to come.

Please see attached proposal for more details of the project summary and plan (as well as project budget).

Identify how this project meets the criteria as outlined in the Terms of Reference for the Council Innovation Fund.

Please attach additional information as required.

This is an innovative project that has a high level of potential to contribute to the following goals of Council:

- 1) A Prosperous City – to ensure Calgary provides inclusive opportunities for all, Calgary must demonstrate its commitment to ensuring the names displayed on and in shared civic spaces (including buildings, parks, schools, etc) are wholly understood and information about those names is available and provides the opportunity to reduce harm whenever possible. This project seeks to create an inclusive, grassroots process to do just this.
- 2) A City of Safe & Inspiring Neighbourhoods – ensuing neighbourhoods are inclusive should extend to the names within those neighbourhoods, as well as items of commemoration (i.e. plaques, statues, etc).
- 3) A Healthy City – a City that cares about the health of its residences must include mental health. The recognition and addressing of harmful place names promotes the protection of and supports the bolstering of the mental health of minority, racialized, or otherwise impacted populations, for the overall wellbeing and benefit of all Calgarians.

This project requires one-time funding to develop a program that will support and contribute to Council priorities.

Finally, the project sponsor has previously demonstrated an excellent level of credibility as a Civic Partner & advisor to Council, and has a proven track record of fiscal responsibility and management.

Outline the proposed timeline for this project, including the final report back date.

Pending a successful application process, the proposed timeline for this project is from the end of February 2021 (kickoff meeting intended for week of February 22 2021) to mid-August 2021, with project contingency time planned for to the end of September (if required - to be determined through the project process).

Please note that this project was originally intended for the January 12 PFC Committee meeting, and as such, the proposal enclosed will show an end of January start date; however, the February start date outlined here is correct.

Identify what success looks like, and how it will be measured.

The project team envisions project success as: delivering a creative, sensitive, and impactful process for

individuals, groups, and businesses to address naming, renaming, & commemoration; project stakeholders report that engagement was extensive thorough, & thoughtful; project as outlined in the attached proposal is delivered on time and on budget.

Success of this project will be measured by delivering the project as outlined on time and on budget. The project includes extensive reporting back by the project team, which will include metrics established in collaboration with project stakeholders before extensive project engagement. The project sponsor has an extensive track record of reporting to Council and explaining how project success is achieved.

Your personal information is being collected, used and disclosed for the administration and processing of your application for funding under the Council Innovation Fund Project. Your information is collected pursuant to section 33(c) of The Freedom of Information and Protection of Privacy Act ("FOIP Act") of Alberta. If you have any questions about the collection, use or disclosure of your personal information, please contact The City of Calgary's Chief Financial Office (#8003), The City of Calgary P.O. Box 2100, Stn. M, Calgary, AB T2P 2M5 and by calling at 403-268-5664.



NAMING, RENAMING & COMMEMORATION PROCESS DESIGN

CITY OF CALGARY

CIVIC INNOVATION FUND

PROJECT PROPOSAL

SUBMITTED BY: MR JOSH TRAPTOW, EXECUTIVE DIRECTOR - HERITAGE CALGARY
DATE: FEBRUARY 16TH, 2021





LETTER OF INTRODUCTION

Heritage Calgary is very pleased to submit this application to the Council Innovation Fund to support Naming, Renaming & Commemoration Process Design.

In meeting with Councillor Colley-Urquhart this fall she thought it was important for the process of naming and re-naming to be community based and community focused.

From Councillor Farrell's notice of motion this summer, we know that naming and commemoration is a very timely and important topic.

Heritage Calgary is well suited to undertake this process design work based on our mandate to advise City Council and the City on heritage-related matters. We have been established since 2000 and have provided advice to Council on a variety of items and topics. Since 2015, with the support of the City, we have come a long way. We were made an official Civic Partner in 2019 and now have a professional staff of 3.5 employees. We continue to support the City on several key priorities, including the Calgary Heritage Strategy.

This work on renaming and commemoration is not new to us. In late 2017 we worked closely with Council and the Calgary Aboriginal Urban Affairs Committee (CAUAC) on the

renaming of the Reconciliation Bridge and the subsequent interpretation panel that was produced in 2019. The panel included information about the importance of the site as a crossing, who Hector-Louis Langevin was, the impact of the Residential School System and why the name Reconciliation Bridge was chosen.



We are excited to undertake this work and bring Calgarians together to progress through this important project.

Best regards,
Josh Traptow, Executive Director
Heritage Calgary





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B	HATLIE GROUP PROPOSAL
C	RISK MITIGATION TABLE



PROJECT INTRODUCTION & RATIONALE

History of (re)Naming in Calgary

The act of bestowing a name upon something is intimate, almost sacred. Calgary – this city, as we know it – has been known by many names over the course of its existence. This place is also known as Moh-kins-tsis, a Blackfoot word for ‘elbow’, in reference to the place where the Bow and Elbow rivers meet. This place is also known as Wîchîspa Oyade (Stoney), Otos-kwunee (Métis), Kootsisáw and Guts-ists-i (T’suu T’ina). It is a place where the sharing of ideas and opportunities naturally come together.

In the 1800s settlers moved west and established settlements on native land, including a fort located at that same meeting place of the two rivers. Rumour has it Calgarians were very close to being known as ‘Briseboisites’ after a boisterous young officer named Ephrem A. Brisebois issued an order declaring the name of the fort to be ‘Fort Brisbois’; however, that order was quickly countermanded, and the name Fort Calgary was recommended as a replacement.

Calgary has been named and renamed many times by many different people and parties, each with their own intentions, values, and visions. Today we are faced with big questions around the act of naming – and, consequently, renaming.

The questions are difficult and inevitable, and all circle around an age-old quandary – what’s in a name? If the names of the places we cherish, frequent, and gather are not reflective of the fascinatingly diverse society Calgary is today, should those places be renamed to better reflect that diverse landscape? When should we consider renaming something – when the name is exclusive or divisive? When it is harmful? What do we do when someone we have lionized is proven to be racist (and further, what is racist? Who decides? Does racism transcend time – that is, do we judge a person’s actions outside of the different time period they operated within?) What is the threshold for renaming – should there be one? Or is there a renaming “trigger”? In considering a new name for the places we value, how do we ensure that new name does not repeat the mistakes of the past, and is inclusive?

Why Now?

Recently, the major question of renaming and commemoration in Calgary has been around the call to rename James Short Park. The park is named for James Short, a prominent lawyer who moved to Calgary from Ontario in the late 1800s. Short petitioned city commissioners to prohibit Chinese Canadians from establishing Chinatown in its current location south of the Centre Street bridge – its third location within the city after being evicted from two previous locations, once due to fire, and once due to gentrification of properties along the CPR rail line. The petition claimed that Chinese Canadians would lower property values and the further contended that “it is for [the City commissioners] to take up the question and set the Chinese in one section of the city as you would an isolated hospital”. Other local instances have occurred over the last several months including a petition to change the name of William Aberhart High School due to Aberhart’s involvement in crafting policy that harmed minority groups like the LGBTQ2AI+ and guided legislation to deport Chinese and Japanese minorities following World War II.



The city block that now hosts James Short Square was once home to Central Public School, an elaborate sandstone structure similar to Haultain or King George. The school was renamed in honour of former principal, lawyer, Crown prosecutor, and school board trustee James Short in 1938. The school was demolished in 1973 - the domed cupola is the only remnant of the structure that remains. In 1973, a new school named James Short Memorial School was constructed in the SE community of Penbrooke Meadows.



“Marriage, homemaking, and the rearing of children are left entirely to chance, and so it is no wonder that humanity produces so many specimens who, if they were silk stockings or boots, would be marked “seconds”.”

Within the heritage and history industry – and Heritage Calgary – we are being faced with big, complex questions around naming, renaming, and commemoration. The older we get, the more history we uncover. Individuals who were once held up as paragons of society and indelible pioneers in the building of this place are discovered to have had values or taken actions that, today, we at best question, at worst find abhorrent. Some of these individuals’ legacies are secured and reflected today on schools, on parks, on civic buildings. Some of these individuals’ legacies are constant reminders for some that they were not accepted, unwanted, rejected, hated, put at risk, or withheld rights that others enjoyed.

Commemoration is a part of this complex conundrum. An example of this is in dealing with the legacy of Nellie McClung. This feminist pioneer continues to be lauded for her commitment to the women’s suffrage movement and has long been commended as a champion of women’s rights. However: McClung – a large reason why some women gained the right to vote in Alberta in 1916 – was also a supporter of the social philosophy of eugenics and campaigned for the

sterilization of those considered “simple-minded”. Her promotion of the benefits of sterilization contributed to the passage of eugenics legislation in Alberta. While McClung’s admirable advancements for women’s equality is remembered in statue form just outside Arts Commons on a well-trodden section of Stephen Avenue, this commemoration does not tell the full story of her complicated history.

We are not the only city grappling with this complicated question. In Edmonton, the issues that place names have created has kickstarted an intense discussion around renaming. So far, Edmonton has installed an Indigenous naming committee of 17 women to create Indigenous place names for each ward that directly suit the area of Edmonton which they represent. Elsewhere, the Edmonton Public School Board has voted to rename Dan Knott and Oliver Schools, two educational institutions with racist namesakes. More broadly, a petition to rename the entire community of Oliver is ongoing after a local campaign revealed the racist and discriminatory history of their neighbourhood’s namesake.



Dan Knott, an Edmonton mayor who served in office between 1931-33, was affiliated with and supported the Ku Klux Klan during his time in office. Alberta Klan imperial wizard J.J. Maloney actively campaigned for Knott and when he won the 1931 election, Maloney burned a cross on Connors Hill in celebration.



The Famous Five bronze monuments “Women are Persons!” in both Ottawa and Calgary commemorate a major advancement of women’s rights in Canada. All five women from Alberta also strongly supported the eugenics movement, a pseudoscience that subscribed to the idea that the human population could be improved by controlling reproduction.

Perhaps the most important instance of renaming in Calgary is that of Reconciliation Bridge (once Langevin Bridge). Many are now aware that the bridge was originally named after Sir Hector-Louis Langevin, one of the Fathers of the Canadian Confederation. Langevin is also known for his part in assimilating Native students in the Indian Residential school system in Canada.

The renaming process for Reconciliation Bridge came out of a recommendation set forth in the White Goose Flying Report to Calgary City Council on the Indian Residential School Truth and Reconciliation. This paper made it startlingly clear that the names some find inspirational others find harmful. The report stated that, “[f]or The City of Calgary to consider re-naming the bridge to a name that signifies building communities rather than dismantling them is a powerful symbol of mutual respect for the future”. It is this work – creating successful, inclusive, and diverse instances of tangible actions that demonstrate an aggrieved and injured party has been heard and extending respect and proof of evolution to that party – that this proposal seeks to begin.

It is important to recognize that this is an issue with a long, exhausting past. The instances of renaming in Calgary – and, beyond that, this proposal – is not reactionary or reactive to the social movements that we saw take over our



streets and our screens in 2020. The formation of movements like Black Lives Matter and Idle No More are simply instances of the pot boiling over after decades of simmering tensions that, in part, are fueled by things like insensitive historic naming practices that have elevated some individuals whose actions were hurtful, harmful, or discriminatory.

The issue of naming and renaming is once again a “hot button topic”. Reactions to the concept of renaming are instantaneous and sometimes visceral, based on feeling and emotion rather than a logical and thought out process, on both sides. Without a clear process to follow, we risk repeating the past –affixing names or creating methods of commemoration that may exclude individuals, or even create hurt or harm. We also risk carrying on with a disparate, partial, and fractured naming, renaming, and commemorative processes.

We recognize that casting a modern light on the historic actions of individuals and passing judgement on those actions from the luxurious position of the present is exceptionally complicated and difficult to do. However, the more we dig, the more we unearth, and more and more

we will be faced with the question of how to handle a complicated history. It is evident that this is an issue that is not going away and will only demand more of our attention as we move into 2021, and we believe that now is the time to tackle the issue head on.

Taking on the challenge of designing a process for the practice of making decisions around naming, renaming and commemoration unique to Calgary is not undertaken lightly. The process will be messy, nonlinear, complicated, and intense – but these are not reasons to not do this work. This is difficult, necessary, urgent work. However, we do not undertake this design process blindly – amongst other instances across Canada and around the world, our neighbours to the north have accepted this challenge with open arms, and are a model municipality to look to at the onset of our own unique journey.

Ultimately, we believe we owe it to Calgarians to present them with whole stories, and allow their input into the renaming process if it is decided that process is to be implemented. We are excited to begin this journey and leave Calgary a little bit better than we found it.



WHY HERITAGE CALGARY?

Heritage Calgary is well-suited to undertake this work as an arm's length Civic Partner with a mandate to advise Council on all matters relating to Calgary's heritage resources and promote public awareness of our shared heritage. This work is ongoing in our industry and as heritage experts we have our fingers on the pulse of current events, recognize and are early adopters of best practices, and have connections within the industry to help facilitate a process as difficult as this one.

Internally, Heritage Calgary is undergoing a process of determining how coming to grips with the issue of naming as well. We are re-evaluating our naming process for new historic resources, how to assign a new name to a resource that has been re-evaluated and whose original name is no longer appropriate or valid, and how commemoration of history is done in our city. We are beginning the process of determining how best to recognize and share with others the darker parts of our history, working towards providing a platform to elevate lesser known but equally important stories of those who have made Calgary what it is today.

We have brought together a team of cultural consultants to create an inclusive, grassroots design process whose expertise will ensure the navigation of this complex project is as smooth as possible. Together we create a dynamic and creative team excited for the challenge this project presents.





HERITAGE CALGARY

Heritage Calgary is a charitable Civic Partner of the City of Calgary focused on the research, education, and preservation of our shared heritage in Calgary. We believe heritage is a dynamic process by which identity is experienced, interpreted, and represented and we take pride in working with Calgarians to honour the fabric that we are all a part of.



OUR VISION:

To be the voice of heritage for Calgarians.

OUR MISSION:

To identify, preserve, and promote Calgary's diverse heritage for future generations.

OUR MANDATE:

- 1 Advise Council on all matters relating to Calgary's heritage resources.
- 2 Evaluate potential historic sites.
- 3 Maintain Calgary's Inventory of Evaluated Historic Resources.
- 4 Promote public awareness of our shared heritage.



PROJECT SCOPE


The intention of this project is to build a strong foundational body of work and establish important relationships based on trust. Successful execution of this scope of work will see the completion of groundwork required to achieve the ultimate goal of creating unique, tailored plans that will guide the naming, renaming, and commemoration process in a Calgary-specific context. The project approach is systems-based, looking at the structures, policies, people, and relationships that support the work, and is designed to be iterative and responsive which will allow the project team to monitor, assess and adjust the process when it is clear that the community and stakeholders require it.

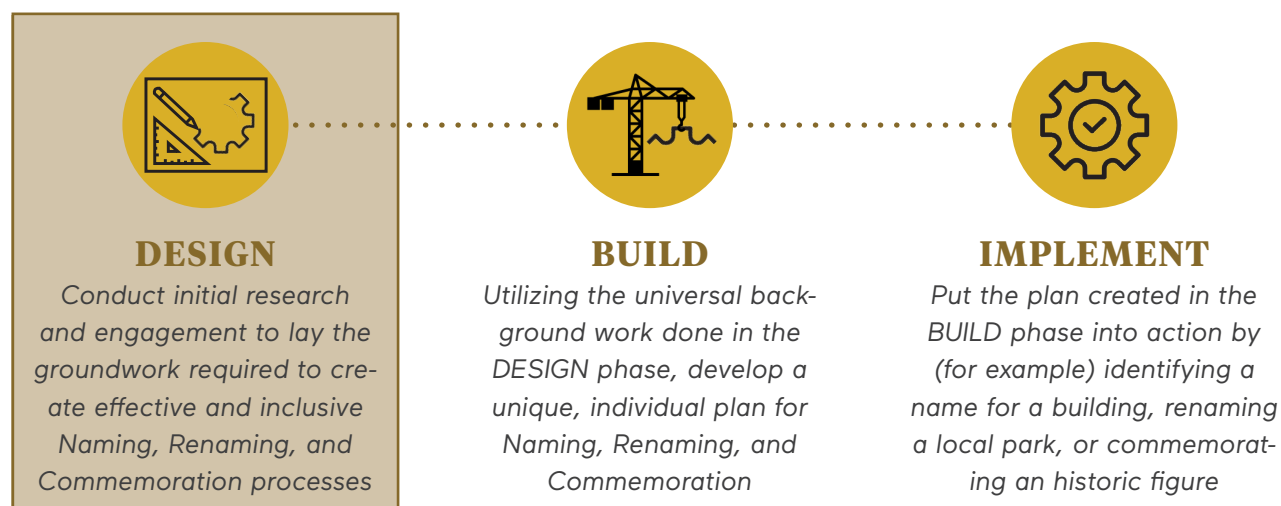
Through the project plan established in this proposal, we will undertake intensive in-depth research and review of established literature and best practices internationally and here at home. We will further begin to build relationships with a broad and diverse group of community stakeholders by identifying and mapping key stakeholder groups and through the subsequent development of a robust communications strategy. We will do this through the engagement of project champions, or representatives who can help the project team make connections with previously unengaged or isolated communities.

Finally, we will deliver a research report that analyzes and details the outcomes of the project findings that can be utilized by a broad diversity of Calgary-based individuals, non-profits, businesses, corporations, organizations, industries, etc., to create and implement their own unique naming, renaming, & commemoration plans. The scope of this project is not to produce one single Naming, Renaming, & Commemoration process or plan. We believe that this would produce a generic, unspecific plan that is too broad and high level to be useful to the unique groups of different sizes and structures that will be interested in utilizing it to implement a naming, name-changing, or commemoration plan unique to their own needs.

The project team envisions this to be phase one of a three phase project. These future phases are envisioned to be conducted by Calgary-based individuals and groups either with the help and support of this project team or on their own with their own team makeup. The scope of work to be executed in this phase is essential to guaranteeing success of individually-led future project phases; this phase - led by community stakeholders, guided by experts, and managed by a civic partner - will lay the foundation for collective ongoing future success.

ENVISIONED PROJECT PHASES

 *Scope of work proposed for this project



This phase of the project will include:



Preparatory work including literature review, review of best practices, and an internal & external scan of who in Calgary (within and outside the City) is undertaking this work



The development of a robust communications strategy and stakeholder mapping process



In-depth relationship-building engagement with a broad and diverse group of community stakeholders



Compilation and analysis of findings



Delivery of final report including consolidation of research, engagement efforts, and other fundamental background work required to guide future work around naming, renaming and commemoration by Calgary-based groups that can be utilized regardless of their size and scale (Community Associations, City departments and/or project teams, non-profits, museums and historic institutions, etc)

This phase of the project will NOT include:



A universal, generic naming, renaming, and commemoration plan for any particular group (including the City of Calgary)



Any obligation or requirement for future project phases to be funded by the Civic Innovation Fund OR the City of Calgary



The renaming or recommendation of renaming any sites, buildings, or landscapes in Calgary



The requirement of the City to implement the naming, renaming, and commemoration process



Drafting of formal policy or bylaw to be adopted by the City

A full scope of work is included in Appendix B – Hatlie Group Proposal.

A detailed list of risks and how the project team plans on mitigating them is included in Appendix C – Risk Mitigation Table.



A full and detailed breakdown of team members and resumes are included in Appendix A – Partner Profiles.

PROJECT PARTNERS



We are a charitable Civic Partner of The City of Calgary focused on the research, education, and preservation of our shared heritage in Calgary. We believe heritage is a dynamic process by which identity is experienced, interpreted, and represented and take pride in working with Calgarians to honour the fabric that we are all a part of. Our heritage is a richly woven fabric of the sites, structures, landscapes, and stories of all people who call Calgary home.

We believe our heritage resources connect us to our rich history and improves our quality of life. Our heritage creates a sense of belonging to a place with deep community roots. We work for the good of all Calgarians: past, present, and future.

PROJECT ROLE: Heritage Calgary will act as the project sponsor and be responsible for co-ordination of project partners, facilitation of budget distribution, and ensuring the project is delivered on time and on budget. Heritage Calgary will act as the primary liaison between the project team and the City of Calgary Council & Administration and provide ongoing project facilitation support.

Hatlie Group is a Calgary and Edmonton-based firm that aids non-profit organizations in transitioning management and governance practice to support operating strong, healthy, sustainable organizations. Hatlie Group was founded in March 2019 as a partnership between Alexandra Hatcher Consulting Inc. and Purple Aspen Inc.,

owned and operated by Crystal Willie. Crystal and Alexandra lead a team of associates and colleagues with specific expertise to carry out the work required to ensure an organization's success.



Hatlie Group's extensive experience and professional network is matched by a deep understanding of non-profit operations, governance, and current trends and best practices to support success in cultural organizations of all size and scope. Hatlie Group works with clients throughout the cultural and non-profit sector including museums, heritage organizations, archives, arts organizations, post-secondary programs, public sector, and community groups doing heritage or culture projects.

PROJECT ROLE: Hatlie Group is the primary project partner. They will be responsible for conducting extensive background research (including work scan, literature & best practices review), creating a robust communications strategy and establishing a list of project stakeholders (in collaboration with Intelligent Futures), facilitating extensive community engagement sessions, and producing the final research report and recommendations.

Intelligent Futures is a Calgary-based firm of progressive and versatile municipal problem-solvers. The firm works at the intersection of design, engagement, strategy, and sustainability to deliver memorable experiences and impactful results to our clients and the communities in which they work. Since its founding in 2008, Intelligent Futures has worked with

clients to deliver a diversity of projects ranging from MDPs and land use applications to social development strategies and environmental master plans. No matter the context of its work, Intelligent Futures remains true to the firm's core purpose of helping communities find better ways of living and thriving together.



intelligent
futures

Through its extensive experience delivering on the high expectations of public and private sector clients alike, Intelligent Futures continues to strive towards new standards of process, communication, and design-driven excellence in every discipline it touches. For this, the firm's team members have been recognized by institutes and organizations, including the Canadian Institute of Planners, the Alberta Urban Municipalities Association, and the International Association for Public Participation.

PROJECT ROLE: Intelligent Futures is the project supporting partner. They will be responsible for creating and implementing a robust strategic communications strategy, and provide ongoing project support in stakeholder mapping, facilitating community engagement sessions, and creating the final research report and recommendations.

PROJECT BUDGET & TIMELINE

Each project partner is committed to delivering the work outlined in this proposal for the fixed fees outlined below. Heritage Calgary's portion of budget distribution is inclusive of the contingency budget, which will be administered by Heritage Calgary on an as-needed basis, with rationale of use to be detailed in final project fiscal reporting.

PROJECT BUDGET SUMMARY

PROJECT PARTNER	PROJECT ROLE	BUDGET DISTRIBUTION
Heritage Calgary	PROJECT SPONSOR - City liaison - budget management - support stakeholder mapping - support engagement facilitation - support report development	\$20,400 (<i>including project contingency budget</i>)
Hatlie Group	PROJECT LEAD - research - work scan - literature review - support strategic communications strategy - stakeholder mapping - engagement facilitation - engagement results analysis - report development	\$95,000
Intelligent Futures	PROJECT SUPPORT - strategic communications strategy development - support stakeholder mapping - support engagement facilitation - support report development	\$32,500
PROJECT DISBURSEMENTS (<i>inclusive of printing & distribution of materials, honorariums, protocol & reciprocity fees, travel costs</i>)		\$7,000
PROJECT GST (5%)		\$7,100
TOTAL PROJECT BUDGET (<i>all inclusive</i>)		\$162,000

PROJECT TIMELINE SUMMARY

	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
<i>Project Kickoff & Coordination</i>										
<i>Stakeholder Mapping</i>										
<i>Communications Strategy</i>										
<i>Scan & Literature Review</i>										
<i>Community / Stakeholder Consultation</i>										
<i>Deliver Research Report</i>										



Project timeline



Project CONTINGENCY time
(as required)

An extension of time for community/stakeholder consultation may be warranted and will be arranged for by the project team (until and no later than September 2021). Planning for this time spillage is a mitigation of the risk of scope creep, an under-estimation of project timeline, and stakeholder actions which may delay the project. This project is intended to be entirely completed by December 2021.





APPENDIX A

PROJECT TEAM RESOURCES



HERITAGE CALGARY

Heritage Calgary is a charitable Civic Partner of the City of Calgary focused on the research, education, and preservation of our shared heritage in Calgary. We believe heritage is a dynamic process by which identity is experienced, interpreted, and represented and we take pride in working with Calgarians to honour the fabric that we are all a part of.



OUR VISION:

To be the voice of heritage for Calgarians.

OUR MISSION:

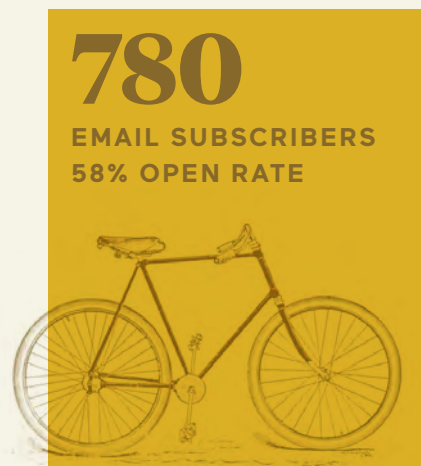
To identify, preserve, and promote Calgary's diverse heritage for future generations.

OUR MANDATE:

- 1 Advise Council on all matters relating to Calgary's heritage resources.
- 2 Evaluate potential historic sites.
- 3 Maintain Calgary's Inventory of Evaluated Historic Resources.
- 4 Promote public awareness of our shared heritage.



2019 Overview



Hatlie Group, led by Crystal Willie and Alexandra Hatcher, brings together a team of Associates and colleagues with specific expertise to carry out the work required to support your organization's success.

We have extensive experience in facilitation, strategic planning and stakeholder engagement, specifically in the heritage sector. Our experience is matched by a deep understanding of the power and promise of story and history in building community, and current trends and best practices to support success in organizations of varying size and scope.

Clients include museums, heritage organizations, archives, arts organizations, post-secondary programs, public sector agencies and institutions, and community groups doing heritage or culture projects.



CONTACT INFO:



INFO@HATLIEGROUP.CA



HATLIEGROUP.CA



[@HATLIEGROUP](https://twitter.com/HATLIEGROUP)

HATLIE
GROUP ★

RECENT CLIENTS

- Alberta Aviation Museum
- Alberta Museums Association
- Archives Society of Alberta
- Arts Commons
- Calgary Stampede
- Edmonton Heritage Council
- Fort Calgary
- Heritage Acres Farm Museum
- Jasper Yellowhead Historical Society
- Millet & District Museum and Archives
- Tumbler Ridge Museum Foundation



ENGAGEMENT AND CONSULTATION SERVICES

Hatlie Group's engagement practice is based in facilitating positive and constructive conversations, building to consensus. Providing a variety of opportunities for those impacted by decisions and those who influence decisions to participate in the conversation, supports an inclusive and considerate approach to consultation.

From individual interviews, to small group sessions, to large community conversations, Hatlie Group works to identify a series of building blocks, creating a solid foundation from which to foster success.



EXPERIENCE

Our methodology is informed by deep understanding of museum and heritage practice. Hatlie Group experience includes:

- Heritage Consultants - *Connections and Exchanges: A 10-Year Plan to Transform Arts and Heritage in Edmonton*
- Editor, *Standard Practices Handbook for Museums*, 3rd Edition
- Facilitator, Moh'kinsstis Public Art Guiding Circle (City of Calgary Public Art Program) and the Benefit-Driven Procurement, Public Art, and Indigenous Peoples Project
- Board Member, Friends of Geographic Names of Alberta Society
- Facilitator, Project Charter - Planet Youth Initiative, United Way Calgary



OUR TEAM

At Hatlie Group, we aid non-profit organizations in transitioning management and governance practice to support operating strong, healthy, sustainable organizations. Hatlie Group was founded in March 2019 as a partnership between Alexandra Hatcher Consulting Inc. and Purple Aspen Inc., owned and operated by Crystal Willie. Crystal and Alexandra lead a team of Associates and colleagues with specific expertise to carry out the work required to ensure an organization's success. Based in Calgary and Edmonton, Hatlie Group works with clients in Alberta and across Canada.

Our team would work collaboratively with your project team and staff. [Additional Hatlie Group Associates](#) and administrative and project support will be drawn on to meet project timelines and goals as required.

ALEXANDRA HATCHER CLIENT LIAISON AND FACILITATION LEAD



- Bachelor of Arts (Distinction) Art History, University of Winnipeg, 1996
- Certificate (Distinction), Arts and Cultural Management, MacEwan University, 1999
- Master of Public Administration, Museum and Gallery Management, University of Victoria, 2010

As an employee, board member, facilitator, contractor, and volunteer, Alexandra Hatcher has worked with, and for, non-profit and public sector cultural organizations for over twenty-five years. As a consultant, Alexandra supports organizations by facilitating change and building capacity in the arts and heritage sector. In March 2019, Alexandra partnered with Crystal Willie of Purple Aspen Inc. to form Hatlie Group.

Previously in her career, as the Director, Musée Héritage Museum, Alexandra was responsible for all areas of museum practice and administration, including research, programming, curatorial, and collections management. Alexandra was an integral member of the team that worked to transfer the museum and heritage sites from a municipal department to a nonprofit entity, amalgamating with the local art gallery to form the Arts and Heritage Foundation of St. Albert.

Alexandra was the Executive Director / CEO of the Alberta Museums Association (AMA) from 2009 to 2014. Under her leadership, the AMA launched a number of initiatives including the Sustainability Working Group, Robert R. Janes Award for Social Responsibility, and the Community Engagement Initiative. And from 2014 to 2017, Alexandra was Director of Site Operations for Alberta Culture and Tourism's Historic Sites and Museums, overseeing fourteen museums, interpretive centres, and historic sites located around the province, including Head-Smashed-In Buffalo Jump UNESCO World Heritage Site.

In spring 2017, Alexandra established her consulting and project management practice. Recent clients include United Way Calgary where she supported the initial stages of a community wide initiative to support resilient children and families; Arts Commons, where she worked with the staff, and leadership team, to support organizational change management; and the City of Calgary's Public Art Program, where she has held the role of Facilitator for the Moh'kinsstis Public Art Guiding Circle since July 2017.

CRYSTAL WILLIE PROCESS DESIGN LEAD



- Bachelor of Arts (Distinction), Concordia University College of Alberta, 2000
- Master of Arts, History, University of Alberta, 2004
- Professional Specialization Certificate in Cultural Heritage Sector Leadership, University of Victoria, 2012

Crystal Willie provides consulting services to cultural sector organizations and not-for-profits, primarily in the areas of project management, policy development, program review, and planning. In March 2019, Crystal partnered with Alexandra Hatcher of Alexandra Hatcher Consulting Inc. to form Hatlie Group.

Crystal has worked with community organizations from small arts cooperatives to provincial and municipal government agencies and departments. Clients include the Edmonton Arts and Heritage Councils, Calgary Stampede, Alberta Aviation Museum, Jasper Yellowhead Museum & Archives, Millet & District Museum, Archives Society of Alberta, Alberta Foundation for the Arts, City of Lethbridge, and the National Music Centre.

Since starting Purple Aspen in 2013, Crystal has worked independently or led collaborations to deliver projects including organizational transition and revisioning, needs assessments, cultural planning, interpretive planning and visitor experience assessments, a grants program review, emergency and disaster planning, and governance and operational policy development. Crystal led the heritage team in a consultant collaboration to develop the City of Edmonton's Arts & Heritage Plan, *Connections & Exchanges*, and a communications strategy for the Archives Society of Alberta that included membership demographic, program use and needs assessment research. Crystal worked with the Alberta Aviation Museum in 2019 to undergo a comprehensive business planning exercise that considered all aspects of governance, management and museum operations.

At the Alberta Museums Association, where Crystal worked for 12 years, she was responsible for the organization's operations and human resources portfolio, including supervising staff and contractors and managing a dynamic team structure to

maximize the capacity of the organization. She led organizational performance assessment programs such as the Recognized Museum Program and the Museum Excellence Program, employing outcome-based evaluation techniques to all areas of museum practice. She is the editor and project manager of the *Standard Practices Handbook for Museums*, 3rd Edition (2014) and *HELP! An Emergency Preparedness Manual for Museums*, 2nd Edition (2018). Both publications are used as textbooks in museum studies programs and sell internationally.

Crystal was a member of the Steering Committee to establish the Edmonton Heritage Council and served on the board for five years, including as its chair. She has a Master of Arts from the University of Alberta, a Professional Specialization Certificate in Cultural Heritage Sector Leadership from the University of Victoria, and over twenty years of experience working and volunteering with museums,

cultural organizations, and other not-for-profits.

Some of the projects that Crystal is proudest of are those where her professional experience has been lent to community projects in volunteer roles. Beginning in 2016, she led a volunteer team of over 50 people who sponsored a Syrian refugee family of seven, provided community supports to five newcomer families, and who engaged with community and government organizations to improve or develop supports in a quickly evolving environment. That group is now working to sponsor another couple to settle in Edmonton in 2020. The services Crystal provides are purposeful in their intent to build systems and capacity to achieve positive outcomes for communities.





Intelligent Futures is a firm of versatile community problem solvers. At our core, we put people at the centre of the change process. By working at the intersection of design, engagement, strategy, and sustainability, we deliver memorable experiences and impactful results to our clients and their communities. Our core purpose is helping communities and organizations find better ways of living together.

We are a team of committed and collaborative community-builders, driven by curiosity, integrity, and passion, to strive for impact and take courageous action. Intelligent Futures is professional but unafraid to challenge sacred cows, diligent but relaxed, structured but creative.

Our approach to community challenges begins with finding the voice of the community as part of the solution. We have developed and refined an approach that infuses community conversations with creativity, respect and learning to blend community expertise with professional expertise. We strongly believe that this is the only way to effectively address the collective challenges that we face in our communities.

Our firm has a uniquely diverse range of experiences in all manner of community challenges, including urban agriculture, infill development, social wellbeing, community livability, indicator development, community engagement, cultural planning, affordable housing, environmental planning and community sustainability.

No matter the context of our work, Intelligent Futures remains true to our core purpose of helping communities find better ways of living together. We are guided by three core values in everything we do - from the projects we deliver, to how we hire and how we evaluate our performance.

Stay curious. Intelligent Futures is a place where we are constantly pushing ourselves and the people we work with to learn, improve, and leave a lasting impact on the world around us.

Always strive for amazing work. Intelligent Futures always ensures that we are producing the best quality work and processes possible for our clients, team, and collaborators.

Take courageous action. Intelligent Futures is a company that thrives by taking action in places and in ways that others won't. We are a team of boundary-pushing innovators, always looking to expand our limits, and evolve our practice and expertise.



Intelligent Futures is committed to work of the highest standard. We have been grateful to receive awards from the following organizations:

The Canadian Institute of Planners (x7)

The Alberta Professional Planners Institute (x6)

The Planning Institute of British Columbia (x1)

The Commonwealth Association of Planners (x1)

The International Association for Public Participation (x1)

The Alberta Urban Municipalities Association (x1)

The Economic Developers Association of Canada (x1)



To complement our project work, we started the *360 Degree City* podcast in February 2018 to share insights and stories to help folks see their own community from a different angle. Guests have included community innovators from Brooklyn, Amsterdam, New Orleans, Copenhagen and Detroit (to name a few).

Since 2014, our processes have engaged over **50,000** citizens, generating over **100,000** ideas.



John Lewis MCIP M.E.DES.

is Intelligent Futures' President & Founder

January 2008 – present

As the founder and President of Intelligent Futures, I am always working to find better ways of living together through creativity and collaboration.



SELECT PROJECT EXPERIENCE

Child-Friendly Public Art in Edmonton's Civic Precinct
City of Edmonton 2019
Engagement strategy development; stakeholder facilitation.

Biodiverse Communities
City of Calgary, 2019 - 2020
Strategy development; stakeholder facilitation.

Banff Environmental Master Plan
Town of Banff, 2018 - 2019
Strategy development; engagement strategy design; project support.

Strathcona County Community Hub
Strathcona County, 2018
Strategy development; Community engagement and facilitation; engagement strategy design; project management

Public Art, Flanders Avenue Interchange
Canada Lands Company, 2017-2018
Engagement design; stakeholder facilitation; data analysis and reporting.

Ephemeral & Intermittent Streams Planning Policy
City of Calgary, 2016 - 2017
Planning policy development; project support.

» **2019 Canadian Institute of Planners**
Award of Planning Excellence - Planning Practice

» **2019 Alberta Professional Planning Institute**
Award of Planning Merit - Special Study

Olympic Plaza Cultural District
City of Calgary, 2016
PROJECT LEAD. Strategy development; community engagement and facilitation; engagement strategy design; project management.

Urban Agriculture Strategy
Strathcona County, 2016
PROJECT LEAD. Strategy development; community engagement and facilitation; project management;
» **2017 Alberta Professional Planners Institute**
Award of Merit - Comprehensive Policy Plan

Community Sustainability Plan
Town of Okotoks, 2015 - 2016
PROJECT LEAD. Strategy development; community engagement and facilitation; engagement strategy development; project management.

No. 264: A New Vision for the Kensington Legion Site
Truman Developments, 2015 - 2016
Community engagement and facilitation; engagement strategy development; project management.

» **2016 Canadian Institute of Planners**
Award of Planning Merit - Planning Practice

Edmonton City Museum Project
Edmonton Heritage Council, 2015
PROJECT LEAD. Community engagement and facilitation; research; project management; strategy development.

» **2016 Alberta Professional Planners Institute -**
Award of Planning Merit - Special Study

West District
Truman Developments, 2014
Community engagement and facilitation; engagement design; research.

» **2019 Alberta Professional Planners Institute -**
Award of Planning Merit - Design Plan

EDUCATION & TRAINING

Master of Environmental Design (Planning)
University of Calgary, 2002

Bachelor in Environmental Studies (Honours)
York University, 1997

Cert. Public Participation
International Association for Public Participation, 2012

SELECT PROFESSIONAL EXPERIENCE

Planner
City of Calgary, 2001 - 2007

Planning Technician
City of Edmonton, 2000

PROFESSIONAL AFFILIATIONS

Full Member (MCIP / RPP)
Canadian Institute of Planners
Alberta Institute of Planners

Full Member
International Association for Public Participation

SELECT CONTRIBUTIONS & RECOGNITION

Award for Planning Excellence, Planning Publications and Media for 360° City (as Podcast Host)
Canadian Institute of Planners, 2019

Award of Planning Merit, Design Plan for 360° City (as Podcast Host)
Alberta Professional Planners Institute, 2019

Cassandra Caiger M. PL.

is Intelligent Futures' Engagement Lead.

June 2013 – present

As the Engagement Lead of Intelligent Futures, I deliver thoughtful planning processes built upon strong relationships between citizens and decision-makers.

SELECT PROJECT EXPERIENCE

Fort Saskatchewan Municipal Development Plan

City of Fort Saskatchewan, 2019 - present

PROJECT LEAD. Community engagement and facilitation; strategy development; editing; engagement design; project management.

Child-Friendly Public Art in Edmonton's Civic Precinct

City of Edmonton 2019

Community engagement and facilitation; engagement design; artist coordination; project management.

Airdrie Placemaking Strategy

City of Airdrie, 2019 - 2020

PROJECT LEAD. Community engagement and facilitation; strategy development; editing; engagement design; project management.

Sparwood Livability Study

District of Sparwood, 2018 - 2019

PROJECT LEAD. Strategy development; performance measurement; engagement design; community engagement and facilitation; data analysis; project management.

Banff Environmental Master Plan

Town of Banff, 2018 - 2019

Community engagement and facilitation; engagement design; research.

Connect Bonnie Doon

Morguard Investments, 2017 - 2018

PROJECT LEAD. Community engagement and facilitation; visual design; strategy development; project management.

Electric Vehicles Strategy

City of Edmonton, 2017

Engagement design; stakeholder facilitation; data analysis; project management.

Public Art, Flanders Avenue Interchange

Canada Lands Company, 2017-2018

Engagement design; stakeholder facilitation; data analysis and reporting.

Urban Agriculture Strategy

Strathcona County, 2016

Engagement design; facilitation; engagement analysis and reporting; strategy development.

» **2017 Alberta Professional Planners Institute
Award of Merit - Comprehensive Policy Plan**

Community Sustainability Plan

Town of Okotoks, 2015 - 2016

Community engagement and facilitation; research; engagement analysis and reporting; strategy development.

No. 264: A New Vision for the Kensington Legion Site

Truman Developments, 2015 - 2016

Community engagement and facilitation; engagement strategy development; editing; research support.

» **2016 Canadian Institute of Planners
Award of Planning Merit - Planning Practice**

Edmonton City Museum Project

Edmonton Heritage Council, 2015

Community engagement and facilitation; information and visual design; strategy development; research.

» **2016 Alberta Professional Planners Institute -
Award of Planning Merit - Special Study**



EDUCATION & TRAINING

Master of Urban and Regional Planning

Queen's University, 2013

Bachelor of Arts in Geography and Business (Honours)

Wilfred Laurier University, 2010

Cert. Public Participation Foundation and Techniques

International Association for Public Participation, 2017

SELECT PROFESSIONAL EXPERIENCE

Planning Assistant (Infrastructure)

Government of Alberta, 2012

PROFESSIONAL AFFILIATIONS

Candidate Member

Canadian Institute of Planners
Alberta Institute of Planners

Full Member

International Association
for Public Participation

SELECT CONTRIBUTIONS & RECOGNITION

President's Award for Young Planners

Canadian Institute of Planners, 2019

"Mapping happy in Saskatoon:
Place-based engagement in action."

CIP / SPPI Annual Conference, 06/2015

Jeff Robson MCIP MUP

is Intelligent Futures' Design Lead.

January 2014 – present

As a part of the Intelligent Futures team, I deliver strategic policy initiatives and link effective communication and visual design to the planning process.

SELECT PROJECT EXPERIENCE

'Letters Home' Historical Signage Project

Canada Lands Company, 2019 - 2020

Art direction; visual design;
project management support.

Biodiverse Communities

City of Calgary, 2019 - 2020

PROJECT LEAD. Facilitation; visual design;
strategy development; project management.

» 2020 Canadian Institute of Planners

**Award of Planning Excellence - New and
Emerging Planning Initiatives**

Banff Environmental Master Plan

Town of Banff, 2018 - 2019

PROJECT LEAD. Community engagement and
facilitation; visual design; strategy development;
project management.

Brooks Region Branding & Communications Strategy

City of Brooks, 2017 - 2018

PROJECT LEAD. Facilitation; visual design;
strategy development; project management.

» 2019 Economic Developers Association of Canada

Marketing Canada Award - Brand Identity

Ephemeral & Intermittent Streams Planning Policy

City of Calgary, 2016 - 2017

PROJECT LEAD. Facilitation; information and visual
design; planning policy; project management.

» 2019 Canadian Institute of Planners

Award of Planning Excellence - Planning Practice

» 2019 Alberta Professional Planning Institute

Award of Planning Merit - Special Study

Olympic Plaza Cultural District

City of Calgary, 2016

Community engagement and facilitation;
information and visual design.

Urban Agriculture Strategy

Strathcona County, 2016

Community engagement and facilitation;
information and visual design, strategy
development.

» 2017 Alberta Professional Planners Institute

Award of Merit - Comprehensive Policy Plan

Community Sustainability Plan

Town of Okotoks, 2015 - 2016

Community engagement and
facilitation; information and
visual design; strategy development.

No. 264: A New Vision for the Kensington Legion Site

Truman Developments, 2015 - 2016

Community engagement and facilitation;
engagement strategy development; visual design.

» 2016 Canadian Institute of Planners

Award of Planning Merit - Planning Practice

Edmonton City Museum Project

Edmonton Heritage Council, 2015

Community engagement and facilitation;
information and visual design; strategy
development; research.

» 2016 Alberta Professional Planners Institute -

Award of Planning Merit - Special Study

West District

Truman Developments, 2014

Community engagement and facilitation;
information and visual design; research.

» 2019 Alberta Professional Planners Institute -

Award of Planning Merit - Design Plan



EDUCATION & TRAINING

Master of Urban Planning

McGill University, 2011

Bachelor of Arts in History,

Minor in Geography (distinction)

University of Calgary, 2009

Computer Science Coursework

Athabasca University, 2019 - present

Urban Design Coursework

Simon Fraser University, 2012 - 2013

SELECT PROFESSIONAL EXPERIENCE

Municipal Planning Intern

Strathcona County, 2012 - 2013

Graphic Designer

Freelance, 2010 - 2013

Graduate Research Assistant

Transportation Research at McGill, 2010

PROFESSIONAL AFFILIATIONS

Full Member (MCIP / RPP)

Canadian Institute of Planners

Alberta Institute of Planners

SELECT CONTRIBUTIONS & RECOGNITION

"The Planning Storefront Revival:

A Design Approach"

World Design Summit, 10/2017

"Mapping happy in Saskatoon:

Place-based engagement in action."

CIP / SPPI Annual Conference, 06/2015

"What's Your City? Encouraging

engagement through visual design."

CIP / APPI Annual Conference, 10/2012

Helen Loghrin M.Sc.Pl.

is Intelligent Futures' Planner

September 2019 - present

As a Planner with Intelligent Futures, I work to research innovative practices, create user-friendly visual design, and facilitate innovative engagement practices, to improve citizen livelihoods.



SELECT PROJECT EXPERIENCE

Lethbridge Waste Management Master Plan

City of Lethbridge, 2020 - present

Research; graphic design; engagement analysis.

London Re-think Zoning

City of London, 2020 - present

Research; graphic design; engagement collateral development.

Calgary Better Housing Solutions Lab

Canadian Mortgage and Housing Corporation (CMHC),
2020 - present

Website development; research; graphic design.

Calgary Innovation Centre Engagement

Platform Calgary, 2020

Workshop facilitation and analysis;
graphic design; image rendering.

Airdrie Placemaking Strategy

City of Airdrie, 2019 - 2020

Strategy development; research;
engagement facilitation; visual design.

Biodiverse Communities

City of Calgary, 2019 - 2020

Research; image rendering;
engagement facilitation.

» 2020 Canadian Institute of Planners

**Award for Planning Excellence - New and
Emerging Planning Initiatives**

Circular Cities

Recycling Council of Alberta, 2019 - 2020

Engagement facilitation and analysis.

Community Sustainability Plan

Town of Blackfalds, 2019 - 2020

Research; strategy development;
engagement facilitation; visual design.

Town of Okotoks Land use Bylaw Re-write

Town of Okotoks, 2019 - 2020

Engagement and workshop facilitation and
analysis; engagement collateral design.

Child Friendly Public Art Engagement

City of Edmonton, 2019

Child engagement facilitation and analysis.

Town of Morinville Transportation Master Plan

Town of Morinville, 2019 - 2020

Engagement and workshop facilitation and
analysis.

EDUCATION & TRAINING

Master of Science, Planning

University of Toronto, 2019

Bachelor of Arts in Architectural Studies, Design, Geography, and GIS (Honours, Distinction)

University of Toronto, 2017

Indigenous Canada Certificate

University of Alberta, 2020 - Present

SELECT PROFESSIONAL EXPERIENCE

Planning Consultant

West End Coalition for Housing Justice,
2018 - 2019

Research Intern

Friends of the Greenbelt Foundation,
2018 - 2019

Student Planner

County of Grey, 2018

Heritage Planning Intern

ERA Architects, 2017 - 2018

SELECT CONTRIBUTIONS & RECOGNITION

Eddie Yoles Prize in Urban Planning

University of Toronto, 2019

Joseph-Armand Bombardier

Canada Graduate Scholarship

Social Sciences and Humanities

Research Council of Canada, 2018 - 2019

Jackie Brown

is Intelligent Futures' Communications Lead.

March 2008 – present

As a part of the Intelligent Futures team, I work to promote innovative community engagement through effective and approachable communication techniques.



SELECT PROJECT EXPERIENCE

Biodiverse Communities

City of Calgary, 2019 - 2020

Facilitation; communication strategy and messaging development; project management.

- » **2020 Canadian Institute of Planners Award of Planning Excellence - New and Emerging Planning Initiatives**

Banff Environmental Master Plan

Town of Banff, 2018 - 2019

Communication strategy and messaging development

Currie Urban Alexandria Park

Canada Lands Company, 2018

Communication strategy; messaging; tactics and implementation.

Brooks Region Branding & Communications Strategy

City of Brooks, 2017 - 2018

Communication strategy; messaging; tactics and implementation.

- » **2019 Economic Developers Association of Canada Marketing Canada Award - Brand Identity**

Olympic Plaza Cultural District

City of Calgary, 2016

Community engagement and facilitation; information and visual design.

Urban Agriculture Strategy

Strathcona County, 2016

Communication strategy; messaging; tactics and implementation.

- » **2017 Alberta Professional Planners Institute Award of Merit - Comprehensive Policy Plan**

No. 264: A New Vision for the Kensington Legion Site

Truman Developments, 2015 - 2016

Community engagement and facilitation; engagement strategy development; visual design.

- » **2016 Canadian Institute of Planners Award of Planning Merit - Planning Practice**

Downtown Streetscape Enhancement Project

City of Grande Prairie, 2015

Communication strategy; messaging; tactics and implementation.

- » **2016 Canadian Institute of Planners Award of Planning Excellence Merit - Urban Design**

West District

Truman Developments, 2014

Community engagement and facilitation; information and visual design; research.

- » **2019 Alberta Professional Planners Institute - Award of Planning Merit - Design Plan**

EDUCATION & TRAINING

Diploma of Journalism

Mount Royal College, 1986

Technical Writing Certificate

Mount Royal College, 2015

Professional development in crisis communications, web development, media training

Ongoing

SELECT PROFESSIONAL EXPERIENCE

Senior Partner

Verb Media, 2007 - present

Senior Corporate Affairs Advisor

Calgary Health Region, 1990 - 1997

Writer / Editor

NovAtel Communications, 1988 - 1990

SELECT CONTRIBUTIONS & RECOGNITION

Gold Quill International Award of Merit for Foothills Magazine

International Association of Business Communicators

National hygeia Award for Foothills Magazine

Health Care Public Relations Association

hygeia Awards for Special Publications: Electric Production, Publications, Weekly Newsletter & Annual Report

Health Care Public Relations Association





APPENDIX B

HATLIE GROUP PROPOSAL

HERITAGE CALGARY

NAMING, RENAMING & COMMEMORATION PROCESS DESIGN



Date: November 6, 2020

Proposal Consultants: Alexandra Hatcher & Crystal Willie

PROVIDED BY

HATLIE
GROUP ★

November 6, 2020

ATTENTION: Josh Traptow, Executive Director, Heritage Calgary

RE: Heritage Calgary - Naming, Renaming & Commemoration Process Design

Dear Mr. Traptow:

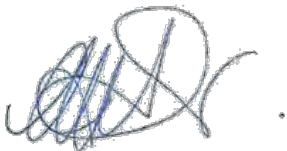
We are delighted to submit our proposal to work together on designing the instrument to develop a process for navigating naming, renaming and commemoration in the City of Calgary. Having an inclusive, intentional and professional approach to this timely and important process is both wise, and prudent, for the City of Calgary. Working together with Heritage Calgary is the ideal way to ensure that the process is grounded in the learning and emerging best practices in commemoration and naming in the heritage sector and lead by professionals who are invested in the community.

This proposal is put forward by Hatlie Group, a cultural services and consulting firm founded by Alexandra Hatcher and Crystal Willie. Working as a team, we have extensive experience in not-for-profit governance, policy development, facilitation, strategic planning and stakeholder engagement, specifically in the heritage sector. Our experience is matched by a deep understanding of the power and promise of story and history in building community, and current trends and best practices to support success in organizations of varying size and scope.

The enclosed proposal outlines our approach to developing a Process Design for the practice of making decisions around naming, renaming and commemoration in Calgary. We believe that the best approach is a collaborative one, so we would anticipate refining the proposed methodology and tactics together with you and your team. Our approach, timeline, and fee schedule are open to discussion and adjustment based on a more informed understanding of the project needs.

We look forward to the opportunity to discuss this proposal with you.

Sincerely,



Alexandra Hatcher, Partner



Crystal Willie, Partner

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HATLIE
GROUP ★

PROJECT SUMMARY

Heritage Calgary is a respected and professional voice for heritage in Calgary. The relationships and network that you bring to questions of historical commemoration position Heritage Calgary ideally to partner with the City of Calgary in developing a process to make intentional, inclusive and enduring decisions around naming, renaming and commemoration. Reconciliation is a “process of healing of relationships that requires public truth sharing, apology and commemoration that acknowledge and redress past harms.”¹ As the sector contends with the implications of commemoration and historical interpretation in the context of reconciliation, Indigenous cultural resurgence and the far reaching impact of important social movements like Idle No More, Black Lives Matter, Me Too, Murdered and Missing Indigenous Women and Girls and other actions that challenge systemic barriers and bias in our communities, it has become clear that a new approach to naming, renaming and commemoration is critical in our cities in the long term. In fact, while these conversations have risen to prominence in the media recently, within the heritage sector these conversations have been percolating, and occasionally raging, for decades. Building on this learning and tackling these questions intentionally and thoughtfully is the ideal way to ensure that Calgary leads in deciding for themselves how choices about public memory are made.

The project summary outlined here provides our initial thoughts as to how to build a system and process for naming, renaming and commemoration that is:

- Executed by experts
- Led by community
- Includes diverse stakeholders

The project team envisions success as: delivering a creative, sensitive, and impactful process for individuals, groups, businesses, and the Indigenous community to address naming, renaming and commemoration.

The proposed process is Hatlie Group’s recommendation to achieve the outcomes set for this project and is completely negotiable to suite your preferences or timelines.



¹ Calgary Aboriginal Urban Affairs Committee (CAUAC). *White Goose Flying, A Report to Calgary City Council on the Indian Residential School Truth and Reconciliation Calls to Action*. (City of Calgary, 2016): 29.

APPROACH AND METHODOLOGY

The Consultant Team would work with Heritage Calgary, and a Project Advisory Team that includes key stakeholders, to design a process to guide the decision making around naming, renaming and commemoration in Calgary. The project approach would be systems-based, looking at the structures, policies, people and relationships that support the work and is designed to be iterative and responsive; allowing the project team to monitor, assess and adjust the process when it is clear that the community and stakeholders require it. The project will embrace the principles outlined for it by Heritage Calgary, designing a system and process for naming, renaming and commemoration that is:

- Executed by experts
- Led by community
- Includes diverse stakeholders

Project work will often run concurrently and is described briefly below on the assumption that the bulk of the will be completed by December 2021.



1. SCOPE & CONTRACTING

- Organizational Learning and Document Review
- Establish the Project Advisory Team
 - Membership could include representatives from the City, community, Heritage Calgary (staff & Board) and key stakeholders
 - Clarify the Project Advisory Team role to guide the project through a Terms of Reference
 - Determine communication and meeting expectations
- Kickoff Meeting
 - Initial meeting with Project Advisory Team
 - Set outcomes for the project

2. PROJECT ADVISORY TEAM COMMUNICATION & SUPPORT

- Attend key stakeholder meetings
- Once a month Project Advisory Team meetings (or as agreed)
- Ongoing communication as required
- Overarching Project Management
- Support with City Council presentations / work

3. STAKEHOLDER MAPPING & COMMUNITY CONSULTATION

- Identify primary stakeholders in the community
- Identify secondary stakeholders for future consultation
- Develop Community Consultation Strategy for identified stakeholders based on IAP2 Spectrum:
 - Inform | Consult | Involve | Collaborate | Empower

4. COMMUNICATIONS STRATEGY

- Engage a Communications Firm (contracted by Heritage Calgary). Working with the communications firm, Hatlie Group will:
 - Advise and lead goal setting for a communications strategy and establishing key messaging
 - Manage communication timing and strategy to support project outcomes and key relationship building
- Develop Champions Campaign
 - Determine the project champions
 - Identify challenges and potential mitigation strategies

5. INTERNAL & EXTERNAL SCAN

- Identify who else is doing this work - internal (within the City), to ensure alignment and mitigate duplication and potential integration to this process
- Identify who else is doing this work - external agencies, NGOs, community-based groups, academic community, to ensure alignment, mitigate duplication and potential integration to this process
- Identify which City of Calgary policies or reports need to be considered i.e. White Goose Flying Report; Municipal Naming, Sponsorship and Naming Rights Policy

6. LITERATURE REVIEW & BEST PRACTICES REVIEW

- Identify 3 - 4 case studies in relevant jurisdictions
- Review experiences of other naming / renaming / commemoration issues in similar jurisdictions - especially from the municipal lens
- Determine best practices for consideration in the Calgary context

7. COMMUNITY / STAKEHOLDER CONSULTATION

Phase 1 - Primary Stakeholder Consultation

- Based on Community Consultation Strategy, determine appropriate tools to gather information, including but not limited to:
 - Individual Interviews (key stakeholders) - *explore specific issues and concerns*
 - small group sessions (key community groupings) - *explore issues and concerns*
 - online surveys (large stakeholder groups) - *explore trends and relationships*

Phase 2 - Analysis

- Analyze and assess data gathered through consultation process to identify and confirm strategic issues

Phase 3 - Primary Stakeholder Consultation

- Review initial Strategic Issues Identification with select primary stakeholder groups

8. COMPILE & ANALYZE FINDINGS / DELIVER RESEARCH REPORT & PROCESS DESIGN

- Draft final Research Report inclusive of the Process Design
- Work with Project Advisory Team to review and revise
- Editing and design
- Deliver final report



A FURTHER NOTE ON COVID-19

Hattie Group always works remotely but is additionally not conducting client visits or in person meetings for the time being in respect of non-essential travel limitations and stay safe, remote work and physical distancing recommendations issued by public health authorities except in very limited circumstances when requested by the client. These recommendations change regularly and therefore we are willing to reassess approaches outlined in this proposal, together with our clients, to provide the best service we can with a priority on keeping our clients, our team and our communities safe. We will at all times follow mandatory public health orders.

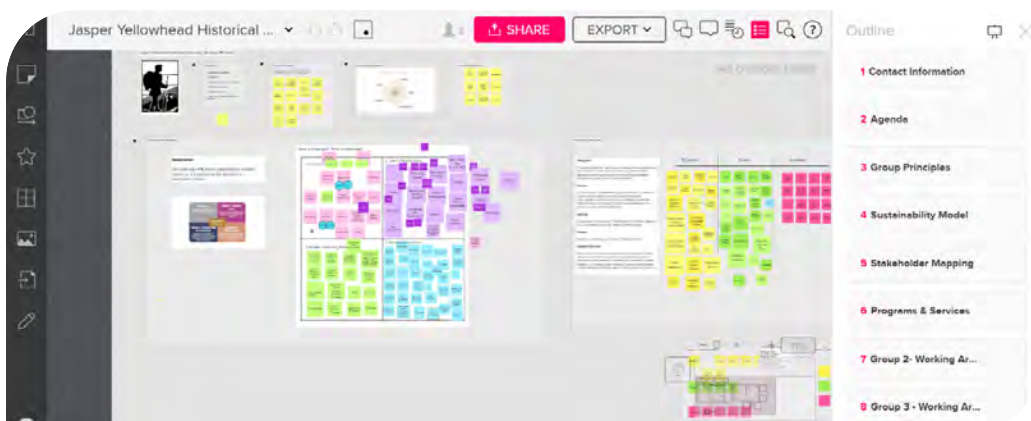
When an in-person gathering or session is deemed desirable by the client, we have a COVID-19 Safety Compliance Policy that we follow and share. When required, we have successfully conducted sessions in-person and in-compliance with all public health advice often with a digital component for those not comfortable or able to attend in-person.

We are adept at video conferencing and other remote work technologies – so we continue to be able to offer a high quality of service to our clients. We will adapt our working relationships as restrictions change and it is safe for our staff, clients and their stakeholders to meet and gather. The work outlined in this proposal can be completed entirely remotely if required.



RESOURCES AVAILABLE TO THE HATLIE GROUP TEAM FOR WORK DURING THE PANDEMIC:

- Experience working in remote and online formats
- Extensive planning experience to draw on in adapting how we work
- A team of two experienced Partners, five talented and capable Associates, and additional dedicated administrative support to draw on
- Members of the Mural Consultants Network – an online collaboration space allowing interactive workshops that allow participants to actively participate, including a video conferencing capability
- Corporate Accounts for Survey Monkey, Doodle, Trello, Asana, Sign Up Genius, Zoom / Zoom Webinar, Microsoft Teams, Dropbox and others to facilitate remote community-based projects



OUR TEAM

At **Hatlie Group**, we aid non-profit organizations in transitioning management and governance practice to support operating strong, healthy, sustainable organizations. Hatlie Group was founded in March 2019 as a partnership between Alexandra Hatcher Consulting Inc. and Purple Aspen Inc., owned and operated by Crystal Willie. Crystal and Alexandra lead a team of Associates and colleagues with specific expertise to carry out the work required to ensure an organization's success. Based in Calgary and Edmonton, Hatlie Group works with clients in Alberta and across Canada.

Our team would work collaboratively with your project team and staff. [Additional Hatlie Group Associates](#) and administrative and project support will be drawn on to meet project timelines and goals as required.

ALEXANDRA HATCHER CLIENT LIAISON AND FACILITATION LEAD



As an employee, board member, facilitator, contractor, and volunteer, Alexandra Hatcher has worked with, and for, non-profit and public sector cultural organizations for over twenty-five years. As a consultant, Alexandra supports organizations by facilitating change and building capacity in the arts and heritage sector. In March 2019, Alexandra partnered with Crystal Willie of Purple Aspen Inc. to form Hatlie Group.

Previously in her career, as the Director, Musée Héritage Museum, Alexandra was responsible for all areas of museum practice and administration, including research, programming, curatorial, and collections management. Alexandra was an integral member of the team that worked to transfer the museum and heritage sites from a municipal department to a nonprofit entity, amalgamating with the local art gallery to form the Arts and Heritage Foundation of St. Albert.

Alexandra was the Executive Director / CEO of the Alberta Museums Association (AMA) from 2009 to 2014. Under her leadership, the AMA launched a number of initiatives including the Sustainability Working Group, Robert R. Janes Award for Social Responsibility, and the Community Engagement Initiative. And from 2014 to 2017, Alexandra was Director of Site Operations for Alberta Culture and Tourism's Historic Sites and Museums, overseeing fourteen museums, interpretive centres, and historic sites located around the province, including Head-Smashed-In Buffalo Jump UNESCO World Heritage Site.

- Bachelor of Arts (Distinction) Art History, University of Winnipeg, 1996
- Certificate (Distinction), Arts and Cultural Management, MacEwan University, 1999
- Master of Public Administration, Museum and Gallery Management, University of Victoria, 2010

In spring 2017, Alexandra established her consulting and project management practice. Recent clients include United Way Calgary where she supported the initial stages of a community wide initiative to support resilient children and families; Arts Commons, where she worked with the staff, and leadership team, to support organizational change management; and the City of Calgary's Public Art Program, where she has held the role of Facilitator for the Moh'kinsstis Public Art Guiding Circle since July 2017.

CRYSTAL WILLIE PROCESS DESIGN LEAD



- Bachelor of Arts (Distinction), Concordia University College of Alberta, 2000
- Master of Arts, History, University of Alberta, 2004
- Professional Specialization Certificate in Cultural Heritage Sector Leadership, University of Victoria, 2012

Crystal Willie provides consulting services to cultural sector organizations and not-for-profits, primarily in the areas of project management, policy development, program review, and planning. In March 2019, Crystal partnered with Alexandra Hatcher of Alexandra Hatcher Consulting Inc. to form Hatlie Group.

Crystal has worked with community organizations from small arts cooperatives to provincial and municipal government agencies and departments. Clients include the Edmonton Arts and Heritage Councils, Calgary Stampede, Alberta Aviation Museum, Jasper Yellowhead Museum & Archives, Millet & District Museum, Archives Society of Alberta, Alberta Foundation for the Arts, City of Lethbridge, and the National Music Centre.

Since starting Purple Aspen in 2013, Crystal has worked independently or led collaborations to deliver projects including organizational transition and revisioning, needs assessments, cultural planning, interpretive planning and visitor experience assessments, a grants program review, emergency and disaster planning, and governance and operational policy development. Crystal led the heritage team in a consultant collaboration to develop the City of Edmonton's Arts & Heritage Plan, *Connections & Exchanges*, and a communications strategy for the Archives Society of Alberta that included membership demographic, program use and needs assessment research. Crystal worked with the Alberta Aviation Museum in 2019 to undergo a comprehensive business planning exercise that considered all aspects of governance, management and museum operations.

At the Alberta Museums Association, where Crystal worked for 12 years, she was responsible for the organization's operations and human resources portfolio, including supervising staff and contractors and managing a dynamic team structure to

maximize the capacity of the organization. She led organizational performance assessment programs such as the Recognized Museum Program and the Museum Excellence Program, employing outcome-based evaluation techniques to all areas of museum practice. She is the editor and project manager of the *Standard Practices Handbook for Museums*, 3rd Edition (2014) and *HELP! An Emergency Preparedness Manual for Museums*, 2nd Edition (2018). Both publications are used as textbooks in museum studies programs and sell internationally.

Crystal was a member of the Steering Committee to establish the Edmonton Heritage Council and served on the board for five years, including as its chair. She has a Master of Arts from the University of Alberta, a Professional Specialization Certificate in Cultural Heritage Sector Leadership from the University of Victoria, and over twenty years of experience working and volunteering with museums,

cultural organizations, and other not-for-profits.

Some of the projects that Crystal is proudest of are those where her professional experience has been lent to community projects in volunteer roles. Beginning in 2016, she led a volunteer team of over 50 people who sponsored a Syrian refugee family of seven, provided community supports to five newcomer families, and who engaged with community and government organizations to improve or develop supports in a quickly evolving environment. That group is now working to sponsor another couple to settle in Edmonton in 2020. The services Crystal provides are purposeful in their intent to build systems and capacity to achieve positive outcomes for communities.



PROJECT SCHEDULE, DELIVERABLES & FEES

Total Project Fees: \$ 95,000 (exclusive of GST) ★

Project Duration: March, 2021 to December, 2021

Consultant Team: Hatlie Group: Alexandra Hatcher, Crystal Willie, and Associates as required

TIMELINE	DELIVERABLES & MILESTONES	FEE
Initiate Project: March 2021 Kick-Off Meeting March 2021 Included throughout Project	Project Scope, Coordination, Communication & Meeting Support <ul style="list-style-type: none"> Contract signed Project start: materials provided to Consultant Team Project management, scheduling, communication, reporting Online project management supports Establish Project Advisory Team / draft TOR Monthly check-ins / status report process agreed upon Attend scheduled meetings via phone or video conferencing as required / requested throughout project Kick-off Meeting Support with City Council presentations / work as required 	\$ 16,000
April 2021	Stakeholder Mapping <ul style="list-style-type: none"> Identify primary stakeholders in the community Identify secondary stakeholders for future consultation Develop Community Consultation Strategy 	\$ 4,000
April 2021 – May 2021	Communications Strategy <ul style="list-style-type: none"> Advise and lead goal setting for plan and work on key messaging Develop Champions Campaign 	\$ 5,000
April – August 2021	Internal and External Scan <ul style="list-style-type: none"> Research / review related work 	\$ 5,000
April – August 2021	Literature Review and Best Practices Review <ul style="list-style-type: none"> Research / review relevant jurisdictions Identify best practices 	\$ 10,000
June – October 2021	Community / Stakeholder Consultation <ul style="list-style-type: none"> Phase 1 – primary stakeholder consultation Phase 2 – analysis Phase 3 – strategic issues identification 	\$ 40,000
October – December 2021	Compile & Analyze Findings and develop Research Report with the Process Design <ul style="list-style-type: none"> Draft Report and Process Design Work with Project Advisory Team to review and revise Editing and design Deliver final report 	\$ 15,000

Fee Schedule:		
March 15, 2021	Invoice #1 - Deposit	\$ 15,000
May 15, 2021	Invoice #2 - Interim Fees	\$ 13,000
July 15, 2021	Invoice #3 - Interim Fees	\$ 13,000
August 15, 2021	Invoice #4 - Interim Fees	\$ 13,000
September 15, 2021	Invoice #5 - Interim Fees	\$ 13,000
November 15, 2021	Invoice #6 - Interim Fees	\$ 13,000
December 31, 2021	Invoice #7 - Final Fees	\$ 15,000

NOTES:

★ This quote contemplates a fixed fee-for-service contract with Heritage Calgary. It is not an hourly rate billings schedule though our hourly rate is provided as requested. Fees are determined based on anticipated time spent on the project by Hatlie Group Partners and Associates including sub-contracted services when specialized expertise is required. *A billing schedule is suggested in italics allowing for an initial deposit, interim fees and final invoicing upon completion of agreed upon deliverables. Deposits are non-refundable.* Fees and billing schedule as proposed are negotiable. GST is not included. Travel is likewise not included on the assumption that an in-person sessions will not be recommended during the pandemic. Most of the proposed team is Calgary based, though Crystal Willie is Edmonton based. Expenses for additional travel, if requested and approved by the client, will be reimbursed at cost and utilizing CRA 2020 mileage rates upon receipt of an invoice. Phone and videoconferencing will be utilized whenever possible to keep project expenses low. Any material changes to the scope or fees shall be agreed to in writing.

All room bookings, AV support, catering and supplies will be solely arranged by the client. Heritage Calgary would have a role in key stakeholder interviews and work on the Project Advisory team. Heritage Calgary would contract a communications firm to develop and carry out a strategic communications campaign to support the work. Hatlie Group would work with his firm to ensure messaging and tactics align closely with the project plan and, together with Heritage Calgary, manage the timeline and implementation of the strategy which would be executed by the communications firm. All attendant expenses are the responsibility of the client and do not constitute any portion of the contracted fee to Hatlie Group. Implementation of all planning documents, tools and templates, and other processes will be the responsibility of client. All pre-existing Intellectual Property remains the property of the organization, individual, partnership or corporation it belonged to at the start of the project. Material developed throughout the course of the project will be provided to Heritage Calgary through a non-exclusive license and their use of the material for non-profit purposes in the regular course of operating will not be restricted. This agreement can be terminated by either party with 30 days written notice. Fees for work completed up until that date will be due upon receipt of an Invoice.

CONTACT

Thank you for considering this proposal. Please note that the approach, schedule and fees can be negotiated if required. If you have any questions, we can be reached as per below:



Alexandra Hatcher
alexandra@hatliegroup.ca
403.816.1339
www.hatliegroup.ca

Crystal Willie
crystal@hatliegroup.ca
780.993.4985
www.hatliegroup.ca







APPENDIX C

RISK MITIGATION TABLE



RISK MITIGATION TABLE

PROJECT RISK

RISK MITIGATION

CRISIS MANAGEMENT

Crisis Management. Given the complexity and sensitivity of this work, this project is at risk of encountering situations where engagement and communications go awry

The project team understands that management of media interactions, keeping lines of communication open to stakeholders, and the ability to ensure the project ship remains upright is paramount. We have identified the need to develop a strategic communications plan, a part of which includes a crisis communications component which may be implemented at the drop of a hat.

To do so, we have engaged Intelligent Futures as communications strategists and engagement support for this project. Intelligent Futures is an experienced firm with significant expertise that has handled engagement and communications for several contentious projects in the past. This task has been built into the project work-plan under Phase 3: Communications Strategy – Develop Strategic Communications Plan.

Further, both Hatlie Group and Heritage Calgary have experience in dealing with contentious cultural projects and media relations. All three project partners have their own communications protocols in place and experience in implementing a communications strategy, including an understanding of the importance of sharing the same predetermined message. We are confident that the collective project team will be able to manage any issue that may arise throughout the lifespan of this project efficiently and with ease.

COVID-19

COVID-19 Fatigue. This is important, urgent work, coming to the forefront during an impossibly difficult time. While the end of the current global pandemic appears to be on the horizon, there is still no certainty when this time may end. A project such as this may be put at risk by the fatigue and detachment so many are feeling as they grapple with COVID-19.

The project team recognizes COVID-19 fatigue as a legitimate issue facing many – including the project team. Regardless of this, the project team believes that urgent and important work must continue during this difficult and challenging time. Now may arguably be the best time to conduct this work, given the time we’ve been given to take a step back, breathe, and reset. Further, as has been previously mentioned in this proposal, the issues with and surrounding naming, renaming, and commemoration has not been muted or put on hold because of COVID-19 – rather, it is [clear](#) the [opposite](#) has [occurred](#).

Like so many others, the project team has had to adjust the way they work, and is accustomed and practiced conducting sensitive work such as this through various accommodating technological platforms, including MURAL, a digital visual collaboration program that seamlessly with standard virtual meeting platforms like Zoom. The project team is invigorated by the prospect of this work, and believes there is a strong appetite amongst stakeholder groups and, more broadly, the general public, to participate in authentic discussions about this topic leading to results-based and action-oriented outcomes.

Inadequate Technology Access.

This project is being prepared to take place almost exclusively through virtual methods due to the current restrictions placed on gathering. At risk is the ability for all stakeholders to participate given the need to rely on various technologies and communication methods.

The success of this project hinges on efficient and effective engagement and communication with stakeholder groups (to be identified in Phase 2 – Stakeholder Mapping). All project partners recognize and understand the importance of this. As such, the ability to adapt our schedules and accommodate the needs of the stakeholders. This means adapting to work with the technology they have available rather than imposing technology requirements on them, as well as additional measures such as ensuring engagement dates and times work for the stakeholder, as well as providing honorariums and gifts when the occasion calls for it.



PROJECT ADJUSTMENTS – SCOPE, TIMELINE, & BUDGET

Cost Overruns. A project that deals in the complexities and sensitivities of naming is at risk of one component of the project consuming a larger portion of the budget than anticipated.

Given the possibility of cost overruns for a project like this, all three project partners are committed to providing the scope of services detailed in the workplan of this proposal for a fixed fee – that is, the work will be completed for the price identified in the project budget. On the chance that additional work hours are required to complete a task within the identified scope of work (i.e. a second follow up 1-on-1 engagement session with a stakeholder who feels they need more time to discuss) we have identified a budget contingency amount of 5% of the overall project budget. This budget contingency will be administered by the project sponsor on an as-needed basis, with rationale of use to be detailed in final project fiscal reporting. Finally, anything that may occur during the lifespan of the project that requires additional funding can be handled by the project team – there is no need to hire or contract additional consultants.

Under-Estimating Timeline / Stakeholder Action Delays

Project. It can be challenging to identify the amount of time work that a project that deals in feelings and subjectivity may generate, and there is further risk that stakeholder demand may warrant the inclusion of additional necessary tasks during the lifespan of the project.

Although the overall goal of this project and its associated scope of work is clearly identified in this project proposal, it is possible that additional tasks or time that are within the project scope may be needed. This is one reason for approaching this project from a fixed fee for service way – the project team is confident that they will be able to complete the project for the fees stated in this project workplan.

Given the complexities and sensitivities this project proposes to deal with, the ability to be flexible and adaptable is imperative, and these are skills the dedicated project team have in their respective toolkits. We recognize that other necessary tasks may arise that the project team has not yet considered – this risk is mitigated through the inclusion of a budget contingency amount of 5% of the overall project budget. This budget contingency will be administered by the project sponsor on an as-needed basis, with rationale of use to be detailed in final project fiscal reporting.

Further mitigation of this risk includes additional time built into the workplan as necessary – while the project is intended to be wrapped up by July 2021, extension in time may be warranted and will be arranged for by the project team (until and no later than September 2021).

Scope Creep. A project such as the one proposed will face pressure of scope creep – additional features, tasks, or requirements may be requested by project stakeholders and will be tempting to add to the project.

Given the sensitivities of this project, additional work that is technically in scope but beyond the hours anticipated by the project team may be requested and/or required (i.e. a second follow up 1-on-1 engagement session with a stakeholder who feels they need more time to discuss).

Scope creep is always a risk to a project, and the project team is experienced in determining what is in scope and what is beyond the agreed upon project scope. The project team fully anticipates that not all questions will be answered within the scope of this project – this is, after all, a process design exercise, a time to engage in discussion with various stakeholder groups and learn from them. Questions the project team have not anticipated will be asked, issues we have not considered will be raised. This is the intention of the project, and the extent of what the project team learns will provide some measure of our success in engaging with these groups.

To mitigate this risk, we have proposed to deliver a process design informed and supported by stakeholder groups for a fixed fee for service. This project budgeting method ensures the risk of cost overruns are contained. Further mitigation efforts will be better detailed throughout this table, including: strong, clear, and direct communication methodology; managing project team resourcing capacity; etc.

COMMUNICATION RISKS

Complexity of Communications.

Sometimes, nuanced and sensitive topics cannot be easily communicated, which increases the risk of frustration amongst project team members, a dismantling of trust built between the project team and stakeholder groups, and friction between stakeholders.

The project team recognizes that strong, clear, and direct communication is key to ensuring this project's success. The project team is committed to implementing best practices in communication, including engaging a complex communications expert (Intelligent Futures), establishing parameters at the top of the project (Phase 1 – Project TOR), built in time and budget allowance for robust and ongoing communications, and the ability to simplify difficult to explain topics with visual materials. The recognition of the importance of strong, clear, and direct communication by the project team and their willingness to take the time to ensure communications are done right mitigates this project risk from day one.



**HERITAGE
CALGARY**

CIF Application- Calgary Economic Development LearningCITY Community Pilot

RECOMMENDATIONS:

That the Priorities and Finance Committee recommend that Council:

1. Approve the Council Innovation Fund Application in the amount of \$43,400; and
2. Direct Administration to report back to the Priorities and Finance Committee on outcomes no later than Q4 2021.

HIGHLIGHTS

- The proposed Council Innovation Fund project sponsored by Councillor Chahal, the LearningCITY Community Prototype, will support Calgary Economic Development Ltd., to co-deliver a community-level pilot with Mount Royal University's CityXLab, and other community partners in North East Calgary to validate a common language for competencies shared across professions, cultures, educational settings and lifelong learning experiences. The Council Innovation Fund application is included as Attachment 3, and full proposal is included as Attachment 4. The pilot meets the Council Innovation Fund Terms of Reference definition of "innovation", and aligns with A Prosperous City, imagineCALGARY and *Calgary in the New Economy: An economic strategy for Calgary*.
- **What does this mean for Calgarians?** Results from this pilot will be shared broadly across Calgary's learning ecosystem and partners, and will help community and educational programs improve programs, improve participant understanding of their competencies, improve employment outcomes, and enhance skill development. The lessons learned from the pilot will be used to further improve the common language for competencies as a tool that can eventually be used by all Calgarians providing or seeking skills-development experiences.
- **Why does it matter?** A city's ability to attract, develop and retain talent is the greatest predictor of social, and economic prosperity. Formal education systems are only one way people develop competencies. They also learn and refine competencies through informal learning; and professional, volunteer and contextual experiences. This project proposes an approach to help Calgarians, employers and educators build and recognize all types of competencies across a diverse learning ecosystem.
- Strategic Alignment to Council's Citizen Priorities: A prosperous city
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

LearningCITY is a collaborative community initiative facilitated by Calgary Economic Development Ltd. aimed at working with community organizations, the business community and Calgarians to develop a support network to enable productive life-long learning for all Calgarians. Council Innovation Funding is essential to anchor the project and leverage other funding sources. The application is sponsored by Councillor Chahal, who has supported the work since the beginning, and is excited for the opportunities the pilot will bring to North East Calgary.

The pilot project will test how a community organization can better help its clients by using a shared language that captures and represents the broad range of skills and competencies that

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CIF Application- Calgary Economic Development LearningCITY Community Pilot

people develop outside of accredited educational training to support employment and training. The proposed pilot will focus on communities in North East Calgary.

The full proposal (Attachment 4) includes background information; a project description; outcomes; timeline, including milestones and related objectives; and a budget. Project completion is anticipated for September 2021, including a presentation of findings at a LearningCITY Summit, submission of articles to academic publications and community learning materials.

About Calgary Economic Development Ltd.

Calgary Economic Development Ltd. is a wholly owned subsidiary of The City of Calgary, and a Civic Partner. Calgary Economic Development stewards *Calgary in the New Economy: An economic strategy for Calgary*. Annually Calgary Economic Development reports to the Standing Policy Committee on Community and Protective Services in the *Civic Partner Annual Report*, is included in the *Civic Partner Audit Report* to Audit Committee, and hosts an Annual Meeting of Shareholders with members of Council as representatives of The City as shareholder.

About CityXLab

The Institute for Community Prosperity at Mount Royal University has established the City Experience Lab (CityXLab) to support the transformation of Calgary from a city of experiences, to an experience city. In its role, the CityXLab will facilitate local commercial, non-profit and public experience designers to envision the experiences they offer as part of an integrated ecosystem. To ensure Calgary generates the maximum return on experiences, the CityXLab will study the relationship between experiences, experience capital and community prosperity. The lab will oversee the six integrated research programs. The CityXLab will be institution agnostic and focus on mobilizing the innovation and capacity of all Calgary postsecondary institutions to support the transformation to an experience city.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☒ Stakeholder or customer dialogue/relations were undertaken

This report was prepared in consultation with Councillor Chahal's office, Calgary Economic Development and CityXLab, based on Calgary Economic Development's Council Innovation Fund Application (Attachment 3) and full proposal (Attachment 4), and reviewed by Calgary Economic Development and CityXLab.

IMPLICATIONS

Social

This project aligns with **imagineCALGARY's social system targets** related to lifelong learning including skill development and access to formal/informal learning opportunities. It also contributes to enhancing access to diverse communities.

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CIF Application- Calgary Economic Development LearningCITY Community Pilot

Environmental

Not Applicable

Economic

This project aligns with imagineCALGARY's economic system targets related to economic well-being (e.g., supporting research), meaningful work (e.g., supporting full employment – particularly with immigrants and new graduates), and sufficient income (e.g., all Calgarians have access to appropriate training).

It also aligns with 2019-2022 Council Directives related to building a prosperous city, focused on Calgary as a magnet for talent, and contributes to implementation of *Calgary in the New Economy: An Economic Strategy for Calgary* and its focus on enhancing program access to diverse communities, expanding work-integrated learning, and increase collaboration between post secondary institutions, community organizations, and businesses.

Service and Financial Implications

Council Innovation Fund request

\$43,400

The current balance of the Council Innovation Fund is approximately \$2.716 million. This application is a one-time funding request of \$43,400. A detailed budget is included in the full proposal (Attachment 4).

RISK

The risk of not supporting the proposed project is the loss of an opportunity to leverage community capacity and expertise to engage in a community-based project with outcomes that support implementation of Calgary's economic strategy. The proposed project can inform the work of community organization, the business community, educational institutions and other stakeholders.

ATTACHMENTS

1. Previous Council Direction
2. Terms of Reference for the Council Innovation Fund
3. Application for Council Innovation Fund
4. LearningCITY Community Prototype
5. Calgary on the Precipice
6. Skills That Matter

Department Circulation

General Manager	Department	Approve/Consult/Inform
Carla Male, CFO and GM	Chief Financial Officer's Department	Inform

Previous Council Direction

The following is Previous Council Direction related to PFC2021-0189

4/29/2019	PFC2019-0381	Proposed Approach to Council Innovation Fund Update Council approved updates to the Council Innovation Fund Terms of Reference. Any Member of Council can submit an application for CIF to the Priorities and Finance Committee for review and consideration and ultimately for Council's consideration and approval. The proposal for funding must demonstrate credibility, fiscal responsibility and good management which will be important considerations in the evaluation of applications.
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TERMS OF REFERENCE FOR THE COUNCIL INNOVATION FUND

Purpose of the Fund

The Council Innovation Fund (CIF) provides non-repayable financial support for **innovation** projects that aim to improve quality of life in Calgary.

Innovation Definition

For the purposes of the CIF, **innovation** is defined as:

The translation of ideas into new or improved services, products, processes, or social interaction, that create value for the community.

Guidelines

1. Types of Funding Applications

Applications may be submitted for:

- a) Startup project grant.
- b) Pilot project grant.

2. Criteria for Successful Funding Applications

Funding applications should demonstrate that the proposal:

- a) meets the **innovation** definition as set out in these Terms of Reference,
- b) supports Council's priorities,
- c) has the potential to change city-wide policies and procedures, if successful upon implementation,
- d) is viable and sustainable in the long term,
- e) is fiscally sound,
- f) will be managed well, and
- g) has not previously received a CIF grant.

3. Process for Funding Applications

This process will be followed for all applications.

- a) Applications for CIF grant may be prepared by a variety of organizations and must be sponsored by a member of Council or prepared and sponsored by a member of Council prior to submission to the Chief Financial Office.
- b) The Chief Financial Office will be the point of contact for all applications.
- c) The applicant must complete and submit a CIF application form to the Chief Financial Office. It is the applicant's responsibility to use the prescribed application form, describe the project in the context of these guidelines, and include detailed documentation.
- d) Applications should be submitted to the Chief Financial Office no later than six weeks in advance of the targeted Priorities and Finance Committee (PFC) meeting date.

- e) The Chief Financial Office shall forward all applications to Council for review and approval, through a report to PFC. PFC will recommend approval or refusal to Council based on the criteria as set out in these Terms of Reference.
- f) Applicants will be informed of the status of their application once Council has decided to approve or refuse the application.
- g) Following application approval, a Contribution or Funding Agreement will be prepared for signing by the applicant and The City of Calgary, laying out the legally binding responsibilities and obligations of both parties. The Agreement will specify that the applicant must return any unused portion of a CIF grant to The City of Calgary.

4. Reporting and Fund Replenishment

- a) Successful applicants must submit an update report to the Chief Financial Office indicating how the CIF grant was spent and the outcomes of the project, within 12 months of the project end date.
- b) The Chief Financial Office shall submit a summary report to Council through PFC annually, on CIF grants and the overall status of the CIF.
- c) A CIF summary report identifying all projects, project approval dates, project budgets and total fund expenses, shall be included in the four-year service planning and budget process.
- d) Council may review the financial status of the CIF as part of The City's four-year service planning and budget discussions and direct that additional funding be allocated to the CIF.



APPLICATION FOR COUNCIL INNOVATION FUND

CC 941 (R2019-10)

** Be sure to save your completed document to your desktop before you print and/or email the form for submission so you do not lose your content. Please email your desktop copy and other attachments to the [CFOD Administrative Assistant](#) (see Contact Information on the CFOD myCity page for details), who will confirm receipt.*

Date of Submission

January 2021

Name of Project

LearningCITY Community

Sponsoring Councilor

George Chahal

Applicant Name

Dexter Lam, Calgary Economic Development

Applicant Contact Number

(587) 888-0809

Include area code, no spaces

Applicant Business Unit or Name of Organization

Calgary Economic Development

Affected Business Units and/or Departments

Amount of Funds Requested - please attach budget breakdown details in an attachment

\$43,400.00

Draft PFC cover report attached

☒ Yes ☐ No

Please list supporting documents provided.

1. LearningCITY Community Prototype proposal; 2. Calgary of the Precipice (LearningCITY, 2020); 3. Skills that Matter (LearningCITY, 2020)

Applications for the Council Innovation Fund are to be submitted to the Chief Financial Officer Department (name of person) no later than six (6) weeks in advance of the targeted Priorities and Finance Committee (PFC) meeting date.

Only completed applications supported by a PFC cover report will be submitted for placement on the PFC agenda. The PFC will review the report and proposal and provide their recommendation to Council. The recommendation and report will then be forwarded to Council at their next scheduled meeting.

Provide a summary description of the project to a maximum of 2 pages.

[LearningCITY](#) aims to re-envision how Calgarians learn throughout their lives and provide a support network to provide meaningful learning journeys for all citizens. As a ground-breaking community-based ecosystem anchored by a broad range of community partners (currently facilitated by Calgary Economic Development), LearningCITY will enable Calgarians to access meaningful learning experiences and journeys at all points of their lives.

Helping different communities of skills users and providers communicate and connect more efficiently and effectively is foundational to closing the gaps between training and jobs, and will enable diverse ecosystem participants to work towards common aims. A Calgary Competency Model (CCM) that could act as a unifying 'language' may help different communities describe skills and competencies that may be referred to differently across a variety of contexts such as professions, cultures, and educational settings.

A community-level project in northeast Calgary will allow us to test how a unifying competency model can help Calgarians who have unique challenges communicating and applying their skills. Working with a local community institution / organization, we will integrate a prototype of the CCM with an existing program currently offered to community members and monitor / evaluate whether outcomes are improved. Potential opportunities currently being considered include working with a local immigrant serving agency to improve a job search / placement program or helping enhance skills-development through a well-being program offered by a community recreation centre.

Lessons learned will have value in improving the CCM to ensure its applicability for all Calgarians while also offering insights for how community support organizations may improve their programs and impact. The integration of the prototype competency model into existing community programming is designed to collaboratively build capacity in partner community organizations. This will allow partner community organizations to sustain and continuously build on lessons learned and impact from the project without necessarily requiring additional funding.

LearningCITY will make the resulting research and insights from this prototyping project freely available to Calgary's learning ecosystem and other community partners across the city. The collaboration to actively engage community members will also help build awareness of the LearningCITY initiative, catalyzing inclusive community participation in Calgary's emerging lifelong-learning ecosystem.

Identify how this project meets the criteria as outlined in the Terms of Reference for the Council Innovation Fund.

Please attach additional information as required.

In addition to social (social well-being, social resilience and participation, social mobility) and economic (supporting business growth, economic inclusion, economic resiliency) priorities for the Council Innovation Fund, this community prototyping project aligns with the following City of Calgary initiatives:

- **imagineCalgary's economic system targets** related to economic well-being (e.g., supporting research), meaningful work (e.g., supporting full employment - particularly with immigrants and new graduates), and sufficient income (e.g. all Calgarians have access to appropriate training).
- **imagineCalgary's social system targets** related to lifelong learning (e.g., skill development and access to formal/informal learning opportunities).
- **2019-2022 Council Directives** related to building a prosperous city (e.g., growing as a magnet for Talent).
- Our Community's Economic Strategy: **Calgary in the New Economy** focuses on enhancing program access to diverse communities, expanding work-integrated learning, and increase collaboration between PSIs, community, and businesses.

Outline the proposed timeline for this project, including the final report back date.

Prototype / project objectives & plan - January / February 2021

Strategic partner engagement - February 2021

Prototype design - March / April 2021 (interim reporting at end of April)

Delivery of prototype in community - May / August 2021

Analysis and synthesis - August / September 2021 (final reporting at end of September 2021)

Identify what success looks like, and how it will be measured.

Both process and outcomes aspects of the project will be studied, with interim evaluation / reporting after the participatory design stage and final evaluation / reporting after the in-community activities. Desired outcomes from the project include:

- Lessons learned for improving the competency model to ensure its applicability for all Calgarians
- Insights for how community support organizations may improve their programs and impact.
- Improved participant ability and confidence to understand and communicate about personal / professional skills.
- Improved employment outcomes for both employees and employers.
- Enhanced skills development through individual and community well-being programs / supports.

Specific evaluation metrics will need to be reflective of the programs and contexts that the competency model prototype will be integrated into. A full list of potential metrics has been outlined in the attached proposal document.

Your personal information is being collected, used and disclosed for the administration and processing of your application for funding under the Council Innovation Fund Project. Your information is collected pursuant to section 33(c) of The Freedom of Information and Protection of Privacy Act ("FOIP Act") of Alberta. If you have any questions about the collection, use or disclosure of your personal information, please contact The City of Calgary's Chief Financial Office (#8003), The City of Calgary P.O. Box 2100, Stn. M, Calgary, AB T2P 2M5 and by calling at 403-268-5664.

LearningCITY Community Prototype

An investment from the Council Innovation Fund (CIF) in this prototype program would support lifelong learning, job-seeking, and program navigation for Calgarians hoping to possess the competency employers need.

January 2021

Project Proponents

Calgary Economic Development and Mount Royal University are proposing to partner on a community project in Calgary to test a model to support Calgarians with challenges in communicating and applying their competencies. This project is a part of the LearningCITY initiative.

The project will be conducted by CityXLab which is part of the Institute for Community Prosperity at Mount Royal University. Primary expenses will be student internships, project honourariums and software licenses. Project reports will be developed by CityXLab with support from Calgary Economic Development where appropriate. Other support from Calgary Economic Development may include facilitating additional stakeholders and partners, and receiving and disbursing funding. The project will be completed in the 2021 calendar year.

What is LearningCITY?

Lifelong-learning is increasingly acknowledged as a key enabler of personal and career adaptability. A community of lifelong-learners can contribute to a city's economic and social resiliency. LearningCITY is a community-based ecosystem anchored by a broad range of community partners (currently facilitated by Calgary Economic Development) that aims to re-envision how Calgarians learn throughout their lives and provide a support network to provide meaningful learning journeys for all citizens. Learning for most Calgarians is currently focused through traditional formal education systems that are not well integrated, leaving gaps and barriers for Calgarians trying to transition between systems or accessing learning from unconventional starting points. LearningCITY will be a ground-breaking ecosystem that enables Calgarians to access meaningful learning experiences and journeys at all points of their lives.

For Calgarians and organizations (e.g., businesses, non-profits, charities) to participate effectively and efficiently in the learning ecosystem, key enabling systems, processes, and tools need to be both developed and deployed. One of these foundational components that will enable the LearningCITY ecosystem to act as a cohesive community support network is a unifying 'language' to describe competencies that may be referred to differently across a variety of contexts such as professions, cultures, and educational settings. Helping different communities of competency users and providers communicate and connect more efficiently and effectively is foundational to closing the gaps between training and jobs and will enable diverse participants work towards common aims.

Work-to-date

In 2020, a group of leading researchers from 5 Canadian post-secondary institutions (PSIs) came together to produce 3 reports on Calgary's learning ecosystem as part of its "Calgary on the Precipice" series: "Learning our way Forward," "Path to LearningCITY 2025," and "Skills that Matter." The reports have the support of key anchors in our business community: Calgary Economic Development, the Business Council of Alberta, the Calgary Chamber of Commerce, and Canada West Foundation. Our group has also produced an op-ed in the Calgary Herald,

3 webinars, and 22 podcasts. This collective research and engagement yielded a competency model that outlines key domain-specific and enabling competencies that are ready to be tested in the field to improve learning experiences and outcomes in Calgary (i.e., job-seeking, work-integrated learning, program navigation, etc.).

A competency model can act as a compass to guide people on their learning journeys and empower them to explore their own paths. For LearningCITY, this compass is a unified Calgary competency model (CCM) that describes valuable competencies, levels of competence, and the criteria to observe and measure proficiency in these competencies. This CCM becomes the compass for not only individuals navigating the learning system, but also for employers and educators. The CCM provides a shared language and criteria across all sectors and organizations in the city to clearly communicate competency-related information about a specific role or learning experience.

For the Calgary Competency Model to be valuable, it must meet five criteria when fully developed and implemented:

1. It must guide the development goals of Calgarians, enabling more efficient labour transition.
2. It must be complementary to existing role or sector level competency models to maximize adoption.
3. It must be adaptable to enable it to be adopted across the diverse commercial, social, and public sectors.
4. It must be simple, to enable adoption by small and medium enterprises that make up over 90 per cent of the Calgary market.
5. It must provide support for diversity of learning pathways including all forms of education (formal and informal) and experience (professional, volunteer, and contextual) to guide effective scaffolding of competencies.

Benefits of the CCM include:

Employer	Learner	Educator
Aligning the supply and demand of priority competencies.	Accelerating employment transitions.	Aligning learning opportunities and outcomes to community priorities.
Accelerating the acquisition and retention of talent.	Providing guidance to focus both formal and informal learning.	Providing a framework to link informal learning to community.
Accelerating retraining and upskilling.	Providing guidance on experiential learning.	

Project description

A community-level project in northeast Calgary will allow us to test how the Calgary Competency Model can help Calgarians who have unique challenges communicating and applying their competencies. Working with a local community institution / organization, we will integrate a prototype of the CCM with an existing program currently offered to community members and monitor / evaluate whether outcomes are improved. Potential opportunities currently being considered include working with a local immigrant serving agency to improve a job search / placement program or helping enhance competency-development through a well-being program offered by a community recreation centre.

Lessons learned will have value in improving the competency model to ensure its applicability for all Calgarians while also offering insights for how community support organizations may improve their programs and impact. The collaboration to actively engage community members will also help build awareness of the LearningCITY initiative, catalyzing inclusive community participation in Calgary's emerging lifelong-learning ecosystem.

Desired outcomes from the project include:

Outcome	Potential Evaluation Metrics
Validating the ability of a common competency model or 'language' to improve experiences and outcomes (such as job-seeking and program navigating) for community members.	<ul style="list-style-type: none"> Specific quantitative metrics will depend on programming context that prototype is integrated into. May include: <ul style="list-style-type: none"> # of competency from competency model tested Program-appropriate metric for efficiency of communicating about competency between stakeholders. Program-appropriate metric for efficacy of communicating about competency between stakeholders. Qualitative metric about stakeholder understanding and confidence about competency
Providing input and feedback (from both learners and organizations) to inform the refinement of the competency model.	<ul style="list-style-type: none"> # and nature of refinements / revisions to competency model # and nature of refinements / revisions to partner programs
Enhancing our collective understanding of the in-community challenges and dynamics affecting our city's ability to support lifelong-learning and	<ul style="list-style-type: none"> Impact on program-specific outcomes: <ul style="list-style-type: none"> # job placements "Stickiness" of job placements Changes in employment income Perceptions of well-being

communicate about competency.	<ul style="list-style-type: none"> • Satisfaction of participants / stakeholders • EDI performance: <ul style="list-style-type: none"> • Demographic diversity of participants • Ethnocultural diversity of participants • Socio-economic diversity of participants • Diversity of participating industries / businesses
Developing robust relationships to further grow the LearningCITY ecosystem.	<ul style="list-style-type: none"> • # of community participants • Partner / participant interest in contributing to other LearningCITY initiatives

While selecting northeast Calgary as the first location for our prototype will result in additional considerations to be made (e.g., language translation), we believe strongly that the close-knit relationships between businesses and community members and the presence of strong community partners make it an ideal choice.

The integration of the prototype competency model into programming currently offered to the community follows a capacity-building approach to collaborating with partner community organizations. This will allow partner community organizations to sustain and continuously build on lessons learned and impact from the project without necessarily requiring additional funding. LearningCITY will make the resulting research and insights from this prototyping project freely available to Calgary's learning ecosystem and other community partners across the city. LearningCITY will also continue to seek other opportunities for developing and testing ecosystem-serving infrastructure to support lifelong-learning of Calgarians.

Project objectives and timeline

Milestone	Objectives
Establish project governance (Feb 2021)	<p>Establish steering committee and project team.</p> <ul style="list-style-type: none"> • Define target research and learning outcomes for pilot. • Design activities and execution plan to deliver experiences.
Strategic partner engagement (March - April 2021)	<p>Identify and engage strategic partner(s) able to:</p> <ul style="list-style-type: none"> • Support outreach to recruit community participants. • Design and execute prototyping activities. • Collaborate in evaluation of program and outcomes. <p><i>*Initial partner list includes Centre for Newcomers and Genesis Centre.</i></p>
Prototype design (March – April)	<ul style="list-style-type: none"> • Participatory design activities • Planning of experience delivery / execution • Interim reporting of prototype design process and outcomes
Delivery of pilot activities (May-August 2021)	<ul style="list-style-type: none"> • Participant outreach (approx. 200 job seekers and 10-20 employers) and engagement from target communities • Deliver in-community activities with target participants
Analysis & synthesis (August – September 2021)	<ul style="list-style-type: none"> • Review of data with research collaborators • Collaborative analysis and insight development • Presentation of prototype findings at a LearningCITY Summit, submission of academic publications, and development of community learning materials • Reporting of participant and stakeholder outcomes

Project budget

**As much as possible, we are ensuring any paid work is completed by Calgary post-secondary students. While CED is the applicant for this project and will provide financial management / governance support, the CityXLab (part of the Institute for Community Prosperity at Mount Royal University) will be the primary LearningCITY partner working with community collaborators to deliver prototyping activities.*

CIF funding is essential to anchor the project and leverage other funding (e.g., Mitacs, Brookfield Institute for Innovation + Entrepreneurship, etc.).

Activity	Description	Cost
Project management	FT internship for undergraduate student	\$15,000
Project management software	Clickup Business Plan (\$19 per month, per member)	\$150
Communications	PT internship for undergraduate communications student (150 hours @ \$21/hr.)	\$3,150
Partner relationship management	PT internship for undergraduate student (400 hours @ \$21/hr.)	\$8,400
Competency model assessment	Vametric software (according to sample quote received)	\$10,000
Job-candidate matching	PT internship for undergraduate human resources student (200 hours @ \$21/hr.)	\$4,200
Community partner honorariums	5 honorariums (\$100 each)	\$500
Administration & Governance	Financial management / reporting, strategic advising and oversight (~5% of subtotal)	\$2,000
	Total Cost	\$43,400

Alignment with criteria of fund

The CIF applies to projects that encourage innovation and support the goals of Council as set out in current Council Priorities. Below are a few examples of clear alignment:

- **imagineCalgary's economic system targets** related to economic well-being (e.g., supporting research), meaningful work (e.g., supporting full employment – particularly with immigrants and new graduates), and sufficient income (e.g., all Calgarians have access to appropriate training).
- **imagineCalgary's social system targets** related to lifelong learning (e.g., competency development and access to formal/informal learning opportunities).
- **2019-2022 Council Directives** related to building a prosperous city (e.g., growing as a magnet for Talent).
- **Our Community's Economic Strategy: Calgary in the New Economy** focuses on enhancing program access to diverse communities, expanding work-integrated learning, and increase collaboration between PSIs, community, and businesses.

We believe strongly in helping Council achieve the targets above and know that none of them are achievable without transforming Calgary into a city that learns its way forward. That is why LearningCITY was created in the first place. With your catalyst funding, the findings from this community prototype will be invaluable in determining what the gaps are (at a local level) between matching competency to jobs and what we can do to solve for them.

If you have any questions, please contact:

*Dexter Lam (Manager, Talent. Calgary Economic Development):
dlam@calgaryeconomicdevelopment.com*

Appendix A: The LearningCITY Competency model

A city's ability to attract, develop and retain talent (the people who will live and work there) is the greatest predictor of social, and economic prosperity.¹ That means how cities grow and develop their talent pool is crucial. Adaptable people can adjust to the dynamic context of the world today. Adaptability can be reactive, like learning to live in a new reality during the COVID-19 pandemic. However, adaptability can also be proactive and intentional, characterized by anticipating change and planning a response in advance.

Learning as a Climbing Wall

In Spring, 2020, numerous LearningCITY community partners released two reports exploring the future of learning in Calgary. This research recommended Calgary, as a city, fundamentally rethink how it learns. This starts by recognizing that traditional learning systems, though essential, are only a small component of the city's rich, but fragmented learning system.

One of the reports' central themes was the critical importance of recognizing that learning today is inverted. Learning is no longer a top-down institutional model rooted in the industrial revolution. Rather, learning follows the innovation processes adopted by companies like Google and Apple, and is iterative, open, and prioritizes empowerment and autonomy of the individual.

This means that learning today looks more like a climbing wall than a ladder. The industrial revolution learning model is anchored in mass production, commoditization, and efficiency. In other words, its goal is to produce as many educated people as efficiently as possible.

In contrast, the climbing wall model prioritizes personal exploration, experimentation, enabling competencies and adaptivity. It includes diverse educational pathways, including all forms of learning (formal and informal) and experiences (professional, volunteer, and contextual). So, the future of a resilient and adaptive Calgary is about how Calgarians learn to step off the ladder and choose to design and navigate their own climbing wall.

What Really Matters?

The barrier to accelerating the adaptive capacity of Calgarians remains rooted in the legacy learning system. This is because traditionally, both the learning system and employers put priority on what are called **domain-specific competencies (DSCs)**. DSCs are the competencies you need to complete a specific job, whether it be welding, policy analysis or engineering. DSCs may incorporate role specific competencies, for example, the competencies required to be an accountant. They may also include industry specific competencies, for example, the competencies required to be an accountant in the oil & gas sector. Historically, DSCs were highly valued by society as they were essential to generating short-term economic value. The challenge is DSCs are highly contextual and possess a shorter lifespan than ECs.² Today, the World Economic Forum reports professional competencies have a half life of under six years.³ Just think, in the past a trade learned as a teenager could be developed and refined through a lifetime of experience. Today, DSCs often become dated and demand continual training to maintain relevance. The primacy of DSCs is visible in every postsecondary

institution which has entire schools, departments, diplomas, and degrees dedicated to developing specific domain-specific disciplines.

In contrast to DSCs, **enabling competencies** (ECs) (also known as soft, essential, or transferable skills) are foundational and enable an individual to succeed across a diverse range of personal and professional contexts. These include competencies such as analytical thinking, problem-solving, communications, and organizational competencies.⁴ ECs provide the capacity for an individual to navigate and explore the climbing wall.

However, today's DSC centric learning model puts limited emphasis and no accountability on developing ECs. Whereas there are dedicated faculty accountable for developing DSCs related to accounting, nursing and computer science, there are no faculty dedicated to ensuring development of ECs. Rather, every educator is accountable for developing ECs. However, as the old adage goes, *when everyone is accountable, no one is accountable*. This lack of accountability demands a reinvention of learning.

Learning to Climb

It is important to recognize that the climbing wall model of learning does not devalue the role of DSCs. It recognizes that DSCs, ranging from software coding to nursing and welding, are essential for generating value. However, it also recognizes that the dominant coding languages, medical and welding technologies of today are dynamic and ever changing. Therefore, it is possessing the optimal level of both ECs and DSCs that seamlessly work together, which provides an individual the capacity to adapt, as the world around them adapts.

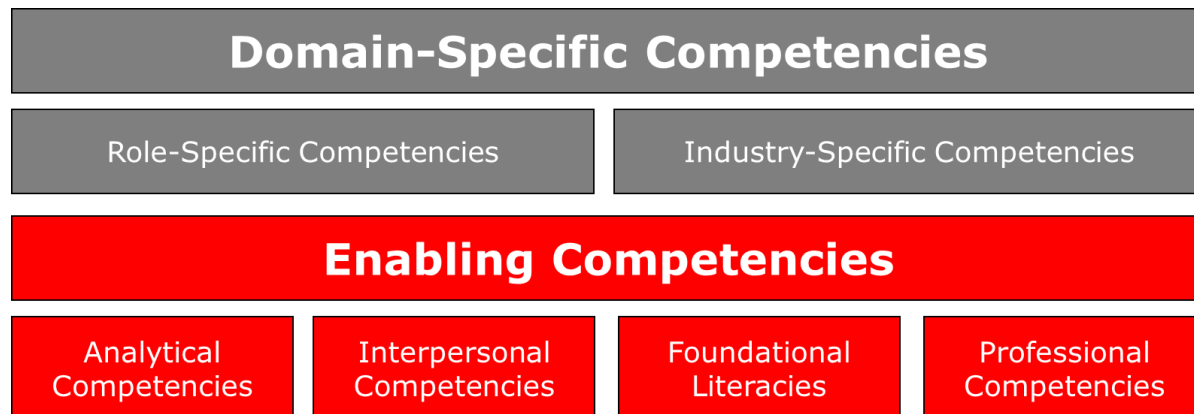


Figure-1: The Two-Level CCM

To deliver this adaptive capacity, the city's learning system must be designed to recognize and credential the diversity of pathways on the climbing wall, including all forms of education (formal and informal) and experience (professional, volunteer, and contextual) resources. This must include an effective scaffolding of these credentials, so that these act as building blocks, rather than isolated events. This change creates short-term targeted learning goals for individuals to map to.

Acknowledging learning today as a climbing wall, requires a new set of tools for learners to explore and navigate their own pathway. If today's ladder reflects a static map to a predefined destination, learners on the climbing wall must have a compass to provide them direction, while allowing them to explore their own path.

This compass is a unified **Calgary competency model** (CCM). A competency model describes the competencies, and levels of competence, required to complete a specific task and the criteria to observe and measure proficiency in these competencies.

The idea of a competency model is not new. They have existed in forms for decades. Competency models have proven to be effective for aligning and prioritizing the required competencies across individuals, employers, and educators. For example, competency models were introduced at different levels including organizations (e.g., UNESCO), roles (e.g., accounting) or regions (e.g., European Union; Singapore). Today, 140 countries have adopted competency models to provide a framework to prioritize learning.⁵

These models provide guidance for the classification of competencies and associated levels in specific roles.⁶ Models support the creation of a common vocabulary.⁷ In addition, they often include consistent classifications and measures to enable policymakers, employers, and individuals to assess the current state of human capital and guide the allocation of scarce development resources (e.g., education and training).⁸

In general, competency models include five components:⁹

Task: the demand to complete a discrete activity in a role (e.g., managing staff).

Competency: the skills and knowledge and attributes required to complete this task.

Levels: The ability to evaluate the level of proficiency of a competency to complete the task (e.g., basic vs. advanced).

Assessment: The process to evaluate proficiency.

Governance: The competency model must be part of a broader recognized workforce development framework that prioritizes and legitimizes competencies.

The Calgary Competency Model

Similar to traditional learning systems, competency models are domain specific. For example, there are competency models for accountants, social workers, system engineers, human resource managers and salespeople. However, though social workers and system engineers appear to have little in common on the surface, the reality is quite different. While it is true the DSCs of these roles are vastly different, their underlying ECs are not. In fact, the analysis reported in *Calgary on the Precipice*, found 2/3rd of ECs were common across all 15 competency frameworks, including 76 per cent of interpersonal competencies; 67 per cent of analytical competencies; 63 per cent of foundational literacies; and 52 per cent of professional competencies.¹⁰

This result identifies the opportunity for developing a two-level CCM that transcends all commercial, social, and public sectors (Figure-1). The first level is composed of four clusters of ECs, including *analytical* competencies, *interpersonal* competencies, *foundational* literacies,

and *professional* competencies. Refer to Figure-2 and Appendix 1). The second level is composed of DSCs that will be specific to a role or organization.

This CCM becomes the compass for not only individuals navigating the learning system, but also for employers and educators. Moreover, this model will frame the priority learning outcomes for the learning system. The benefit of a CCM with common ECs is shared language and criteria across all sectors and organizations in the city. From an employer's perspective, a CCM provides them the ability to clearly communicate the competency required in a specific role. This in turn, provides existing or future employees the ability to focus on developing these competencies. Lastly, it provides the ability for both formal and informal educators to clearly articulate the competencies their programs or initiatives will develop.

Table-1: Benefits of the CCM

Employer	Learner	Educator
Aligning the supply and demand of priority competencies.	Accelerating employment transitions.	Aligning learning opportunities and outcomes to community priorities.
Accelerating the acquisition and retention of talent.	Providing guidance to focus both formal and informal learning.	Providing a framework to link informal learning to community.
Accelerating retraining and upskilling.	Providing guidance on experiential learning.	



Figure-2: Four Cluster EC Model

¹ Refer to Calgary on the Precipice: Learning our Way Forward available at LearningCITY.ca.

² Gawad, N., Allen, M., & Fowler, A. (2019). Decay of Competence with Extended Research Absences During Residency Training: A Scoping Review. *Cureus*, 11(10). Accessed on March 1, 2020 from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6874279/pdf/cureus-0011-00000005971.pdf>

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- ³ Yuen, P. (2018, September). The 7 forces that will change the way you work. *World Economic Forum*. Retrieved from <https://www.weforum.org/agenda/2018/09/here-are-seven-ways-your-job-will-change-in-the-future/>
- ⁴ Conference Board of Canada. (2019) Building Skills Connections Series: Skills for a Prosperous Alberta Retrieved from <https://www.conferenceboard.ca/focus-areas/education-skills/building-skills-connections-series?AspxAutoDetectCookieSupport=1>
- ⁵ Lane, J., & Griffith, J. (2017). A case for a pan-Canadian competency framework. *Canada West Foundation*. Retrieved from <https://cwf.ca/research/publications/matchup-a-case-for-pan-canadian-competency-frameworks/>
- ⁶ Lane, J., & Griffith, J. (2017).
- ⁷ Braham, E. & Tobin, S. (2020). Solving the skills puzzle: The missing piece is good information. *Diversity Institute*. Retrieved from <https://ppforum.ca/publications/solving-the-skills-puzzle/>
- ⁸ Rothwell, W. J. (2002). *The workplace learner: How to align training initiatives with individual learning competencies*. Amazon Books.
- ⁹ For an overview of competency models refer to Lane, J., & Griffith, J. (2017).
- ¹⁰ This is the percentage that the specific competencies in a cluster were included in the 15 competency models.



CALGARY ON THE PRECIPICE

The Path to LearningCITY 2025

May 2020

CONTRIBUTORS

INTERDISCIPLINARY PROJECT TEAM

A study of this complexity requires an interdisciplinary team of connected and committed scholars. We would like to thank these people for their investment and continued support as we continue the conversation on Calgary becoming a LearningCITY:

Researcher	Related Expertise	Affiliation
Dr. David Finch (Lead)	Experiential learning	Mount Royal University
Dr. Nadège Levallet	Strategy	University of Guelph
Dr. Evelyn Field	Psychology	Mount Royal University
Dr. Simon Raby	Innovation and Growth	Mount Royal University
Dr. Chad Saunders	Entrepreneurship support policy	University of Calgary
Dr. Michael Roberts	International Business	Mount Royal University
Dr. Faith-Michael Uzoka	Computer Science	Mount Royal University
Dr. Sharon McIntyre	Innovation & Technology	Mount Royal University
Jason Ribeiro (PhD candidate)	Educational leadership	Calgary Economic Development
Scott Cressman	Design	Alberta University of the Arts

INTERDISCIPLINARY REVIEW TEAM

We would like to recognize and thank the reviewers who provided valued feedback during the development of this study:

Alexandria Campbell
Ray DePaul
Craig Desjardins
Jeannie Finch
Dr. Sandip Lalli
Dr. Jyoti Gondek

Janet Lane
Mary Moran
Dr. Jodi Nickel
Irfhan Rawji
Janet Segato
James Stauch

Laurie Stretch
Terry Sydoryk
Dr. Trevor Tombe
Dr. Norm Vaughan
Cynthia Watson

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EXECUTIVE SUMMARY

For 40 years, economic, social, and cultural factors such as advanced technology and globalization have changed how cities compete to attract new citizens. A city's proximity to natural resources is no longer the driver of its competitive advantage. Instead, a city's ability to attract, develop and retain talent (the people who will live and work there) is the greatest predictor of social and economic prosperity. That means how cities grow and develop their talent pool is crucial. Today, a person's capacity to adapt in new roles and embrace uncertainty demands new skills. These skills must transcend industries and professions. If there were such a thing as a defining competency, it would be adaptability.

Adaptable people can adjust to the dynamic context of the world today. Adaptability can be reactive, like how many are learning to live in a new reality during the COVID-19 pandemic. However, adaptability can also be proactive and intentional, characterized by anticipating change and planning our response in advance. In this study, we explore the attributes of adaptive people and how they underpin adaptive organizations, systems, and cities.

"Imagine a city of people who view disruption as opportunity. Imagine a population whose talent and skills continuously evolve."

Imagine a city of people who view disruption as opportunity. Imagine a population whose talent and skills continuously evolve. Imagine a Calgary that attracts investment and talent from

across the globe because it's known as a city that learns its way forward. We don't believe the question is if this city is the Calgary of the future. Rather, our focus is on how we will realize our potential and whether the speed of change will be fast enough to navigate the precipice on which we are standing today.

At the root of adaptation is learning. So to become a city that adapts, Calgary must become a city that can learn faster and better than others. How do we transform Calgary into a "LearningCITY"? We have to start by changing the learning system.

We argue that how we choose to learn will define Calgary's future social and economic prosperity. Yet the ability for today's learning system to transform to meet emerging demands remains widely debated, because education is one of the most change-resistant institutions in society. Education is also threaded through society, not just in kindergarten to grade 12 and accredited educational institutes, but it's also in employers, professional associations, business ecosystems and in the hands of individual learners. The ways people learn, in short, are incredibly complex. That means there's enormous potential to effect wider change by evolving our learning system.

How can Calgary's learning system be optimized to drive social and economic prosperity in the face of accelerating uncertainty?

To answer this question we conducted a multi-disciplinary study into the nature of adaptability and the learning system. As a result, we propose the establishment of a LearningCITY Task Force guided by the following five pillars:

1. **Transition to an open learning system:** To become a LearningCITY, Calgary must transition from the traditional closed learning system,

which is defined by isolated learning experiences like the path from kindergarten to post-secondary to professional development, to an open, lifelong personalized learning system where people are empowered by and accountable for their own continuous development.

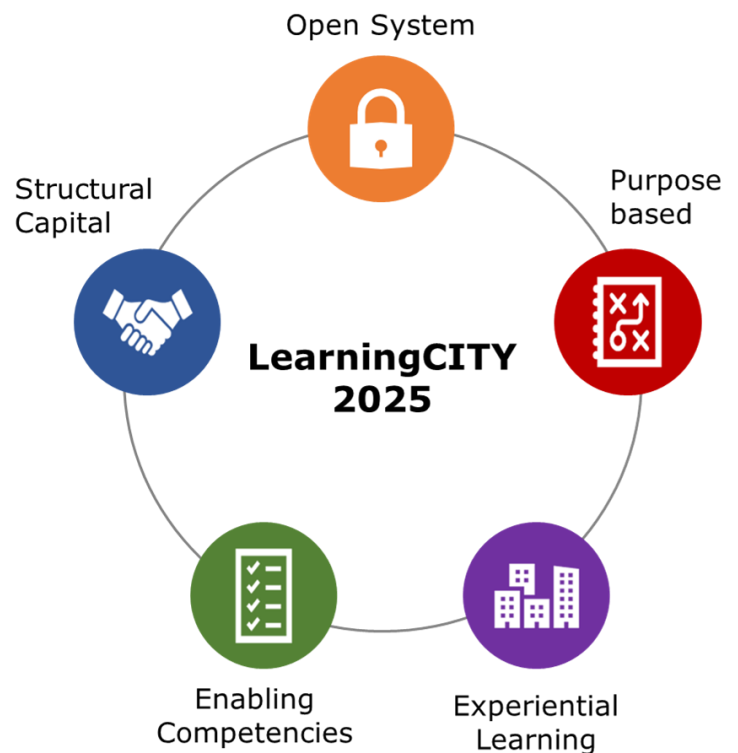
2. **Transition to purpose-based learning:** A LearningCITY needs a learning system that prioritizes empowerment and autonomy for the learner. The learner's development pathway, their route through the learning system, becomes a personalized climbing wall instead of a predictable ladder. At its core, this open learning system aims to develop adaptable people, so the system itself must be adaptable.

"At its core, this open learning system aims to develop adaptable people, so the system itself must be adaptable."

3. **Commit to universal experiential learning:** An empowered learner learns through a variety of mediums and experiences. Today, many of these learning experiences aren't hands-on. Therefore, as part of an open learning system, we recommend that Calgary becomes the first city in North America to adopt a universal experiential learning system incorporating a minimum of 450 experiential learning hours for undergraduates prior to graduation.
4. **Develop enabling competencies:** An individual who has a strong foundation of enabling competencies (skills that are useful no matter the context, like

communication or citizenship) will be more adaptive than someone whose learning is anchored in domain-specific competencies (skills that serve them in a particular role or context, like welding or cooking). We propose Calgary adopt a *unified community competency model* that aims to develop skillsets that contribute to a person's ability to adapt. This approach will transcend industries, roles, and professions, creating a unique competitive advantage for our city.

5. **Invest in city-level structural capital:** An efficient, city-wide open learning system requires high-level coordination between many stakeholders. For this to happen, all partners in the learning system will need to ensure processes to advance collaboration and shared learning.





INTRODUCTION

SETTING THE STAGE

Necessity is the mother of taking chances.

— Mark Twain

In June 2018, Calgary city council unanimously approved a new economic strategy for the city. Facilitated by Calgary Economic Development, *Calgary in the New Economy* called for a strategic diversification of the economy. This call for the city to diversify and adapt isn't new. Diversification has been debated for almost a half-century, with little evidence that the debates have swayed hearts or minds.¹ In its past attempts at diversity, the Government of Alberta took equity positions in financial institutions, meat packers and technology companies. Calgary was briefly a global leader in wireless technology in the 1980s. Questions about why we should adapt or what we should become have been debated endlessly. However, the more fundamental question remains — how does Calgary adapt?

"Questions about why we should adapt or what we should become have been debated endlessly. However, the more fundamental question remains — how does Calgary adapt?"

Calgary in the New Economy confronts the how question head on and finds a clear answer: Calgary only adapts when its population adapts. A central pillar of the economic development strategy in the report focuses on education, and more specifically on the evolution of the learning system required to prepare Calgarians for the new dynamic economy. This new economy requires Calgarians (the city's "talent") to adapt quickly to emerging opportunities and challenges. In a constantly evolving labour market, learning must be continuous, because the skills organizations need from their talent are not fixed. To further develop the concept of a new learning system, a broad range of community partners, led by Calgary

¹ Morgan, G. (2019, May 3). After 50 years of trying to diversify its economy, Alberta is still stuck on oil. Financial Post.



Economic Development, established the **LearningCITY Project** in late 2019 with a mandate to explore how a city-wide learning system could be re-envisioned to deliver on the priorities defined in Calgary's economic strategy. This discussion paper is the first output of the LearningCITY Project.

Then COVID-19 changed everything.

Its effects reinforced the critical need to grow a more adaptable population. The economic and social impact of the pandemic in Calgary is amplified by the simultaneous collapse of global oil prices. Mary Moran and Sandip Lalli, the presidents of Calgary Economic Development and the Calgary Chamber of Commerce respectively, argue that going back to the way things were pre-pandemic is no longer an option. Writing in the *Globe & Mail*, they state: "long-term recovery and a future with opportunities for our children will depend on the creativity, grit and determination of entrepreneurial Calgarians and the innovative thinkers in our economy."²

The pandemic has magnified some fundamental weaknesses in our current

learning system. For example, there's huge dependence on traditional in-classroom learning models. A massive digital divide has been highlighted by exploding demand for student and educator access to computers and reliable high-speed internet. Institutions are re-creating curriculums instead of sharing them, and educators are struggling from inexperience with the complexity of online learning. And that's just the tip of the iceberg. Moran and Lalli contend that there's only one path forward — and it is together. As they state, the city's new reality "...will require a new level of alignment, leadership, and trust from all orders of government, businesses, educators and social-welfare organizations to resolve the simultaneous challenges. It is the way we will forge our path forward."³

"Calgary's economy requires talent to adapt quickly to emerging opportunities and challenges. In a constantly evolving labour market, learning must be continuous."

² Moran, M. & Lalli, S. (2020, April 18). Calgary will not go back to the 'way things were'. The Globe and Mail.

³ Moran & Lalli (2020).

Reinventing Calgary must begin by reinventing how we learn. Only when every Calgarian can not only continuously learn and adapt within but also embrace our new reality will our city and every citizen step back from the precipice and chart a new path to the future.

A CITY ON THE PRECIPICE

"The ability to learn faster than your competitors may be the only sustainable competitive advantage"

– Peter Senge (1990)

For most of human history, the success of a city depended on its proximity to scarce natural resources and the distribution of those resources. Yet in the past four decades a city's competitive position has increasingly been defined by its ability to attract and employ high-valued talent. Today, continuous economic, social, and technological disruptions are redefining the nature of high-value talent globally, with "adaptivity" as an essential quality. In a 2018 report, the World Economic Forum forecast that by 2022, 75 million jobs will be displaced across the leading 20 economies, while 133 million new jobs will be created in emerging sectors, requiring half of employees globally to be retrained or have new training by 2022.

Even before the pandemic and the collapse of oil prices, Calgary was suffering serious impacts from the aforementioned disruptions. For example, Calgary Economic Development forecasts that up to half of the jobs performed by Calgarians today could be at risk of automation over the next 20 years. As early evidence of this need for diversification, the Information and Communications Technology Council

forecasts that with the expansion of fields such as artificial intelligence and data science, total employment in key digital roles will surpass 77,000 in Alberta by 2023, doubling the employment growth rate of all other sectors.⁴ Yet Calgary's deep roots in the oil and gas sector means that only about 25 per cent of Calgary's technical expertise is made up of software engineers and data scientists, compared with 50 to 62 per cent in Ottawa, Vancouver, Montreal and Toronto.⁵ All of this reinforces our belief that Calgary's successful navigation of the precipice will require transforming how we learn as a city.

"Cities today are not only experiencing a war to attract talent, but also a race to develop that talent. This race requires new ways of thinking and learning."

Cities today are not only experiencing a war to attract talent, but also a race to develop that talent. This race requires new ways of thinking and learning. It's a race Calgary is losing right now. While education remains one of the most change-resistant parts of society, learning is an essential catalyst for our city's transformation. In response, our team explored rich, multidisciplinary literature and conducted two studies to examine how Calgary's learning system could be optimized to drive

⁴ Calgary Economic Development (2019). *Calgary in the New Economy*.

⁵ Pike, H. (2019, March 01). Calgary must 'fix the talent pipeline' to attract high-tech business, says economic development boss.

social and economic prosperity in the face of accelerating uncertainty.

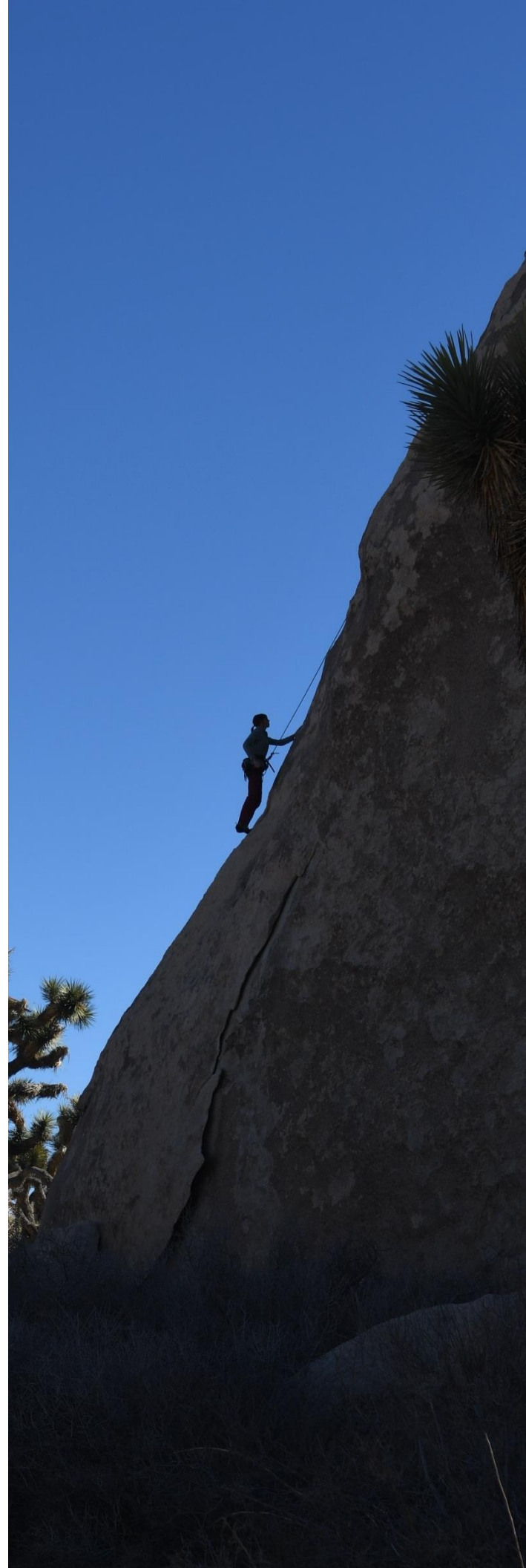
LEARNING OUR WAY FORWARD

Imagine a Calgary where citizens view disruption as an opportunity, giving us a natural capacity to adapt and reinvent ourselves. Imagine a Calgary where organizations are designed not only to be resilient, but also to embrace change as an opportunity to diversify and grow. Imagine a Calgary where we continuously train and reorganize our talent and their competencies to stay ahead. Imagine a Calgary that attracts investment and talent from across the globe because we're recognized as a city with an uncanny ability to anticipate emerging disruption and systematically adapt to take advantage of it. We don't believe the question is if this is Calgary of the future. It is. The questions that remain are how will we become that city, and can we evolve fast enough to avoid the precipice.

Being adaptable is about having the intrinsic capacity to adjust to new conditions or purposes. Adaptability can be reactive; many of us today are responding to the conditions triggered by the COVID-19 pandemic. However, adaptability can also be proactive and intentional, rooted in a person's ability to anticipate change and adjust their response in advance.

"Adaptability can also be proactive and intentional, rooted in a person's ability to anticipate change and adjust their response in advance."

Learning cities are filled with adaptive people who thrive in adaptive organizations. And these organizations



collaborate to form broader systems: adaptive and evolving ecosystems. So how do we transform Calgary into a LearningCITY?

For many people, adapting is difficult. While part of adaptability is rooted in personality, many of the barriers we face are developed over a lifetime. They can be traced back to a learning system with deep roots in the industrial era. People have long sought standardized certifications from traditional educational institutions and organizations have long hired those graduates. The pace and degree of change in our world today requires new skills, mindsets, and collaborations. For this reason, the future of our city will be defined less by our natural resources and more by how we choose to continuously adapt and learn.

Today, Canada and Alberta produce some of the strongest academic outcomes measured by the Organisation for Economic Co-operation and Development. Calgary is therefore in a position of strength, but this strength could become our liability. Traditionally, both the learning system and employers put significant weight on what are called *domain-specific competencies*. Domain-specific competencies are the skills you need to complete a specific job, whether it be welding, policy analysis or engineering. *Enabling competencies*, on the other hand, are foundational. Also known as soft or transferable skills, they enable an individual to succeed across a diverse range of personal and professional contexts. These include competencies such as problem-solving, interpersonal communications and organizational skills.

For centuries, domain-specific competencies were highly valued by society as they were essential to generating short-term economic value. However, given the pace of change today, the lifespan of many domain-specific competencies is shortening dramatically.

Just think, in the past a trade learned as a teenager could be developed and refined through a lifetime of experience. Today, domain-specific competencies often become dated and demand continual training to maintain relevancy. This means that lifelong learning looks more like a climbing wall than a ladder. The traditional ladder model was designed to certify every learner and deliver them to a defined destination as efficiently as possible. It's the foundation of our current learning system. In contrast, the climbing wall model, regardless of a learner's age, prioritizes personal exploration, experimentation, enabling competencies and adaptivity. It includes diverse educational pathways, including all forms of learning (formal and informal) and experiences (professional, volunteer, and contextual). So, you could say that the future of a resilient and adaptive Calgary is about how we step off the ladder and choose to design and navigate our own climbing wall.

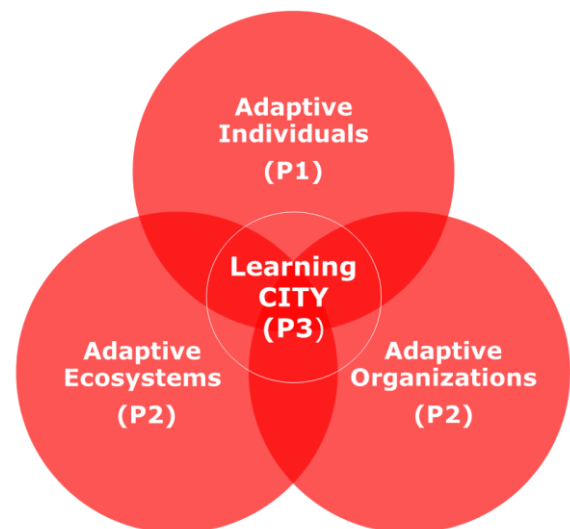


Figure-1: LearningCITY

TRANSFORMING INTO A LEARNINGCITY

To explore the challenges in creating a LearningCITY, we conducted two qualitative studies. The first incorporated a learning system stakeholder workshop with 110 participants, including employers, educators, administrators, and policymakers. The second phase of this study built on the findings from a literature review and the workshop to develop and explore the role of enabling competencies in existing professional and industry competency frameworks. (Refer to the first report, ***Calgary on the Precipice: Learning our way Forward***)

From this process, we defined a series of five pillars to start the process of transforming our learning system (Figure-2). As part of the process, we must acknowledge that the scope of learning today extends far beyond accredited educational institutions, into other non-profit and for-profit educational providers, employers, policymakers, accreditation and professional associations, other community and business ecosystems and individual learners. This recognition redefines the nature and process of learning and introduces enormous complexity — and potential — into our learning system.



1. TRANSITION TO AN OPEN LEARNING SYSTEM

To expand a city's ability to adapt, the city must leverage its existing vast (but fragmented) closed learning system and the talent it produces. In Calgary, the current learning system includes 402 accredited schools (kindergarten to post-secondary) with a total of 294,000 registered learners, and over 1,600 other educational service



Figure-2: LearningCITY 2025

providers (e.g., professional development, training). There are more than 154,661 organizations of all sizes that benefit from the talent developed by this learning system.

To become a LearningCITY, Calgary must transition from its traditional closed system (defined by isolated learning experiences from kindergarten to post-secondary education to professional development) to an open, lifelong personalized learning system where the individual sits at the centre and becomes both empowered by and accountable for their own development. Building on the principles of open innovation, an open learning system transforms from a “producer-consumer” learning model where educators produce human capital and employers consume it, to an open co-creation model. In an open learning system, learning organizations expand to incorporate the full system,

including for-profit and non-profit organizations. Together they are partners in co-creating an interconnected system of accelerated, agile and dynamic learning experiences for all 1.4 million Calgarians.⁶

An open learning system requires commitment from all organizations, from school boards to universities to start-ups to large organizations (Figure-3). Each partner adopts the role of a co-creator in developing adaptive talent for not only the immediate benefit of their own organizations, but also for developing the broader adaptive capacity of the city.

Transitioning from the traditional closed learning system, which has evolved over the past century and delivered world-leading learning outcomes, to an open learning system anchored in adaptive capacity will be difficult. Yet there is

significant short-term urgency facing our city, and widespread awareness of the crises driven by both the COVID-19 pandemic and the collapse in oil prices creates an opportunity for positive change.

Significant resources are already focused on short-term training. Though domain-specific competencies are essential for generating short-term economic value, they do little to start the long process of developing a city's adaptive capacity, as the value of and demand for these domain-specific competencies fluctuate with labour market dynamics. That means critical training initiatives by groups such as Calgary Economic Development and the Information and Communications

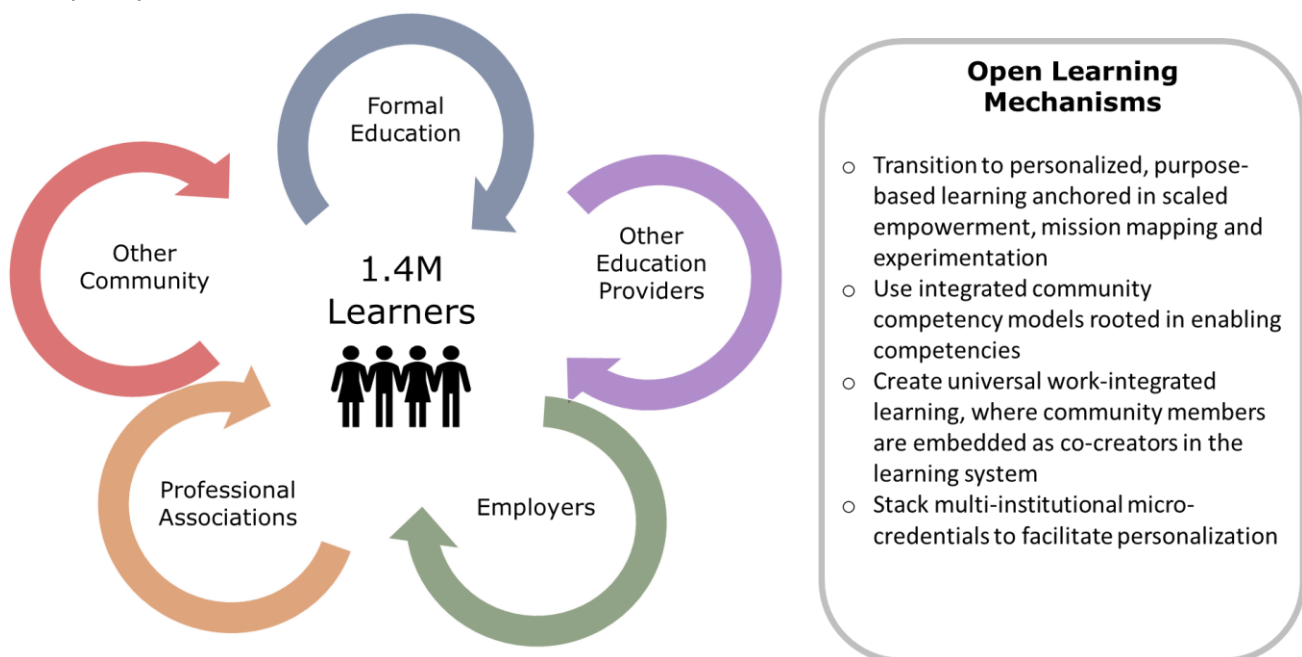


Figure-3: The Calgary open learning system

⁶ Traditional closed innovation processes focus on controlling the innovation process. In contrast, open innovation encourages the development of

partnerships and the leveraging of complementary knowledge for innovation from individuals and organizations across systems.

Case Study: Flexible on- and off-ramps

People are different and so are the on- and off-ramps to learning. Calgary Catholic Family Services introduced the Never Too Late program as an on-ramp to help adults complete their high school equivalency. The program provides learners three to four hours of instruction twice a week. The results of this program reflect the critical importance of an open learning system with flexible on- and off-ramps.

- 89% of students indicated that they had increased income or job opportunities, or went on to pursue further education
- 38% increased their income, with an average increase of approximately \$13,000 per year
- 92% of students reported that they felt more positive about themselves
- 77% of parents enrolled in the program reported a positive impact on their children

Technology Council must also include the development of enabling competencies. This approach will prepare the city and its citizens, organizations, and systems for the inevitable: ongoing uncertainty in all industries.

At the same time, domain-specific competencies will always have their place in the economy and therefore in learning. Programs that focus on developing enabling competencies, such as liberal arts, have the opportunity to expand their teaching to include relevant domain-specific competencies. Notably, the domain-specific competencies are layered over top of a strong foundation of enabling competencies. The teaching of domain-specific competencies, such as business skills or computer science, could happen through pathways that already exist for students, such as general education, open





studies, minors, or double majors. Or, they might happen through new approaches such as micro-credentialing. Many of these short-term recommendations are not difficult to enact, but they do demand common political will at all levels (e.g., educator, administrator, and policy).

**Case Study:
Learning that Spans Boundaries**

The Music Recording Arts program is a five-year compressed, collaborative program offered by Western University and Fanshawe College in Ontario. Students in their second year of the Bachelor of Musical Arts program are eligible to apply for the Music Recording Arts program. Successful graduates of the program receive a Bachelor of Musical Arts degree from Western University and a two-year Ontario College Diploma in Music Industry Arts from Fanshawe College. These graduates have blended theory and practice to accelerate their professional competencies and value to prospective employers.

A dynamic open learning system will require active involvement from key members of the learning system, namely learners, educators, and employers. This collaboration is essential to ensure that all competencies being taught in the system reflect emerging priorities in the market and in society. For example, in an open system, a marketing student at Mount

Royal University could simultaneously pursue a minor in design at the Alberta University of the Arts. In the current closed system, if Mount Royal University wanted a design minor available to its students, it would require years of course design and approval and faculty hires just to duplicate a program that already exists across town.

**Case Study:
Partnered micro-credentials**

Bow Valley College is reimagining adult learning with Pivot-Ed. Pivot-Ed gives learners a portfolio of competencies to help them pivot in their careers and meet Canada's future workforce needs. With Pivot-Ed, Bow Valley College can assess skills regardless of how they were acquired and then recognize them with a micro-credential.

For example, Bow Valley College is the first Canadian hub for the IBM Skills Academy. This program is a new certification program to prepare students for careers in the IT industry and build local capability consistent with international standards. IBM trains Bow Valley College faculty to train students across several career tracks such as business intelligence, cyber security, and cloud computing.

To speed up the deployment timeline, we propose establishing processes that facilitates collaboration and coordination across the open learning system. This

governance structure will oversee the development and implementation of an open learning system. This plan will define learning system's priorities and be updated annually to ensure it reflects the dynamic challenges facing the city. Importantly, it would be accountable for securing incremental funding to act on the noted priorities.



2. TRANSITION TO PURPOSE-BASED LEARNING

The most significant challenge in starting an open learning system is the role of the individual learner. The learner can no longer be a passive passenger in a linear system anchored in efficiency and a static career or disciplinary pathway. Rather, a LearningCITY needs an open learning system that cares deeply about increasing the empowerment and autonomy of the learner. Such a system recognizes that learning is a result of experience and reflection in a variety of educational contexts. The learner's development pathway becomes a personalized climbing wall instead of a one-size-fits-all ladder. The learner is challenged to embrace uncertainty and change as avenues for applying their enabling competencies. Teaching learners to be adaptive means that the open learning system itself requires an adaptive mindset.

To accelerate this shift, we believe Calgary-based post-secondary institutions could become world leaders in transitioning from a traditional disciplinary orientation to a purpose-based learning orientation. Such a shift would see students in charge of developing comprehensive personal "missions" (i.e., learning plans that lead to an intended career outcome), which they will test and refine over time. This mission will empower learners and allow them to measure how their custom climbing wall is

serving them as the world changes around them. A mission enables learners to identify and prioritize the skills required for success. A key component is the development of a learner's "mission map." The mission map can be organized around four components: (a) education and learning resources, (b) employment experience, (c) community/volunteer experience, and (d) contextual experience. We also recommend this mission map include the anticipated relationships they will need to achieve their mission (e.g., professional, and personal mentors).

Important considerations in developing Calgary's purpose-based learning system include the consideration of student resource challenges (e.g., the digital divide) and cultural challenges (e.g., their comfort with uncertainty, level of focus on achievement and attitudes toward hierarchy). Further, the integration of K-12 institutions into the climbing wall model will be an important future step in developing an open learning system and adaptive learners for Calgary.

Case Study: Purpose Based Learning

Elon University in North Carolina recognizes that if you don't have a destination, any path will get you there. It offers a mentored individualized professional development experience. This mentorship process guides a student through the development of a comprehensive professional and academic plan. This staged program includes self-exploration (e.g., values, interests), career exploration, professional communication, and conduct, developing emotional intelligence, intercultural competence, and other professional skills. This process is non-credit; however, students are provided 40 hours of credit towards the professional work-experience requirements of their program.



3. UNIVERSAL EXPERIENTIAL LEARNING

Despite appeals to expand community-based experiential learning in post-secondary or secondary education, there's a significant divide between aspiration and reality. Today it's estimated that about 50 per cent of undergraduate learners in Canada are exposed to some form of experiential learning (i.e., learning by doing). The intensity of this exposure varies by the mode of experiential learning. In Calgary, all post-secondary institutions incorporate forms of experiential learning, but it largely remains program-specific rather than a school-wide requirement. For example, both the University of Calgary and Mount Royal University have established goals to

have every undergraduate student exposed to an experiential learning activity prior to graduation. The spectrum of these experiences ranges widely. Students in a co-operative education program may be required to complete three 450-hour work terms prior to graduation. In contrast, a site visit or guest speaker in a single class is also reported as an experiential learning activity. Research tells us that the depth and intensity of an experiential learning experience is essential to deeper learning.⁷ Therefore, we recommend that Calgary becomes the first city in North America to adopt a universal experiential learning system incorporating a minimum of 450 experiential learning hours prior to graduation.

Embracing universal experiential learning without adding significant administrative

Table-1: A model of universal experiential learning

Program-directed experiential learning	Faculty-directed experiential learning	Student-directed experiential learning
<ul style="list-style-type: none"> Co-operative education Professional practicum Clinical placements Internships Apprenticeship Field placement 	<ul style="list-style-type: none"> Course-based case study with a limited level of client engagement Observational field trips coordinated by faculty Course-based community-service learning Course-based live case study with a high level of client engagement Course-based community-engaged research projects (e.g., honours thesis, directed reading) Field schools 	<ul style="list-style-type: none"> Co-curricular professional portfolio Research assistant for community-engaged research project Volunteer experiences with embedded reflection Entrepreneurship

⁷ For additional reading on experiential and work-integrated learning refer to Dorland, A., Finch, D. J., Levallet, N., Raby, S., Ross, S., & Swiston, A.

(2020). An entrepreneurial view of universal work-integrated learning. *Education+ Training*.



work requires the entire learning system to innovate and develop new forms of more efficient experiential learning delivery by working together. We recommend a shift from program-directed experiential learning to a triangular experience incorporating program-, student- and faculty-directed experiential learning (Refer to Table-1). Faculty-directed experiential learning is an experience delivered as a course-based requirement. Student-directed experiential learning is when a student completes self-directed work in the community that directly supports the learning outcomes of their program but is independent of their program. Though it's independent, this type of experiential learning includes supervised critical reflection to enrich the learning experience but isn't necessarily assessed for credit. As institutions transition to a shared, open, and experiential learning model across all disciplines, it's essential that instructor oversight and standards are maintained. Experiential learning experiences should be designed to give the learner increasing independence and challenge as they build their skills.

"We recommend that Calgary becomes the first city in North America to adopt a universal experiential learning system incorporating a minimum of 450 experiential learning hours prior to graduation."

4. DEVELOP ENABLING COMPETENCIES



To achieve the goals of this expanded open learning system, we propose Calgary adopt a *unified community competency model* (referred to from here on as "competency model") to develop adaptability at the individual, organization, and ecosystem levels. Competency models have proven to be effective for aligning and prioritizing the required competencies across individuals and institutions. A competency model could become the common anchor for all levels, from individuals (e.g., employees, educators, managers) to organizations to systems (e.g., Kindergarten-post-secondary). The proposed competency model should be based on the two broader skill categories we've already discussed:

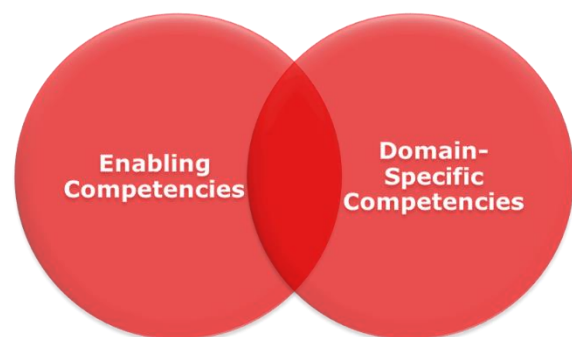


Figure-4: Dual competencies

enabling competencies and those domain-specific competencies that are sufficiently agile to transcend disciplines, industries, and roles (Figure-4).

The debate between enabling competencies and domain-specific competencies has existed since the advent of modern education. However, this debate often descends into an argument between applied “work-ready” vocational training and a liberal arts or general science education. It’s an argument without a winner. Adaptive capacity isn’t an either/or debate; it’s a result of the intentional intersection of enabling competencies and domain-specific competencies. This

requires great effort from individuals and organizations to communicate the value of liberal arts or general science education to the vision of the LearningCITY. Crossing boundaries will help academics come down from their “ivory towers” while also inviting practitioners to meet them at the foot of those towers to discuss the value of foundational learning. A city-wide framework can define the enabling competencies needed in academic programs to ensure relevance and sustainability. Engaging with potential “early adopters” amongst stakeholders will be essential to be able to demonstrate the processes and outcomes of the competency model and learning system initiatives.



Figure-5: Four cluster model of enabling competencies

**Case Study:
Embedding enabling competencies into
experiential learning**

Mount Royal University's Bachelor of Business Administration in marketing embeds a co-curricular professional portfolio into its program. The portfolio requires students to complete 450 enabling competency hours and 450 marketing competency hours prior to graduation. These hours can include paid or volunteer activities. All hours must be verified by the student's supervisor and by university faculty. This tracking is embedded on LinkedIn so it's portable for graduates. Data shows that students use the portfolio as a framework for selecting part-time or summer employment and volunteer activities. When the portfolio was first introduced in 2014, a small fraction of students met the 900-hour criteria. Today, students complete 1,000 domain-specific competency hours and 2,000 enabling

5. INVEST IN CITY-LEVEL STRUCTURAL CAPITAL



High-level collaboration is key to the success of the Calgary learning system. Everything that happens within the system must be aligned. This requires that processes exist for increased coordination and alignment across the current fragmented learning system. With that in mind, we propose the following three priorities:

Measure the development of enabling competencies: This includes refining and activating the *unified community competency model*. Interestingly, many of the enabling competencies noted in Figure-5 are described as core learning outcomes from kindergarten onward in global



**Case Study:
Balanced curriculum sharing**

NorQuest College in Edmonton and Bow Valley College in Calgary have evolved their collaborative curriculum development model from a system that saw the schools adopting courses from each other and negotiating payment for each course's curriculum rights, to an open model agreement which allows the free borrowing of courses without any payment. The underlying philosophy is to maximize the impact of the public funds used to develop the programs as well as speed development

education standards. Yet our current system lacks clear accountability for teaching and evaluating enabling competencies. For domain-specific competencies, on the other hand, such accountability exists in post-secondary faculties or professional and trade associations (e.g., for engineers and electricians). In fact, the current domain-centric post-secondary education system reinforces the superiority of domain-specific competencies over enabling competencies. Programs including accounting, law, computer science, economics, welding, chemistry, the culinary arts, and countless others are taught by domain-specific experts.

While each program will undoubtedly incorporate learning outcomes associated with enabling competencies, such as critical thinking or interpersonal skills, in a domain-centric system, enabling competencies are at best secondary outcomes. Few systems define measurements or assign accountability to ensure their development. For example, accreditation in domains from accounting to welding requires rigorous testing to verify that a person has the required domain-specific skills in the given field. Yet these same systems either assume that program completion means the student has

developed core enabling competencies or they never care about their existence. This oversight reinforces the dominance of domain-specific competencies and a static mindset in a time where, in fact, adaptive capacity is essential. Importantly, a competency model that emphasizes enabling competencies doesn't dilute the critical role of domain-specific competencies. Rather, it amplifies their value by giving individuals, organizations, and systems the agility to anticipate and adapt to accelerating uncertainty.

Facilitate learning experiments and research: To continue to evolve the learning system, researchers must prioritize, coordinate, and facilitate small learning experiments, or pilot projects, with radical intent. The design and execution of these experiments will be open and shared by the entire open learning system. The goal is to expand learning system capacity by leveraging this form of open and shared knowledge. All of this can be achieved at a system-wide level. This discussion paper, for example, is the result of such collaboration by a team of interdisciplinary researchers from a variety of institutions and a diverse review team.

**Case Study:
Creating an adaptive start-up culture**

Arizona State University (ASU) President Michael Crow posed one question, "What if universities were as nimble as start-ups, with the freedom and capacity to explore wild ideas and rapidly advance innovation?" This question resulted in the creation of the Office of Applied Innovation to identify and apply emerging scientific, technological, design and policy innovations to advance ASU teaching innovation. As a unit purposely designed as a start-up lab, it sits outside any academic or student service unit and can rapidly react to emerging opportunities or ideas.



Develop open learning tools: Following the aforementioned experiments and research, there must be processes to develop shared tools and supports for the full system to use. For example, these could include shared mission mapping supports or local business case studies. These tools and supports will be developed and made available under a Creative Commons license.

We recognize that there are early adopters who will embrace this change and participate in early collaborative projects within a competency model framework. We also recognize that there are more-

traditional institutions that will proceed cautiously and require time to develop consensus among their stakeholders. These different paths to learning system innovation can coexist as change begins and accepting this is key to achieving our LearningCITY goals.

A PATH FORWARD. TOGETHER.

Today, Calgary's already-fragile economic and social fabric is threatened by both the pandemic and oil prices declining to the lowest level in a generation. These crises provide both a challenge and an opportunity to leverage our learning system as the essential driver of our city's transformation. These major threats and the dramatic changes that Calgarians are experiencing in their personal and professional lives have paved the way toward a different way of thinking about old problems.

The goal of this discussion paper is to start a debate about the future of Calgary and the role of learning and talent development as part of this re-envisioning and rebuilding. Decades of multidisciplinary research show us that embracing uncertainty is difficult for most people, organizations, and systems. The common response is a combination of denial and resistance. For this reason, we focus on the underlying multidisciplinary science to guide us on the many challenges of developing a LearningCITY. In doing so, we

Case Study: Collaborative open access tools

Mount Royal University's Institute for Innovation and Entrepreneurship, in conjunction with MRU Career Services, developed a free open-access Designing YOU series, including 12 eBooks written by 20 co-authors to support young adults in planning their personal and professional development. The book series is supported by a searchable database of 150 career mission maps and 14 podcasts. The series is licensed under the Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International license (CC BY-NC-SA 4.0) and can be customized and white-labeled by any institution or educator. The *Designing YOU* series also includes a series of teaching supports and student exercises.

conclude that addressing this challenge must start with developing an open learning system committed to accelerating and nurturing the adaptive capacity within each of us. To be a city that adapts, Calgary's citizens must possess the capacity to learn.

The challenge is this is not simply about adjusting the learning outcomes for learners in kindergarten, university, or college. It's about re-envisioning the nature of learning and the learner by recognizing that traditional education systems, though critical, are only a small component of our city's rich, but fragmented learning system.

"It's about re-envisioning the nature of learning and the learner by recognizing that traditional education systems, though critical, are only a small component of our city's rich, but fragmented learning system."

A central component of this proposal is the adoption of the open innovation learning model. This model, adopted by companies ranging from Google to LEGO, recognizes that when you empower people, you accelerate innovation. Learners and employers are no longer customers. They are, and need to be, co-creators in the learning process at all levels of education. However, with this empowerment comes significant responsibility to invest in this new model. For learners, it means we must take increasing ownership of our learning, regardless of whether we are 16 or 60. Harvard is developing the Sixty Year

Curriculum initiative to develop "new educational models that enable each person to retrain as their occupational and personal context shifts."⁸ For employers, it means investing in learning far earlier and on a sustained basis. This investment may be collaboration with experiential learning in high schools, universities or colleges, or investment in training existing employees. For policymakers and educators, it requires the support for the timely development and approval of programs that provide the foundation of a re-envisioned open learning system designed to train adaptable citizens. Collaboration, though, can be difficult, especially across such diverse partners as policymakers, educators, and employers. Therefore, the greatest challenge for most of us is not external, but the embedded rules, routines, practices, and cultures that influence our individual mindsets, behaviours, and organizations. Yet we believe that the collaboration, compromise, and consensus required to implement an agile and open learning system anchored in adaptive capacity is an essential step forward.

The challenge to move forward on any of these proposals lies in the reality that education is a provincial mandate and is highly politicized. It's also a highly change-resistant sector. Therefore, we propose that Calgary city council establish an independent **LearningCITY Task Force**. This task force would follow the lessons learned from the Calgary Bid Exploration Committee, which was established to study the potential of hosting the 2026 Olympic and Paralympic Games and could work alongside other task forces including the COVID-19 Economic Resilience Task Force. The LearningCITY Task Force would be given 12 months to engage the broader

⁸ Dede, C. (2018, October 19). *The 60 Year Curriculum: Developing New Educational Models to Serve the Agile Labor Market*.



learning community and explore the following areas:⁹

1. Identify emerging competency demands required to deliver on the *Calgary in the New Economy* economic strategy.
2. Benchmark global “best in class” open learning systems.
3. Audit the existing Calgary learning system, including:
 - a. programming gaps and opportunities
 - b. system-level interoperability
 - c. system-level governance
 - d. sustainability of current funding
4. Define a LearningCITY 2025 vision.
5. Identify early adopter organizations and individuals in the city to rapidly begin open learning system experiments and share outcomes across the ecosystem.



Figure-6: A Proposed LearningCITY Task Force

⁹ For an analysis of the CBEC process, please see Finch, D. J., Legg, D., O'Reilly, N., Wright, S., & Norton, B. (2020). A social capital view of an

Olympic and Paralympic Games bid exploration process. *European Sport Management Quarterly*, 1-20.

6. Identify opportunities for increasing system-wide collaboration and accelerating partnerships and programming between employers and educational institutions.
7. Recommend a comprehensive path forward, including policy, funding, measurements, and governance to deliver on the LearningCITY 2025 vision.
8. We propose that the task force be structured with five working groups to explore the five pillars in Figure 2. These groups would receive the support of extensive stakeholder engagement and benchmarking research through the **LearningCITY Lab**, an open collective of researchers committed to evidence-based innovation in learning. The task force would submit a report to the community within 12 months. It's important to note that the task force should not become a barrier to concurrent innovation within the system.

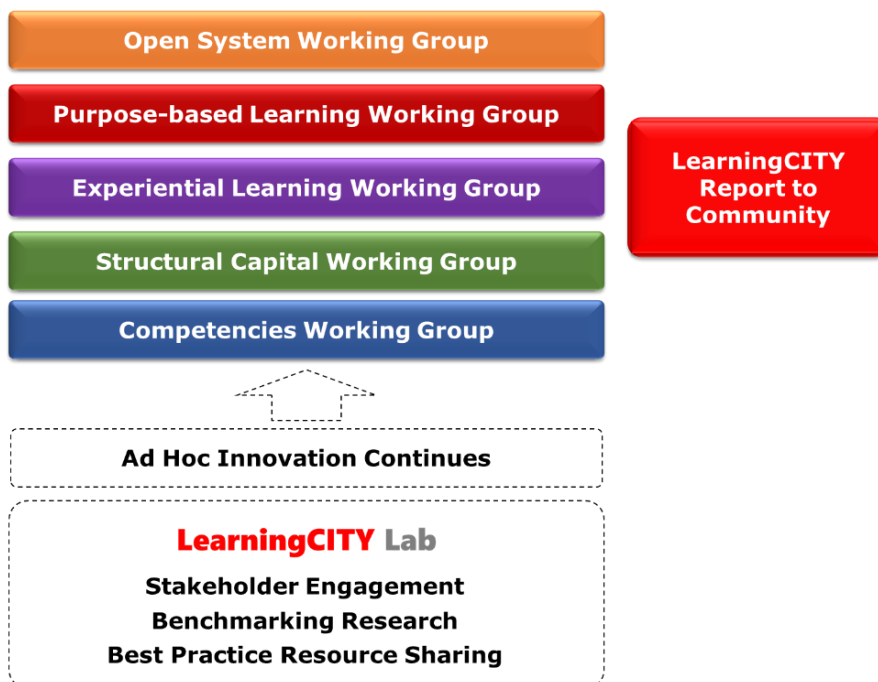
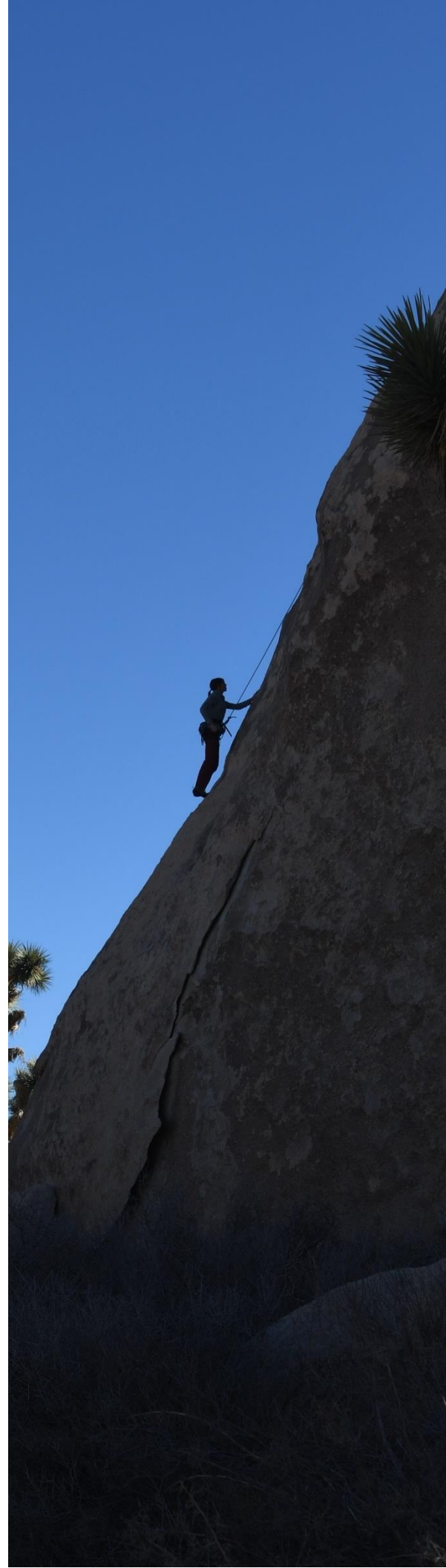


Figure-7: 12-month LearningCITY program





Skills that Matter

Building a City that Adapts

December 2020



The Paradox of Calgary

An unstable global energy market, combined with the structural impact of the pandemic, are contributing to seismic economic and social change in Calgary.¹ Today, the primary sector of industries and utilities contribute about \$36 billion (28.4 per cent) of Calgary's GDP and Calgary's oil and gas reliance (OGR) index stands at 34.9.² The historical demand of the energy sector for skilled labour generated the highest concentration of high-tech workers in Canada³ and the second highest number per capita of small businesses and self-employed individuals in the country.⁴

To meet this demand for talent, Calgary's population increased by 220,000 in the past decade and Calgary is now the third most ethnically diverse city in the country.⁵ Moreover, the city has seen a significant increase in both bachelor's and master's degrees, ranking second in Canada as a proportion of population. Currently, there are over 91,000 postsecondary students enrolled in programs.⁶ At 27 per cent, Calgary possesses the highest proportion of STEM graduates among major Canadian cities, with a high concentration in geo-sciences and related areas.⁷

Yet, with the expansion of fields such as artificial intelligence and data science, total employment in key digital roles is forecasted to surpass 77,000 in Alberta by 2023, doubling the employment growth rate of all other sectors.⁸ However, Calgary's proportion of technical expertise in the specific areas of software and data science is less than half of other major Canadian cities.⁹ Not surprisingly, PwC reports 68 per cent of the oil and gas leaders globally are concerned about talent availability to

execute digital transformation strategies.¹⁰ Moreover, Calgary Economic Development warns that half of the jobs performed by Calgarians today could be at risk of automation over the next 20 years.¹¹ The Business Council of Alberta, in their report, *Skilled by Design: A Blueprint for Alberta's Future Workforce* raises similar concerns. The result is Calgary paradoxically is facing both a talent surplus and talent deficit.¹²

"Our goal is to create the best, most skilled, technologically sophisticated, progressive and adaptable workforce in the country."

***Skilled by Design: A Blueprint for Alberta's Future Workforce
Business Council of Alberta***

This mismatch of competencies is not unique to Calgary. The World Economic Forum forecasts that by 2022, 75 million jobs will be displaced across the leading 20 economies, while 133 million new jobs will be created in nascent sectors. It has been estimated that 50 per cent of employees globally will need to be reskilled or upskilled between 2018 and 2022.¹³ Not surprisingly, 91 per cent of human resource decision-makers view an employee's ability to adapt as a critical competency.¹⁴ The result is employers are demanding people who possess the capacity to live with uncertainty, adapt to new roles, and learn new skills quickly.¹⁵ These skills transcend industries and professions. If there were such a thing as a defining competency in the next decade, it would be adaptability.

Learning as a Climbing Wall

A city's ability to attract, develop, and retain talent (the people who will live and work there) is the greatest predictor of social and economic prosperity.¹⁶ This means how cities grow and develop their talent pool is crucial. Adaptable people can adjust to the dynamic context of the world today. Adaptability can be reactive, like learning to live in a new reality during the COVID-19 pandemic. However, adaptability can also be proactive and intentional, characterized by anticipating change and planning a response in advance.

In Spring 2020, numerous LearningCITY community partners released two reports exploring the future of learning in Calgary. This research recommended Calgary, as a city, fundamentally rethink how it learns. This starts by recognizing that traditional learning systems, though essential, are only a small component of the city's rich, but fragmented, learning system.

One of the reports' central themes was the critical importance of recognizing that learning today is inverted. Learning is no longer a top down institutional model rooted in the industrial revolution. Rather, learning follows the innovation processes adopted by companies like Google and Apple, and is iterative, open, and prioritizes empowerment and autonomy of the individual.

This means that learning today looks more like a climbing wall than a ladder. The industrial revolution learning model is anchored in mass production, commoditization, and efficiency. In other words, its goal is to produce as many educated people as efficiently as possible.

"Employers are demanding people who possess the capacity to live with uncertainty, adapt to new roles and learn new skills quickly."

In contrast, the climbing wall model prioritizes personal exploration, experimentation, enabling competencies, and adaptivity. It includes diverse educational pathways, including all forms of learning (formal and informal) and experiences



(professional, volunteer, and contextual). So, the future of a resilient and adaptive Calgary is about how Calgarians learn to step off the ladder and choose to design and navigate their own climbing wall.

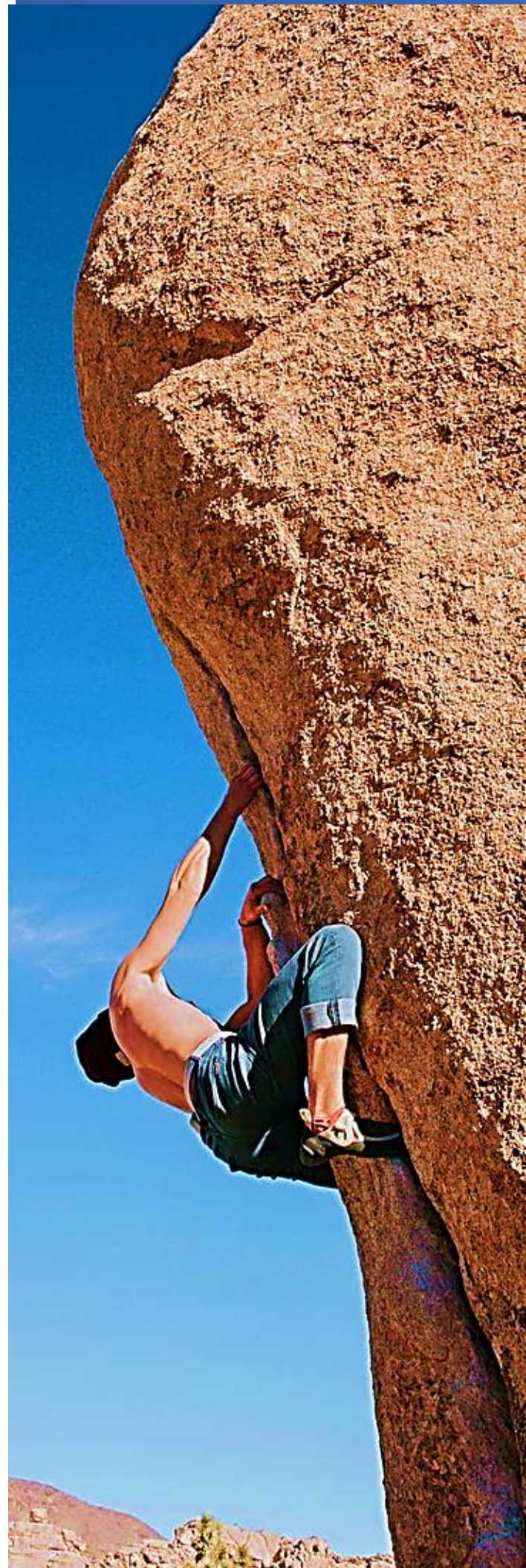
What Really Matters?

The barrier to accelerating the adaptive capacity of Calgarians remains rooted in the legacy learning system. This is because traditionally, both the learning system and employers put priority on what are called **domain-specific competencies (DSCs)**. DSCs are the skills you need to complete a specific job, whether it be welding, policy analysis or engineering. DSCs may incorporate role specific competencies, for example, the competencies required to be an accountant. They may also include industry specific competencies, for example, the competencies required to be an accountant in the oil & gas sector. Historically, DSCs were highly valued by society as they were essential to generating short-term economic value. The challenge is DSCs are highly contextual and possess a shorter lifespan than enabling competencies (ECs), also known as soft, essential, or transferable skills.¹⁷ Today, the World Economic Forum reports professional skills have a half life of under six years.¹⁸ Just think, in the past a trade learned as a teenager could be developed and refined through a lifetime of experience. Today, DSCs often become dated and demand continual training to maintain relevance. The primacy of DSCs is visible in every postsecondary institution which has entire schools, departments, diplomas, and degrees dedicated to developing specific

"Enabling competencies are foundational and enable an individual to succeed across a diverse range of personal and professional contexts."

domain-specific disciplines.

In contrast to DSCs, ECs are foundational and enable an individual to succeed across a diverse range of personal and professional contexts. These include competencies such as analytical thinking, problem-solving, communications and organizational skills.¹⁹ ECs provide the capacity for





an individual to navigate and explore the climbing wall.

However, today's DSC-centric learning model puts limited emphasis and no accountability on developing ECs. Whereas there are dedicated faculty accountable for developing DSCs related to accounting, nursing, and computer science, there are no faculty dedicated to ensuring development of ECs. Rather, every educator is accountable for developing ECs. However, as the old adage goes, *when everyone is accountable, no one is accountable*. This lack of accountability demands a reinvention of learning.

Learning to Climb

It is important to recognize that the climbing wall model of learning does not devalue the role of DSCs. It recognizes that DSCs, ranging from software coding to nursing and welding, are essential for generating value. However, it also recognizes that the dominant coding languages, medical and welding technologies of today are dynamic and ever-changing. Therefore, it is possessing the optimal level of both ECs and DSCs that seamlessly work together, which provides an individual the capacity to adapt, as the world around them adapts.

To deliver this adaptive capacity, the city's learning system must be designed to recognize and credential the diversity of pathways on the climbing wall including all forms of education (formal and informal) and experience (professional, volunteer, and contextual) resources. This must include an effective

scaffolding of these credentials, acting as building blocks, rather than isolated events. This change creates short-term targeted learning goals for individuals to map to.

Acknowledging learning today as a climbing wall requires a new set of tools for learners to explore and navigate their own pathway. If today's ladder reflects a static map to a predefined destination, learners on the climbing wall must have a compass to provide them direction while allowing them to explore their own path.

This compass is a unified **Calgary competency model** (CCM). A competency model describes the competencies, and levels of competence, required to complete a specific task and the criteria to observe and measure proficiency in these competencies.

"Competency-based micro-credentialing programs offer a solution to these challenges. These programs effectively break down continuous learning into courses spanning a few weeks or months..."

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The idea of a competency model is not new. They have existed in forms for decades. Competency models have proven to be effective for aligning

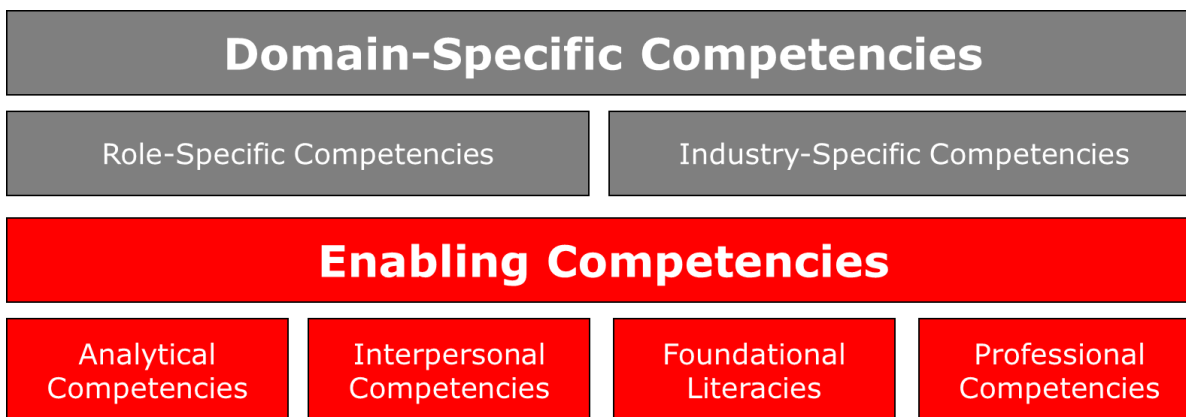


Figure-1: The Two-Level CCM

and prioritizing the required competencies across individuals, employers, and educators. For example, competency models were introduced at different levels including organizations (e.g., UNESCO), roles (e.g., accounting) or regions (e.g., European Union; Singapore). Today, 140 countries have adopted competency models to provide a framework to prioritize learning.²⁰

"Competency models have proven to be effective for aligning and prioritizing the required competencies across individuals, employers, and educators."

These models provide guidance for the classification of competencies and associated levels in specific roles.²¹ Models support the creation of a common vocabulary.²² In addition, they often include consistent classifications and measures to enable policymakers, employers, and individuals to assess the current state of human capital and guide the allocation of scarce development resources (e.g., education and training).²³

In general, competency models include five components:²⁴

Task: the demand to complete a discrete activity in a role (e.g., managing staff).

Competency: the skills and knowledge and attributes required to complete this task.

Levels: The ability to evaluate the level of proficiency of a competency to complete the task (e.g., basic vs. advanced).

Assessment: The process to evaluate proficiency.

Governance: The competency model must be part of a broader recognized workforce development framework that prioritizes and legitimizes competencies.

The Calgary Competency Model

Similar to traditional learning systems, competency models are domain specific. For example, there are competency models for accountants, social workers, system engineers, human resource managers and salespeople (refer to Appendix-1 for a sample list of 15 diverse competency models).

However, though social workers and system engineers appear to have little in common on the surface, the reality is quite different. While it is true the DSCs of these roles are vastly different, their underlying ECs are not. In fact the analysis reported in *Calgary on the Precipice*, found two-thirds of ECs were common across all 15 competency frameworks, including 76 per cent of interpersonal competencies; 67 per cent of analytical competencies; 63 per cent of foundational literacies; and 52 per cent of professional competencies.²⁵

This result identifies the opportunity for developing a two-level CCM that transcends all commercial, social, and public sectors (Figure-1). The first level is composed of four clusters of ECs,



Figure-2: Four Cluster EC Model

including *analytical* competencies, *interpersonal* competencies, *foundational* literacies, and *professional* competencies (Figure-2 and Appendix-2). The second level is composed of DSCs that will be specific to a role or organization.

This CCM becomes the compass for not only individuals navigating the learning climbing wall, but also for employers and educators. Moreover,

this model will frame the priority learning outcomes for the learning system. The benefit of a CCM with common ECs is shared language and criteria across all sectors and organizations in the city. From an employer's perspective, a CCM provides them the ability to clearly communicate the competency required in a specific role. This in turn, provides existing or future employees the ability to focus on developing these competencies.



Lastly, it provides the ability for both formal and informal educators to clearly articulate the competencies their programs or initiatives will develop.

Table-1: Benefits of the CCM

Employer	Individual	Educator
Aligning the supply and demand of priority competencies. Accelerating the acquisition and retention of talent. Accelerating retraining and upskilling.	Accelerating employment transitions. Providing guidance to focus both formal and informal learning. Providing guidance on experiential learning.	Aligning learning opportunities and outcomes to community priorities. Providing a framework to link informal learning to community.

The Path Forward

The goal of this discussion paper is to continue the debate introduced in *Calgary on the Precipice*. The future of Calgary is defined not by geography, government, or any single organization. Rather, the future of Calgary is defined by the capacity of Calgarians to adapt to meet current and future headwinds. The future of Calgary is defined by how Calgarian’s learn.

This discussion paper proposes the development of a unified CCM to accelerate the transformation of the learning system from a static ladder, to one that resembles a climbing wall and incorporates all

forms of learning from formal to informal to experiential.

For a CCM to be valuable, it must meet four criteria.

1. It must guide the development goals of Calgarians, enabling more efficient labour transition.
2. It must be complementary to existing role or sector level DSCs competency models to maximize adoption.
3. It must be adaptable to enable it to be adopted across the diverse commercial, social, and public sectors.
4. It must be simple, to enable adoption by small and medium enterprises that make up over 90 per cent of the Calgary market.
5. It must provide support for diversity of learning pathways, including all forms of education (formal and informal) and experience (professional, volunteer, and contextual) to guide effective scaffolding of competencies.

"By embracing diversity, innovation and new ideas, Alberta will become the place where the brightest minds come together and solve the world's biggest challenges."

Skilled by Design: A Blueprint for Alberta's Future Workforce
Business Council of Alberta

CCM Working Group

To advance this discussion, this paper proposes the establishment of a collaborative LearningCITY working group incorporating Calgary Economic Development (CED), the Calgary Chamber of Commerce (CCC), the Calgary Chamber of Voluntary Organizations (CCVO) and representatives from across the formal and informal learning system. The mandate of this working group will include:

1. A comprehensive audit of role and industry level competency frameworks.
2. Refinement of the proposed ECs embedded in the CCM.
3. Alignment of the level dimensions of the proposed CCM.
4. Alignment on the assessment dimension of the proposed CCM.
5. Development of a pilot deployment plan.

CCM Pilot

Based on the refinement of the CCM, the CCM should be piloted in a business revitalization zone (BRZ). The core questions propose to test in the pilot are:

1. Do the ECs embedded in the CCM transfer across industry sectors?
2. Do the ECs embedded in the CCM transfer across organization size?
3. Do individuals understand the role of a CCM in guiding their professional development?
4. Do formal and informal educators understand how to link their learning outcomes to a CCM?

This limited BRZ pilot would enable the working group to test the validity of the CCM across diverse contexts from industry sector to organization size. For this reason, the choice of the pilot BRZ must be representative of the diversity of the city.

During this pilot, the focus will be on engaging a representative sample of employers and educators to test the value of the CCM.



The Last Word

Collaboration can be difficult, especially across such diverse partners as policymakers, educators, and employers. Therefore, the greatest challenge for most of us is not external, but the embedded rules, routines, practices, and cultures that influence individual mindsets, behaviours, and organizations. Yet the collaboration, compromise, and consensus required to implement a unified CCM is an essential step forward to creating an agile and adaptive labour force.



PROJECT CONTRIBUTORS

LearningCITY is a research program of the CityXLab hosted by the *Institute for Community Prosperity at Mount Royal University*. LearningCITY is a collaboration of researchers, educators and other community leaders committed to innovating learning in Calgary through sharing and evidence. The goal is to accelerate innovation through collaborative research and sharing across Calgary's vast open learning system.

Researcher	Related Expertise	Affiliation
Dr. David Finch (Lead)	Experiential learning	Mount Royal University
Janet Lane	Human Capital	Canada West Foundation
Scott Cressman	Design	Alberta University of the Arts
Dr. Evelyn Field	Psychology	Mount Royal University
Dexter Lam	Human Capital	Calgary Economic Development
Dr. Nadège Levallet	Strategy	University of Guelph
Dr. Sharon McIntyre	Innovation and Technology	Mount Royal University
Dr. Simon Raby	Innovation and Growth	Mount Royal University
Jason Ribeiro (PhD candidate)	Educational leadership	Calgary Economic Development
Dr. Michael Roberts	International Business	Mount Royal University
Dr. Chad Saunders	Entrepreneurship support policy	University of Calgary
Dr. Faith-Michael Uzoka	Computer Information Systems	Mount Royal University



APPENDIX-1: COMPETENCY MODEL INVENTORY

Domain	Publisher	Year	Scope
1. Accounting	Chartered Global Management Accounting	2019	Global
2. Accounting Education, Training, and Certification	World Bank	2018	Global
3. Sales	Canadian Professional Sales Association	2017	Canada
4. Human Resources	Society and Human Resource Professionals	2012	Global
5. Human Resources	Human Resource Professional Association	2014	Canada
6. Policing	College of Policing	2016	United Kingdom
7. Engineering	Association of Professional Engineers & Geologists of Saskatchewan	2018	Saskatchewan, Canada
8. Social Work	Steering Committee for the National Social Work Competency Framework	2015	Singapore
9. Civil Service	Civil Service Human Resources	2017	United Kingdom
10. United Nations Education, Science Organization (UNESCO) Management	UNESCO	2015	UNESCO
11. Organisation for Economic Co-operation and Development (OECD)	OECD	2014	OECD
12. Systems Engineering	ICOSE UK	2015	United Kingdom
13. International Atomic Energy Agency (IAEA) Staffing	IAEA	N.D.	IAEA
14. Prescribing Professionals	Royal Pharmaceutical Society	2016	United Kingdom
15. United Nations International Children's Emergency Fund (UNICEF) Staffing	UNICEF	N.D.	UNICEF

APPENDIX-2: ENABLING COMPETENCY DEFINITIONS

Analytical Competencies

Analytical Thinking: The ability to deconstruct issues into smaller, more manageable pieces, use evidence and reasoning to identify unique relationships between concepts and weigh the costs and benefits of the alternative actions available. Includes:

- Analyzing evidence and assumptions.
- Applying reason and appropriate criteria to make a judgement.
- Apply knowledge from across fields to discover new or expand one's understanding.
- Ability to be objective and open-minded.

Contextual Agility: The ability to work well no matter the context. The contextual setting can include the culture, socio-economic conditions, organization size, industry type, culture, and team composition.

Creativity: Use of imagination or original ideas to create something new and appropriate for the problem at hand.

Curiosity: The ability to be curious and explore a deeper meaning than what is being overtly expressed. It can lead to the expansion of social networks and learning opportunities.

Perseverance: Perseverance in the face of professional challenges is essential to adaptive capacity. This includes improvements in an individual's control of

their emotional reactions to an intellectual challenge, learning from failure, understanding the importance of practice for competency development, how to manage obstacles in career advancement, and personal hardiness when faced with adversity. One caveat is that perseverance must be maintained within the context of excellent metacognitive abilities that are necessary to determine the point at which perseverance in a career becomes detrimental to being adaptable to uncertainty.

Problem Solving: Problem solving often leverages analytical thinking. Effective problem solving is made up of four interrelated skills:

- The ability to identify vital questions and problems and communicate them clearly.
- The ability to gather and evaluate relevant information.
- The ability to think open-mindedly, recognizing and assessing assumptions, implications, and practical consequences.
- The ability to come to well-reasoned conclusions and solutions, testing them against relevant criteria and standards.

Reflection: Contemplation about one's character, actions, and motives. Provides an understanding of self, values, and how they impact thinking and actions. This competency is under the umbrella of meta-cognitive thinking.

System Thinking: The ability to evaluate the interdependence of discrete components of a whole, as well how these components affect the whole and vice-versa. This includes an individual's ability to understand complex systems, enabling the ability to anticipate potential outcomes and develop approaches to influencing these outcomes.

Takes Initiative: The discipline and ambition to start a task, regardless of difficulty, with limited guidance from others and be self-reliant under pressure.

Time Management: Efficiently and effectively managing one's own time, the time of others, and deliverables for projects. Time management also includes the ability to manage and filter vast levels of information to make timely decisions.

Interpersonal Competencies

Influence: The ability to sway the attitudes or behaviour of others through evidence, logic, and emotion.

Integrity: Display consistent principles that conform with socially acceptable standards within the context of a place of employment. Includes encouraging others to be honest and trustworthy.

Relationship Curation: The ability to develop and maintain relationships with individuals who may share common interests or future goals. This includes the ability to cooperate with others to work towards a common goal.

Collaboration: Work together to a common purpose to achieve mutually beneficial value.

Conflict Resolution: The ability to resolve conflict or create common ground and reach a consensus when different options for forward movement in an organization are considered. The development of this competency encourages people with diverse perspectives to work together to evaluate options and resolve a shared problem.

Emotional Intelligence: The ability to identify, assess and modulate one's own feelings and to understand the feelings of others. Emotional intelligence requires a mix of self-awareness and empathy towards others. Dimensions of emotional intelligence include emotional management, self-awareness, optimism, motivation, empathy, and social skills.

Foundational Literacies

Civic Literacy: Both the knowledge of and the ability to effectively engage in and influence change in social systems, including political, economic, and cultural.

Effective Listening: The ability to commit full attention to what other people are saying, taking the time to understand points being made and ask questions when appropriate, without interrupting at improper times. (Listening to listen versus listening to answer.)

Financial Literacy: Both the knowledge of and the ability to make informed decisions on the allocation of financial resources. Includes areas such as personal financial management, budgeting, and investing.

Numeracy Both the knowledge of and the ability to work with and use numbers. Has the confidence and awareness to know when and how to apply quantitative and spatial understandings at home, at school, at work or in the community.

Verbal Communication: The ability to share information and explanations with a target audience by speaking in a persuasive and influential way. This includes vocabulary, tone, pace, volume, and articulation, with or without, technological support.

Written Communication: The ability to share information and explanations with a target audience in writing in a persuasive, engaging, and influential way. This includes grammar, tone, vocabulary, and style.

Technology Literacy: Both the knowledge of, and the ability to effectively use technology to access, manage, integrate, evaluate, create, and communicate information in a digital environment. This includes an ability to effectively adapt to new digital devices and interfaces. General technical literacy is different from domain-specific technology competency.

Professional Competencies

Define Workplace Goals: Capacity to define future goals, objectives, and outcomes at an individual and organizational level and to use these goals to serve as motivators for the present action.

Manage Organizational Resources: Ability to define a plan to achieve organization goals. This may include:

- Evaluation of current financial and human resources available to execute the defined plan.
- Identifying current and future macro and micro level risks to achieving plan.
- Identify and prioritize existing resource gaps and secure incremental resources or alternatives.
- Ability to develop and manage rigorous budgets.
- Ability to influence others to achieve goals, including the ability to delegate tasks.
- Ability to monitor progress towards achieving organizational and/or individual performance indicators.

Inspire and Lead Others: The ability to guide others to complete a task through charisma, rank, intellect, will or experience. A leader's influence may be formal (e.g., supervisor) or informal (e.g., social influence). This includes the ability to establish a clear goal, the ability to communicate this goal to others, and the ability to balance the interests of others to engage them to deliver on this goal.

Professional Identity: One's self-concept based on attributes, beliefs, values, motives, and experiences. Research suggests that the formation of an individual's professional identity plays a critical role in the transition between postsecondary and future job environments. The age of an individual and how open they are to future change can influence their career adaptability.

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**Report Number:** PFC2021-0222**Meeting:** Priorities & Finance Committee**Meeting Date:** 2021 February 16

NOTICE OF MOTION

RE: Minimizing Negative Impacts of Waste and Recycling Sites**Sponsoring Councillor(s): COUNCILLOR KEATING**

WHEREAS renowned publications such as Forbes Magazine, Maclean's, and many others have often ranked the city of Calgary as one of the cleanest cities in Canada, which is partly due to our waste and recycling programs within The City;

AND WHEREAS The City of Calgary has enacted numerous initiatives on strategic waste and recycling services, including the highly successful Blue Cart recycling program, and the Green Cart compost program; it is clear that The City prioritizes providing Calgarians a clean and environmentally responsible community;

AND WHEREAS for residential and non-residential waste services, there exists many companies in Calgary, and while these companies are often identified as recyclers, salvage yards, processing facilities, containerization and/or storage of goods and/or products or similar, there is a strong possibility that their stockpiles of waste and recycling and other off spec materials may not be compliant with the true purpose of the Land Use Bylaw approvals, especially when very little transferring, processing or recycling is being done;

AND WHEREAS many of these sites have amassed thousands of metric tons (M/t) of waste, recycling and other off spec materials stored on their sites, effectively operating unlicensed and unregulated landfills instead of operating as a temporary processing facility, and only maintaining operating inventory as opposed to large stockpiles of material;

AND WHEREAS these sites do not currently have clear operating standards enforced upon them by The Province or The City of Calgary, and have found a largely unregulated space in which to conduct their operations;

AND WHEREAS as found in the previous UCS2019-1520 report, at some of these sites, there is the possibility of operational practices that may increase exposure to the risk of fires; non-compliance with the Alberta Fire Code with regards to stockpiled content, height, and/or separation; and additional concerns for public safety, no less than three of these sites have been approved since this issue was last before Council, and the recommendations of UCS2019-1520 submitted;

AND WHEREAS the Ward 12 Councillor Office has fielded many complaints from citizens and businesses alike, regarding the debris and particulate that has blown onto their property from these large stockpiles of waste and recycling, and the unsightly aesthetics which impacts their frontage;

AND WHEREAS with the sheer volume of materials currently contained on these properties, Administration should consider applying bonds on existing sites not regulated by Environmental Protection and Enhancement Act (EPEA) to protect tax payers, from removal and remediation related expenses as currently these companies are not required to have them due to the stated nature of their activities, and represents a potential long term financial and environmental liability with potential adverse impacts on, but not limited to, surface water, run off, ground water, and soil, to The City;

NOW THEREFORE BE IT RESOLVED that Council direct Administration to appoint an Officer, be they internal or external, to lead an interdepartmental work group in addressing the resolutions below;

AND FUTHER BE IT RESOLVED that Administration present their internal Officer or present the job description and their recommendations for funding should they be external, to Utilities and Corporate Services Committee no later than Q2 2021;

AND FURTHER BE IT RESOLVED that the interdepartmental work group examine the financial and environmental liability The City would incur in the case of these companies abandoning their sites, (to say what potential liabilities and fees would be incurred by The City through 1,000 M/t increments), and the management of these sites;

AND FURTHER BE IT RESOLVED that the interdepartmental work group develop an enforceable strategy for bringing all sites, that store and process waste, recycling and other materials into better compliance (pile height, screening, fire code, environmental, LUB, etc.), minimizing the potential risks they pose;

AND FURTHER BE IT RESOLVED that the Officer combine the research in a report back through the Utilities and Corporate Services Committee no later than Q4 2021, outlining an initial set of recommendations for how to create enforceable development and operating standards and an enforcement strategy for targeting problematic sites that store and processes waste, recycling and other materials;

AND FUTHER BE IT RESOLVED that the Officer prepare a comprehensive list of recommendations, to submit with their report, on the tools available to Administration, should the enforcement strategy not be an adequate solution to managing the risk associated with these sites.

NOTICE OF MOTION CHECKLIST

The checklist is a tool intended to support the sponsor(s) of a Notice of Motion. The items listed below are important considerations when crafting and submitting a Notice of Motion. It is also intended to support other Members of Council, as the same considerations are important when reaching a decision on a Notice of Motion.

The checklist is therefore an opportunity for the sponsor(s) to:

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Title of the **PFC2021-0222 NOM Checklist.docx**
Motion:

There are two classifications of a Notice of Motion (Check the one that applies):

☒

Regular

☐

Urgent (Include details in Urgency Rationale box below)

☐

Is this Notice of Motion Confidential? (Include details in Procedural box below)

Financial and Other Resource Capacity
Administration has flagged this issue as extremely complicated to unravel and has requested a “quarterback” to lead an interdepartmental work group. Internal appointment will inevitably lead to other work being delayed and an external appointment will require funding for a temporary position. The personnel resources required to get a better handle on this issue are likely minuscule in the face of the growing financial and environmental exposure that these sites represent. P&D, WRS, CCS, ESM, RE&DS, and Law were circulated and gave feedback. We expect Finance, and a variety of other business units will be required to contribute to the resolutions further highlighting the utility of commissioning someone to lead this work.
Legal / Legislative

The original drafts of the NoM included direction for specific business units and made direct reference to using the Land Use Bylaw / Development Permits as a tool for creating new enforceable development standards and exploring a moratorium on approving these sites. Law commented that work attached to the LUB would create legal exposure and could well be overly prescriptive as other solutions/options may present as the work is undertaken.

We understand that ESM is not legally allowed to enter the premises of these sites to take soil samples and obtain a full and accurate picture of the impact the piles are having on surface water, run off, ground water, and soil.

Technical Content

Previous work on this issue:

- Two previous Notices of Motion related to this issue (C2018-1356 & C2019-0448)
- A report to the Utilities and Corporate Services Committee (UCS2019-1520)
- AUMA Resolution 2019.A10

Previous work on this issue has led to roadblocks and resulted in the advice of UCS2019-1520 to advocate for coordinated Provincial action through AUMA. The resolutions associated with this decision can be found in C2019-0448. There has been no meaningful progress on this issue that we were able to discover in our research.

The Calgary Fire Department reports that the current compliance work is slow but showing some signs of success. There are significant concerns that operators are finding creative ways to sidestep this work by opening new sites, increasing the square footage for current leases, and generally ignoring what little regulation exists until someone is on their doorstep. Meanwhile new sites continue to pop-up. WRS, ESM, CFD and other business units are not learning about them until they have already stockpiled large amounts of waste and are already a major issue.

The previous financial liability risk assessment (UCS2019-1520) concluded that the private landowners, MGA, and EPEA were mitigating factors. The potential environmental impacts, however, were not directly addressed in this report. RE&DS has commented that in the case of a tax forfeiture that the land would sit for three to four years (compounding environmental issues).

Properly regulated sites make financial deposits with the Alberta Environment Protection and Enhancement Fund to ensure that closure activities and monitoring are covered.

There has been confusion during previous work due to these sites being approved under different land uses. The unregulated sites exist in a self identified niche as recyclers, salvage yards, processing facilities, containerization and/or storage of good and/or products or similar. The unifying characteristic being their ability to sidestep regulations by being a “temporary recycling” facility. The regulation gap is actively incentivizing poor behaviour as all an operator needs, to make considerable profit, is square footage.

To contrast these sites with other well regulated sites we will be emailing out a few attachements to Concil ahead of the Feb 16th PFC meeting.

Procedural (Including reasons for confidentiality)
N/A
Other Considerations
<p>These sites are impacting adjacent businesses negatively</p> <p>These sites are devaluing the adjacent land holdings</p> <p>These sites are undercutting regulated operators including our own City of Calgary landfills</p>
Urgency Rationale
N/A

Minimizing the Hazardous Impacts of Waste Processing Facilities

Priorities & Finance Committee
February 16, 2021

SHANE KEATING

COUNCILLOR WARD 12

Exploiting a gap “Unregulated landfills”





Waste Processing Facilities

Where are we currently?

- This is not a new issue for Administration
- This is a “hot potato” issue and will be complicated to unravel
- The work is currently not being prioritized
- We are waiting on AEP and the AUMA resolution asking The Province to close this regulatory gap
- We don't know the full scope of the exposure to The City that these sites represent
- We don't know the long term environmental implications

Waste Processing Facilities

Where are we currently?

- There are Calgarians operating businesses next to these sites
- There are landowners unable to rent their properties due to these sites
- They are undercutting operators that are following proper regulations
- We are still approving these sites
- We are not circulating the impacted business units
- No liners, no bonds = limited protection for the landowners, The City, The Province

Waste Processing Facilities

Where are we currently?

- They represent OH&S compliance issues
- Tax forfeitures often sit for three to four years
- Who is going to want to purchase land that has sat with a huge pile of waste on it for three to four years?
- We have an opportunity to do the hard work now to minimize this issue
- Council needs to make it abundantly clear that this work needs to be prioritized





**Report
Number:** PFC2021-0262

Meeting: Priorities and Finance Committee

Meeting Date: 2021 February 16

NOTICE OF MOTION

RE: Council endorsement of technology to help missing children

Sponsoring Councillor: Jeromy Farkas

WHEREAS in 2019, there were 40,425 reports of missing children in Canada as reported by the RCMP using numbers provided by the Canadian Police Information Centre (CPIC);

AND WHEREAS the Missing Children Society of Canada (MCSC) is a 35-year-old organization that has gone from putting up posters of missing children to partnering with police organizations to help locate missing children;

AND WHEREAS the Amber Alert system has a high threshold; therefore, many missing children do not meet the criteria to be listed on the network and predators need time and anonymity to harm a child;

AND WHEREAS Calgary City Council endorsed a new technology launched by the MCSC in 2020, encouraging all city staff to download the MCSC Child Search Network 'MCSC rescu' web app in order to receive real-time, location-specific push notifications if a child is reported missing in their geographical area;

AND WHEREAS On Oct. 22, 2020, the Honourable Bill Blair, Minister of Public Safety and Emergency Preparedness expressed his support for the Canadian Association of Chiefs of Police's (CACP) decision to adopt the MCSC Child Search Network as a standard resource to be used by all police services in Canada to support the investigation of all high-risk missing children cases in the country;

AND WHEREAS the MCSC and the Calgary Police Service (founding police partner) have done the initial work to launch the Child Search Network and prepare for the nation-wide roll-out;

AND WHEREAS the CACP will be making a national announcement in the coming days of the Canada-wide roll-out for all police organizations to use the Child Search Network as their primary technology to located missing children;

AND WHEREAS the MCSC Child Search Network has migrated their rescu app from a browser-based application to a native app running on the Apple and Android platforms;

AND WHEREAS City of Calgary Corporate Security, City Clerk's Office, Law and Information Technology have reviewed the publicly available privacy and technical information related to the MCSC rescu application and have concluded that accessing the application from City of Calgary devices poses a low risk to the City from an information and privacy perspective and are comfortable with operating the application on City-owned devices.

AND WHEREAS this is an opportunity for the City of Calgary to demonstrate leadership on a national scale at no cost to the organization to help achieve the goal of locating missing children.

THEREFORE BE IT RESOLVED:

1. That Council approves the native Missing Children Society of Canada Child Search Network 'MCSC rescu' web app to be pushed onto all City of Calgary-owned mobile devices, and encourages all employees and contractors to download the app onto their personal devices and register for alerts.
2. That the City of Calgary joins the public relations efforts of the MCSC and Calgary Police Services to spread awareness about the technology through their various media channels and communication.

NOTICE OF MOTION CHECKLIST

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Title of the Motion:

Council endorsement of technology to help missing children and push new technology onto city-owned devices.

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☒

Regular

☐

Urgent (Include details in Urgency Rationale box below)

☐

Is this Notice of Motion Confidential? (Include details in Procedural box below)

Financial and Other Resource Capacity
None
Legal / Legislative
Law reviewed information related to the app and concluded there is low risk.

Technical Content
Corporate Security, the Clerk's Office, and IT have also reviewed the app and concluded it poses a low risk to the city.
Procedural (Including reasons for confidentiality)
None
Other Considerations
None
Urgency Rationale
None